



Madagasikara Voakajy

Strategic plan 2024 - 2028

Maliasili Initiatives facilitated the development of this strategic plan, which also received support from the UK Government through the Darwin Initiative fund and the Rufford Foundation.



TABLE OF CONTENTS

MESSAGE FROM THE BOARD OF DIRECTORS.....	6
---	---

EXECUTIVE SUMMARY.....	8
------------------------	---

SITUATIONAL ANALYSIS10

CONSERVATION CONTEXT IN MADAGASCAR.....	11
--	----

Introduction	11
--------------	----

Implementation of Conservation Measures	11
---	----

MADAGASIKARA VOAKAJY'S JOURNEY.....	14
-------------------------------------	----

MV intervention sites	16
-----------------------	----

MV'S ORGANIZATIONAL STRENGTHS AND SUCCESSES.....	17
---	----

Impact through major scientific research	17
--	----

A team of devoted experts in their field	18
--	----

Strong and strategic partnerships	18
-----------------------------------	----

MV'S ORGANIZATIONAL CHALLENGES AND WEAKNESSES	19
--	----

MV lacks a clear theory of change	19
-----------------------------------	----

PAs in need of resources	20
--------------------------	----

Inadequate operational management	20
-----------------------------------	----

OPPORTUNITIES	21
---------------------	----

EXTERNAL THREATS	23
------------------------	----

STRATEGY24

VISION, MISSION ET VALEURS	25
----------------------------------	----

OUR THEORY OF CHANGE.....	26
---------------------------	----

The four key pillars that will enable MV to fulfill its mission	28
--	----

Objectives and key actions	30
----------------------------	----

IMPLEMENTATION OF THE STRATEGIC PLAN AND RESOURCES	34
---	----

Organizational structure	34
--------------------------	----

Budget projection	35
-------------------	----

Partnerships and Collaborations	36
---------------------------------	----

Communications	36
----------------	----

REFERENCES.....37

MESSAGE FROM THE BOARD OF DIRECTORS

Dear reader,

We would like to express our gratitude for your interest in the conservation of Madagascar's natural environment and for supporting Madagasikara Voakajy's efforts in this field. We are hopeful that your interest in our work and/or your field of activity will grow upon reading this document. Founded in May 2005, Madagasikara Voakajy is a Malagasy association dedicated to the conservation and management of natural resources. «Voakajy», a Malagasy word meaning both «preserved» and «pre-planned», reflects our commitment to protecting endemic species and their habitats, as well as planning their management, for the benefit of local communities and other stakeholders.

Since its inception, Madagasikara Voakajy has pursued two major ambitions: the conservation of Madagascar's unique and threatened species and ecosystems, and the creation of professional opportunities for young Malagasy wishing to invest in this field. Thanks to a strong team, we aim to achieve our vision of enabling communities to live in harmony with biodiversity. Over the next five years, our mission is to prevent the extinction of endangered species in Madagascar through close collaboration with local populations. Four key pillars underpin this mission: applied research to guide all our actions, local community involvement in the management of natural resources, conservation and restoration of critical habitats, as well as the promotion of the economic value of

endemic species to encourage their conservation in situ. The latter, which embodies our unique approach, includes the development of an industry specializing in baobab fruit and frog species, thereby offering opportunities for the sustainable management of natural resources.

We owe our current success to the commitment, determination and talent of each member of our team as well as our technical and financial partners, and above all to the communities that live alongside the threatened species from the natural habitats we focus on. Implementing this Strategic Plan requires us to maintain and strengthen these collaborations. Please do not hesitate to send us your comments by e-mail to voakajy@voakajy.mg. We hope you enjoy reading this report.

Dr Herilala Randriamahazo,
Chairman of the Board of Directors



EXECUTIVE SUMMARY

Madagasikara Voakajy (MV) is an organization under Malagasy law dedicated to safeguarding Madagascar's most endangered endemic species and their habitats. It strives to enrich scientific knowledge in order to develop and implement effective community conservation approaches across the country, including the creation and management of Protected areas (PAs) and community conservation areas. The organization launches initiatives aimed at protecting and restoring vital ecosystems, as well as fostering community involvement and livelihoods.

Since its establishment, MV has had a remarkable track record in preserving biodiversity. Through collaboration with local communities, the government and other stakeholders, MV has managed to:

- Establish seven Protected areas (PAs) to protect and safeguard endangered species,
- Reclassify the golden mantella frog from "Critically Endangered" to "Endangered",
- Set up a fair and sustainable value chain for the fruit of the Grandidier's baobab, generating benefits for resource managers and reinforcing the protection of the species and its natural habitat.

Political, economic and climatic crises in Madagascar are aggravating the livelihood problems faced by communities around PAs and exacerbating their dependence on natural resources. MV's mission for 2024-2028 is to reverse the risk of extinction of threatened species and their habitats in Madagascar through close collaboration with local communities. In order to do so, MV relies on four key pillars of intervention:

1

Applied research, which guides the actions to be implemented

2

Community involvement in the vicinity of target species and their natural habitats

3

Conservation and restoration of natural habitats that are essential for species conservation

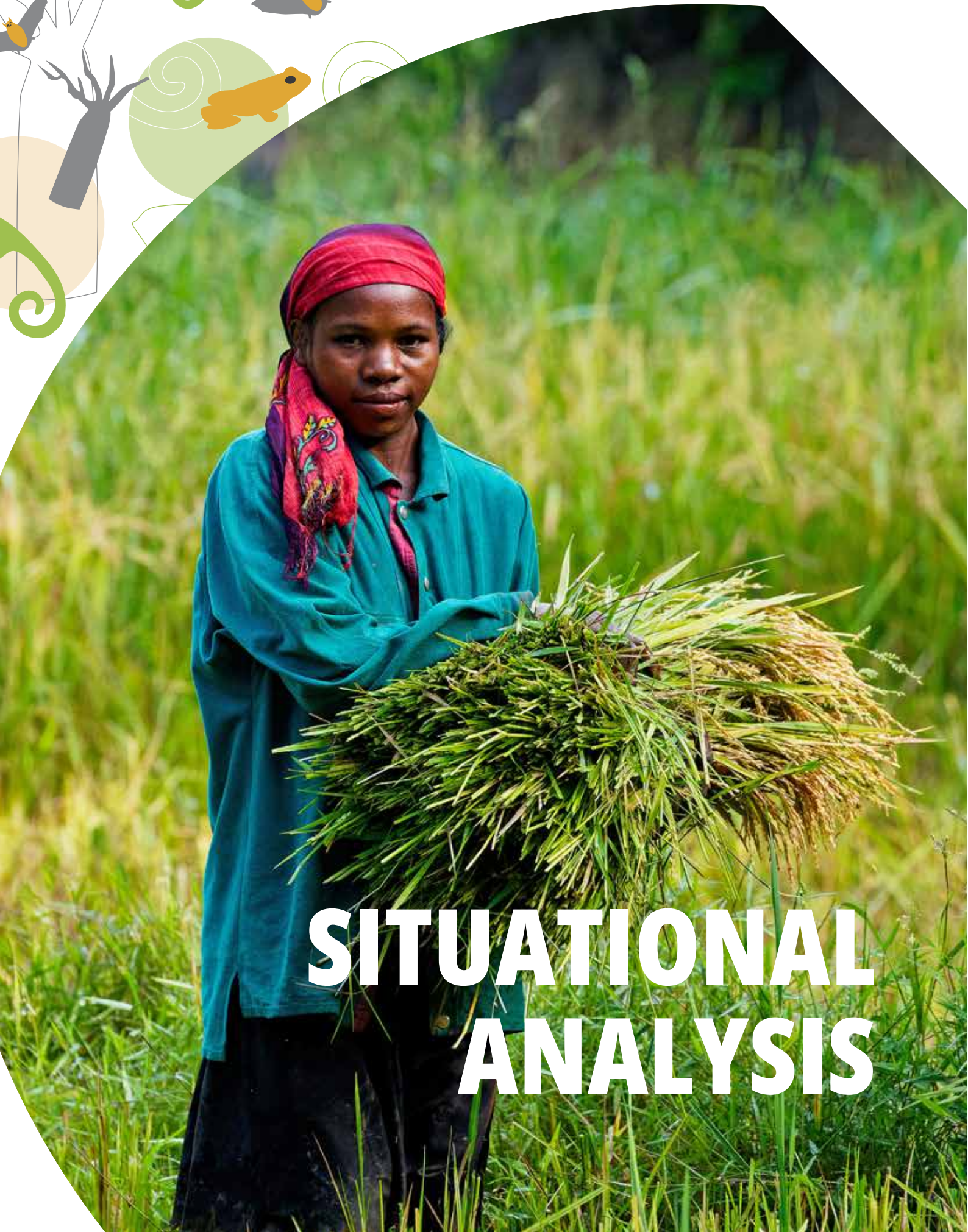
4

Promoting the economic value of endemic species, in order to encourage their conservation in their habitats.



A high level of coordination within the organization is required to achieve these goals.

In Madagascar, organizations like MV find themselves having to address issues that extend beyond community conservation, such as creating income-generating activities, building community infrastructure and ensuring compliance with the socio-economic requirements imposed by PA regulations. In doing so, they aim to encourage community participation in conservation efforts, which in turn represents a strategic challenge for MV, as it seeks to strengthen its team, key management functions and partnerships in order to achieve its goals.



SITUATIONAL ANALYSIS

CONSERVATION CONTEXT IN MADAGASCAR

Introduction

With 90% of its fauna and 80% of its flora being endemic¹, Madagascar is a country of biological megadiversity. Until 1984, the country witnessed rapid environmental degradation linked to the government's fragile attempt to centralize PA management. This awareness led the country to draw up its first National Environmental Action Plan (NEAP) over a period of 15 years, backed by multilateral donors such as the World Bank and the

United States Agency for International Development (USAID), as well as non-governmental organizations such as WWF and Conservation International (CI). Over the subsequent decades, conservation efforts have had mixed success given the population's chronic poverty and dependence on natural resources, as well as an unfavorable political situation and the prevalence of corruption.

Implementation of Conservation Measures

The NEAPs made it possible to set up a network of PAs, managed by a state-mandated organization. The Malagasy state quickly acknowledged that it was not in a position to manage PAs, which were often very isolated, and that the devolution of natural resource management to grassroots communities would be more effective. During the 2003 World Congress on Protected Areas held in Durban, South Africa, Marc Ravalomanana, former President of the Republic of Madagascar, announced his intention to triple the surface area of Madagascar's Protected Areas over the next 5 years. At this time, such PAs can be planned, implemented and managed by a variety of stakeholders, including VOIs², NGOs, local authorities and the private sector. This approach aims to reconcile communities with their biodiversity-rich environments, with the aim of achieving sustainable development in accordance with categories V and VI of the International Union for Conservation of Nature (IUCN).



¹ Steven M. Goodman et al., 2018
² *Vondron'Olona Ifotony*: Malagasy term referring to grassroots or local communities (community associations) whose aim is the conservation and/or sustainable management of natural resources.

VONDRON'OLONA IFOTONY (VOI), NATURAL RESOURCE MANAGEMENT TRANSFERS (TGRN) AND PROTECTED AREAS (PA) PRINCIPLE IN MADAGASCAR



TGRN is a legal process which (partially) delegates the management of natural resources, such as forests, to VOIs. It also involves recognizing communities' customary rights to their land and resources.



Madagascar makes use of different PA **categories** to preserve its unique biodiversity, in accordance with the IUCN classification system. These categories aim to safeguard specific ecosystems and large natural areas with limited access, that are mainly used for scientific research and monitoring purposes:

- **Category V** (Protected Landscape or Seascape) focuses on areas shaped by sustainable interaction between man and nature, giving them their uniqueness and an ecological, biological and cultural value. The primary goal is to safeguard the integrity of this interaction, by acknowledging its importance for the protection and maintenance of the area, as well as for the conservation of nature and other associated values.
- **Category VI** (Protected areas with sustainable use of natural resources) involves the conservation of ecosystems, cultural values and traditional resource management systems. These areas, which are generally vast and mostly in their natural state, focus on the sustainable management of natural resources, allowing low-level, non-industrial use of resources that aligns with nature conservation goals.



VOIs are based on the principle that local communities are the custodians of the natural resources that are vital to their survival. They refer to local communities that have formed organizations to manage natural resources. Often supported by NGOs, VOIs have to go through a number of administrative stages before obtaining TGRN.



The three main **criteria** for category V and VI PAs are as follows:

- Presence of endemic species;
- Ecological importance and role of the habitat in the ecosystem in question;
- Economic development potential for surrounding communities.



In categories V and VI PAs, VOIs adopt a **participatory management approach**, where local communities are closely involved in the management and conservation of these areas:

- Setting up zoning to regulate access to resources, raising environmental awareness, patrolling and developing sustainable economic projects that contribute to conservation.
- VOIs are located within and/or on the periphery of PAs, forming a shield or buffer zone.

Between 2009 and 2015, Madagascar saw a net increase in category V and VI PAs (Harmonious Protected Landscapes). During this period, researchers and academics created national conservation organizations and promoted so-called «community-based» conservation, with a particular emphasis on «local presence» or «community proximity». These PAs are complex to manage, since they require multidisciplinary skills to ensure effective local governance. The problem lies in the fact that the management of these areas focused mainly on research, rather than on a community conservation perspective.



Madagascar has lost 44% of its forest cover since 1950, leading to a catastrophic decline in biodiversity. Community conservation initiatives generally face major challenges:

Communities living close to biodiversity-rich areas receive hardly any direct benefit from conserving natural resources when joining a VOI or managing a PA

With regards to PA managers, the national legal framework is complex and uncertain, making it difficult to set up effective management mechanisms

- Community governance institutions are too fragile to support natural resource management;
- Administrative and legal procedures as well as the land tenure framework are highly complex, which often prevents communities from managing their own resources;
- Development of an economic sector aimed at reducing the heavy dependence on natural resources represents a real challenge.
- NGOs and VOIs coexist. Having different statuses within the same area raises governance issues. Community initiatives often emanate from NGOs, as local communities lack the tools for self-organization and become dependent on NGOs;
- The negotiation of management agreements for PAs entails considerable costs for NGOs, especially as the government does not contribute to the associated expenses.



44 %
of forest cover
have been lost
since 1950

MADAGASIKARA VOAKAJY'S JOURNEY

A collaboration known as *Lamin'asa Fiarovana Ramanavy* (LFR) between the University of Antananarivo and the University of Aberdeen has initiated a series of research and capacity-building projects focusing on fruit-eating and insectivorous bats.

1989 - 2003

2005 - 2007

2004 - 2008

Initiative to establish Madagasikara Voakajy to replace LFR.

Increased research on other small vertebrates, including reptiles and amphibians.

2009 - 2012

2013

National conservation strategy for the Grandidier's baobab.

Research on hunting and consumption of wild animals in Madagascar, leading to environmental education programs to stop the hunting of lemurs in Protected areas (PAs), and the confirmation of the presence of the endemic fish known as *Damba menarambo* in Lac Tseny.

2009 - 2015

Contributing to the implementation of a national policy to increase the number and surface area of Protected Areas in Madagascar: creation of seven Protected Areas in the Alaotra-Mangoro Region.

2017

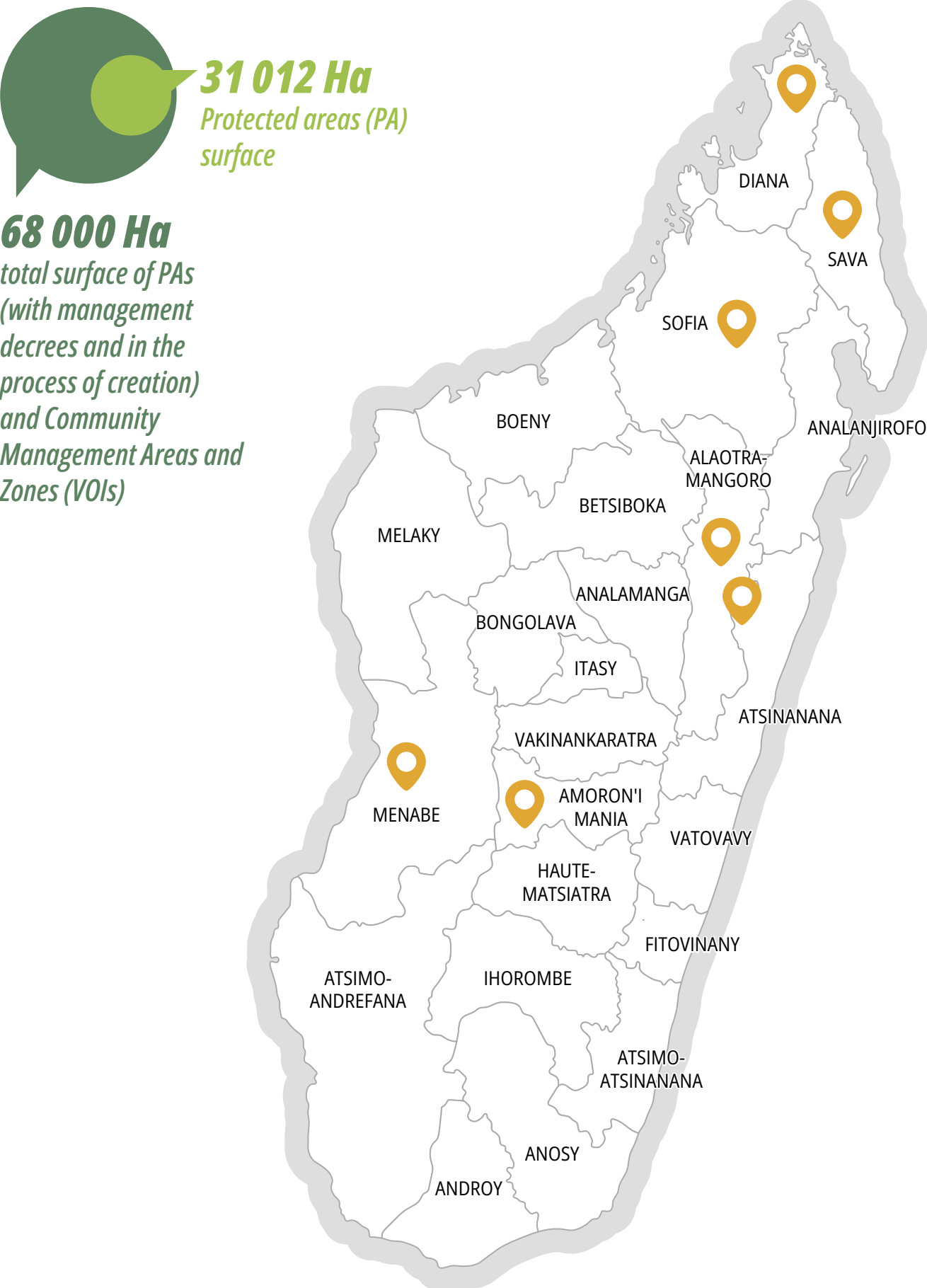
First trial of baobab fruit powder processing by communities in the Menabe Region.

2021

Tusk Conservation Award presented to Madagasikara Voakajy by its Executive Director.

Beginning of conservation initiatives with communities and creation of a protected area in Bobaomby, following the research on the importance of the baobab population in this area and the communities' requests.

MV intervention sites



MV'S ORGANIZATIONAL STRENGTHS AND SUCCESSES

Impact through major scientific research

- Based on the results of the research carried out and the mobilization of stakeholders, MV has led and/or contributed to the development, implementation and evaluation of conservation strategies for three endemic species of Madagascar, including the golden mantella called *Mantella aurantiaca*, Grandidier's baobab known as *Adansonia grandidieri*, and Tarzan's chameleon referred to as *Calumma tarzan*.
- Thanks to the implementation of the species' conservation strategy of *Mantella aurantiaca* by all stakeholders, including the communities of the Mangabe-Ranomena-Sahasarotra PA, the species' conservation status went from «Critically Endangered'» since 2004 to «Endangered» in 2020.
- Through in-depth research on the baobab *Adansonia grandidieri*, and the involvement of communities and private companies, MV has succeeded in promoting a value chain around the fruits of this tree. Now well-known on the local market, the value chain of this product contributes to the protection and conservation of this emblematic species of the Menabe Region.
- Scientific research findings have enabled MV to facilitate the establishment of PAs (31,012 hectares) and set up management plans in collaboration with communities to protect species classified as «endangered» or «critically endangered».
- MV has gained scientific credence in influencing decision-making and management strategies for endemic species. MV contributes to setting export quotas for endemic species under the Convention on Trade in Endangered Species of Wild Fauna and Flora (CITES), in collaboration with the French Ministry of Environment and Sustainable Development (MEDD), by providing data on population trends and evolution of this species.



A team of devoted experts in their field

- Renowned for its strong leadership skills (both nationally and internationally), MV has, through its Executive Director, earned several international awards and helped MV secure several financing deals.
- Throughout its growth, MV has also diversified its team members, both in terms of qualifications and experience. In 2023, the Executive Management team was expanded to include biologists (in zoology and botany), managers, economists, agronomists, farmers, and more. Each team member has developed a strong sense of belonging to MV, and a deep bond with the regions in which he/she works.

Strong and strategic partnerships

MV is respected by the government, communities and other stakeholders

- Partnerships have been established to promote species protection and provide essential information for PA management:
 - MV works alongside other organizations, such as Fanamby and the Mitsinjo Association, to collect in-depth scientific data on target species, thereby contributing to PAs and VOIs management.
- Since 2005, MV has developed constructive and sustainable relationships with a number of partner communities. The field agents, all originally from the intervention regions, played a major role in achieving this. The implementation of natural resource management transfers through VOIs has been considered a success by the communities, as it has enabled specific areas to be defined for conservation.

MV'S ORGANIZATIONAL CHALLENGES AND WEAKNESSES

MV lacks a clear theory of change

Operating in remote areas where few other players are involved, MV is faced with the challenge of solving problems relating to community development and biodiversity conservation.

Throughout the years, several uncoordinated interventions unrelated to the goals and mission have been implemented, including the rehabilitation of school and health infrastructures in the intervention villages. The impact of these interventions on the socio-economic conditions of the beneficiaries and the conservation of biodiversity is not well assessed.

Moreover, the organization focuses its efforts on various target species in different geographical areas, setting up scattered income-generating activity projects, which do not clearly demonstrate a significant impact on the improvement of beneficiaries' socio-economic conditions.

Funding is often sought opportunistically and without well-defined goals, leading to an accumulation of projects, while the organizational structure does not pragmatically respond to the integrated and complex approaches needed to manage these activities effectively.





PAs in need of resources

The MV team strives to actively mobilize VOIs towards conservation, in exchange for the social and economic support mechanisms imposed by the Code of Protected Areas (COAP³). However, challenges and gaps are observed in several areas:

- Reliance on local communities to volunteer to carry out patrols, without adequate remuneration or training;
- Lack of monitoring and evaluation of activities carried out at most sites;
- Prolonged absence of MV staff on site, slowing down the preparation and implementation of initiatives.

Inadequate operational management

MV's major operational challenge lies in human resources management, in terms of structure, roles and responsibilities, as well as the management system:

- Ineffective organizational structure, with many employees whose roles and responsibilities are poorly defined;
- Constant review of administrative, human resources management, financial and communication procedures leads to operational shortcomings;
- Insufficient staffing and lack of coordination at executive management level;
- Job insecurity due to dependence on annual projects.

³ COAP (Code des Aires Protégées de Madagascar): Code of Protected Areas of Madagascar, which is a decree establishing the procedures for the creation, modification, and management of Protected Areas within the Madagascar Protected Areas System.

OPPORTUNITIES

MV operates in a national and international context that increasingly recognizes that local communities play an essential role in nature conservation, and that they will need support in the management of these natural resources. The organization will need to:



Strengthen community involvement and empowerment

The government (Ministry of the Environment), in collaboration with MV, has delegated natural resource management to local communities via 32 VOIs across 4 regions of Madagascar. Some of these groups have stronger leadership while others need greater support from MV. These community groups implement management measures, including zoning, management contracts and specifications. MV must reinforce and support these efforts, while ensuring that the communities' roles and responsibilities are respected. This involves monitoring decisions taken at co-management meetings and providing material and financial support for planned activities.

Based on scientific research and inventory, MV's interventions represent not only a strength but also an opportunity to adopt a more effective conservation approach.

Enhance the value of natural resources, based on the results of applied scientific research

Improve the link between applied research and the monitoring-evaluation framework

With a clearer theory of change, MV will be able to utilize scientific expertise within its team and put a robust monitoring-evaluation framework in place in order to measure the organization's impact.

SCIENTIFIC RESEARCH AT MV

To ensure the adaptive and sustainable management of endemic species, MV combines two complementary types of research: applied research and robust monitoring and evaluation.

Applied research

is carried out to answer specific questions or solve specific problems. These may be biological, ecological, social or economic in nature. This aspect of research generates scientific knowledge/information for decision-making, such as abundance and distribution parameters, thus answering the question of changing the species' conservation status and, subsequently, its exploitability.

The program monitoring-evaluation framework

consists of measuring the impacts of interventions carried out, adjusting approaches in collaboration with communities and carrying out adaptive management, which may also lead to the need for specific research to overcome obstacles to achieving goals.



EXTERNAL THREATS



Madagascar's recurrent political instability could jeopardize environmental commitments in the near future.

Political instability

Communities around PAs need to increase agricultural production and expand their fields into natural habitats. As a result, the habitats of endemic species are being destroyed, creating a conflict between conservation and development.

Unplanned population migration, mainly due to famine and climate change in southern Madagascar, increases conflicts between conservation and development, as well as between populations.



Poverty and the climate change crisis



The legal and administrative context of conservation

MV is not yet legally mandated by the government to manage some of the PAs in which it operates. This prevents the organization from accessing funds requiring such documentation.

Legal ambiguities and corruption often prevent the application of existing regulations and demotivate conservation stakeholders, particularly at community level.

Inadequate coordination of conservation and development projects at local, regional and national levels.



STRATEGY

VISION, MISSION AND VALUES

Our vision

Enabling communities to live in harmony with nature and prosper through the conservation and regeneration of their territories.

Our mission

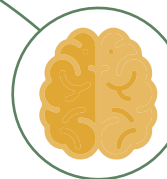
Our mission is to work with local communities to reverse the decline of endangered species in their natural habitats.

Our values



Respect

We respect people, nature and culture.



Continuous learning

We learn from our mistakes, our strengths and our spirit of sharing.



Commitment

We are fully committed to what we do.



Local roots

We invest resources in the communities in which we work.

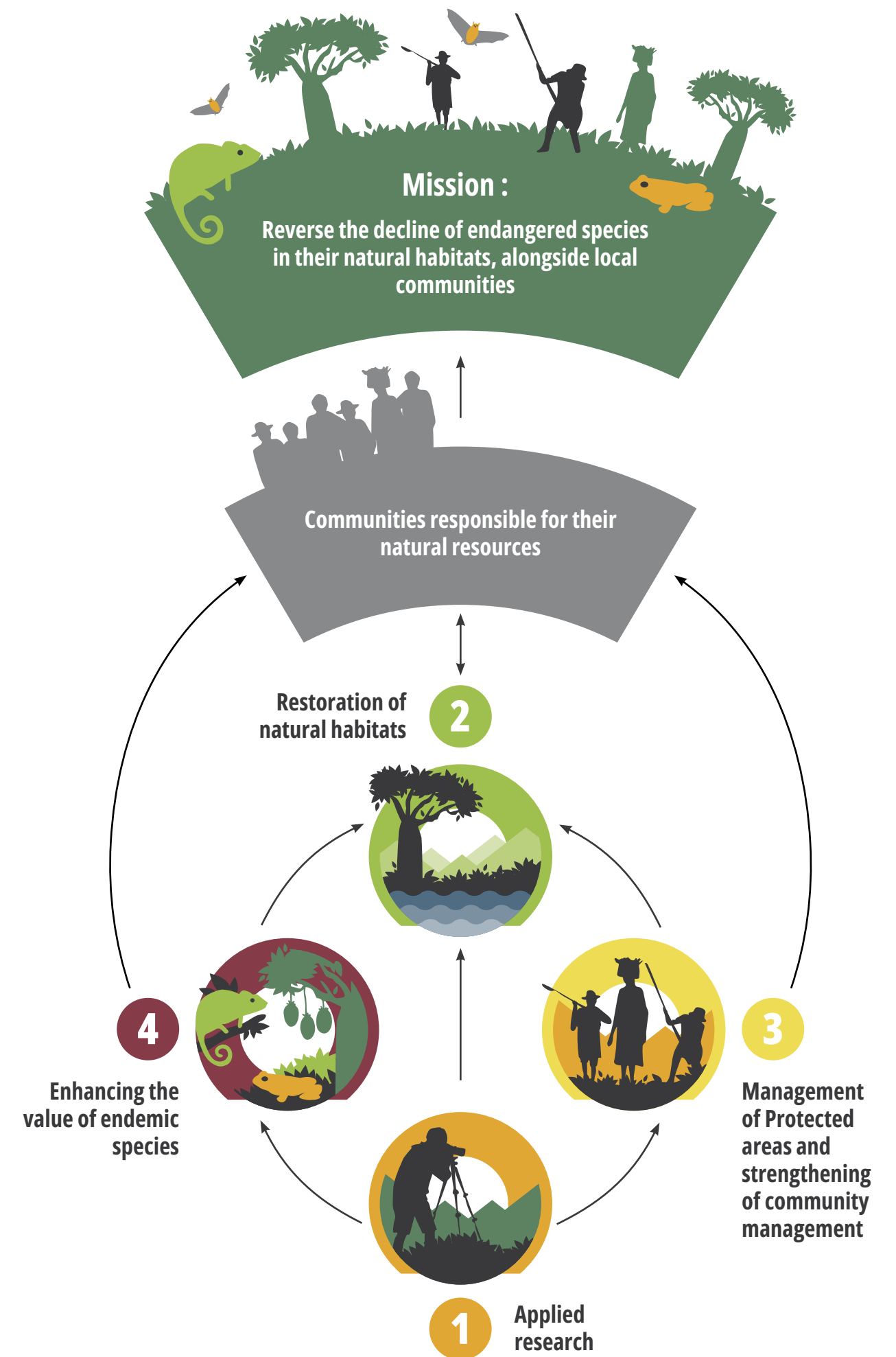


Collaboration

We work together to achieve results.

OUR THEORY OF CHANGE

In order to reverse the extinction risk of endangered species, MV proposes a theory of change based on applied research, restoration of degraded habitats, community conservation as well as the development of promising industries, notably through the valorization of endemic species.



1 Applied research

Applied research and the monitoring-evaluation framework underpin MV's work and will be used to inform the following management actions:

- Creation of sustainable channels for the sale of products derived from critically endangered species such as baobabs, or the sustainable export of species to generate income for the communities protecting these resources;
- Ecological restoration approaches and techniques to protect these species and their habitat.



3 Protected area management and strengthening of community management: governance, rights and community benefits

MV believes that enhancing the value of endangered species goes hand in hand with consistent work in terms of PA management and VOI strengthening:

- Strengthening of functional structures for co-management of natural resources;
- Community rights to manage their resources;
- Sufficient economic benefits to enable communities to participate in conservation activities such as agricultural optimization.



The four key pillars that will enable MV to fulfill its mission

2 Restoration of natural habitat in Protected Areas and targeted community conservation areas⁴

MV believes that effective management by local communities and enhancement of endemic species will:

- Ensure habitat protection and, consequently, encourage passive restoration;
- Encourage communities to take advantage of the benefits available to participate in active habitat restoration.

⁴ Community conservation areas, also known as natural resource management transfers to communities



4 Enhancing the value of endemic species to generate benefits for local communities and the management of natural resources

MV has already demonstrated that applied research and the monitoring-evaluation framework lay the foundations for the valorization of endangered species. The organization believes that enhancing the value of these species provides a very strong financial incentive for communities. Such incentives are intended to support the long-term use, management and conservation of these species.



Goals and key actions

MV has identified four goals for implementing the theory of change and reversing the decline of endangered species in their natural habitats, together with local communities.

Objective 1.1

Review the geographical distribution and compile existing databases on the 3 MV flagship species in preparation for the IUCN Red List assessment. To achieve this, databases for the three target species must be created and updated.



Objective 1.2

Develop and implement conservation strategies for the 3 species, by implementing an appropriate management approach for the 3 species in their respective habitats and establishing an ecological monitoring protocol.



Objective 1.3

Review the IUCN Red List status of the 3 target species to ensure their effective management and conservation. To achieve this, data must be shared with scientific authorities, MEDD, and PA managers, and research and ecological monitoring results must be published in scientific journals.



MV not only documents biodiversity and the threats it faces, but also develops conservation strategies based on sound science. The organization also elaborates conservation strategies based on sound scientific data. In other words, its actions are guided by an in-depth knowledge of the needs of both species and local communities. This data provides information on the conservation status of these endemic species, which contributes to the valorization process.

Target



Grandidier's baobab has been downlisted from Endangered (EN) to Vulnerable (VU) or even Least Concern (LC), Perrier's baobab has gone from Critically Endangered (CR) to Endangered (EN) and Tarzan's chameleon from Critically Endangered (CR) to Endangered (EN).

Goal 1 :

Strengthen research to inform decision-making on conservation status assessment of MV flagship species to improve management and protection.

Goal 2 :

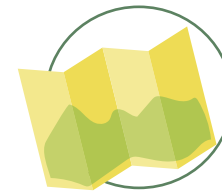
Maintain and restore natural habitat in PAs and key intervention sites.

The organization strives not only to protect, but above all to restore habitats in Protected Areas, through close collaboration with local communities.



Target

8,000 hectares of priority habitats have been restored and maintained, with reduced threats, resulting in an increase in protected area forest cover and a growth in the population of endemic species.



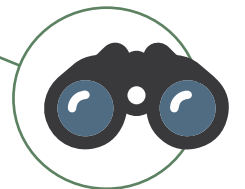
Objective 2.1

Develop and implement the management plan for natural habitats to be restored in and around Protected Areas and management transfer zones. To achieve this, the actions to be carried out must be defined, the habitats and areas to be restored must be delimited and materialized; a dynamic database on restoration actions must be maintained and raising community awareness must take place in order to communicate the management plan and restoration actions as well as results.



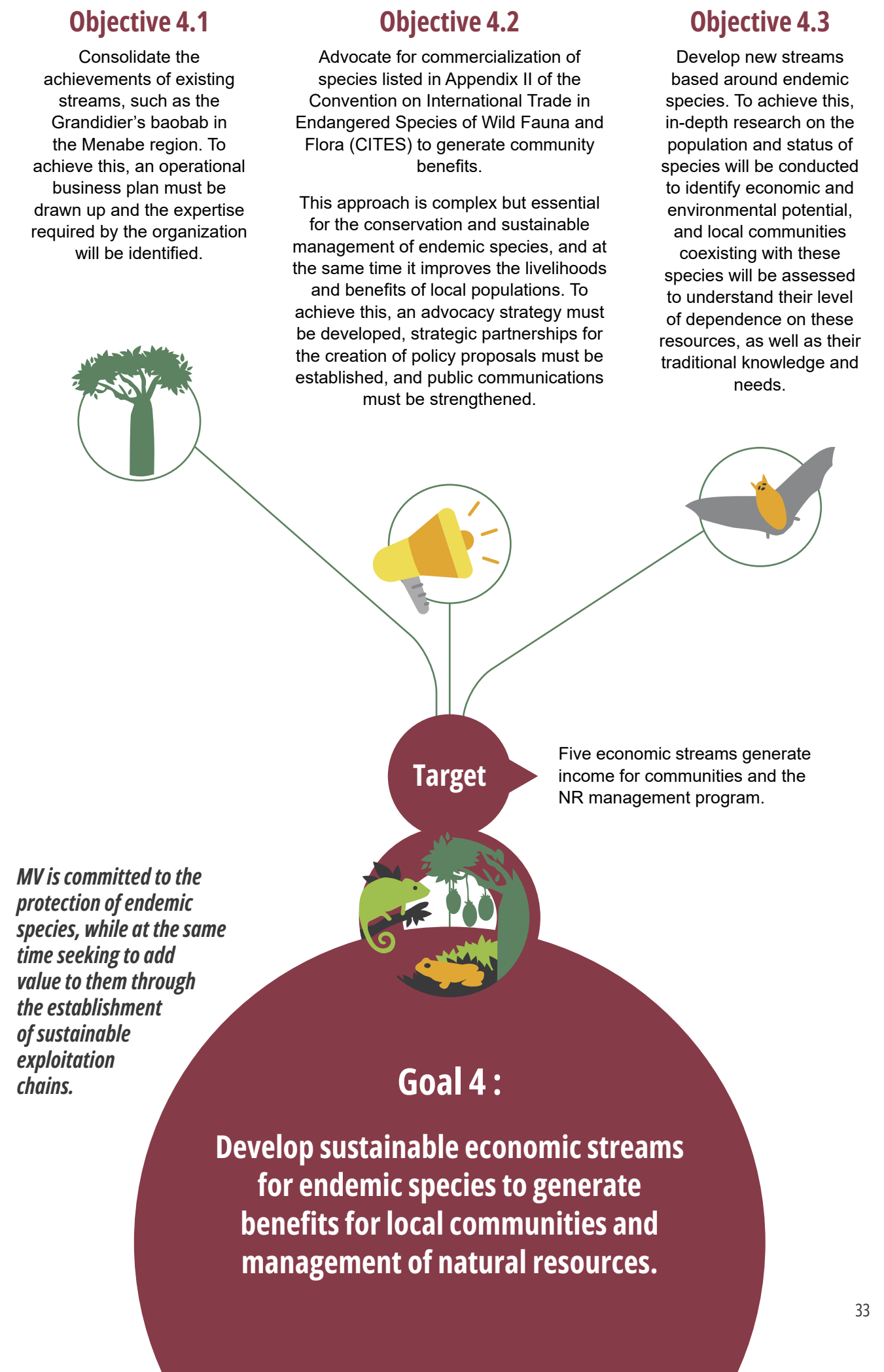
Objective 2.2

Conduct active restoration programs in Protected Areas. Restoration efforts will be prioritized in areas where degradation is at its worst as well as in the Mangabe PA. To achieve this, seed supply must be ensured, active restoration encouraged by setting up nurseries and training nurserymen, particularly in priority areas, and agroforestry must be developed to reinforce ecological restoration and provide agricultural benefits to communities.



Objective 2.3

Ensure the protection of Protected Areas and management transfer zones. To achieve this, patrol and surveillance programs must be set up with communities in Protected Areas and management transfer zones.



IMPLEMENTATION OF THE STRATEGIC PLAN AND RESOURCES

To effectively achieve its mission and goals, MV acknowledges that it is imperative to strategically invest in its growth and development, strengthen its core management functions, consolidate its team and capabilities, and foster its partnerships. This involves creating new positions adapted to the organization's current needs, optimizing the organizational structure and improving management practices.

Organizational structure

To optimize its overall operations, MV needs to invest heavily in its core management functions. The organization is currently in a growth phase which requires a focus on coordination and implementation of procedures appropriate to the size and activities of the organization. This calls for a new organizational structure that will bring greater clarity to team roles and responsibilities, thus enabling the execution of this strategy.

New organizational chart components

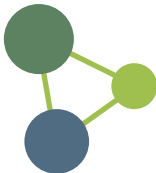
1/ Operations and procedures

MV currently employs a team of 70 people and manages a number of complex activities. As a result, the organization's strategic direction can no longer be managed by the same person on a daily basis. An Operations department and a Finance department will be created to relieve the Executive Director of certain operational responsibilities and enable her to focus more on strategy, maintaining strategic relationships, developing the organizational culture and building the team. The Operations Department will oversee the entire organization and team, while at the same time ensuring that pragmatic procedures are put in place to optimize the performance of the entire organization and the development of its workforce.



2/ Technical coordination

The establishment of a Technical Department is suggested, with the aim of managing and coordinating the technical programs required to achieve MV's mission on the intervention sites. The creation of two new coordinator positions, one for the sites and the other for the programs, will be essential to ensure smooth coordination between the technical and methodological design of the programs and their implementation on the sites.



Budget projection

The organization's financial requirements will increase over the next five years. Moreover, the creation of these new key positions will generate additional costs for the organization. The objectives are to increase the diversification of long-term funding to support the implementation of MV's strategy, and to increase unrestricted funding to enable the organization to build a strong team and strengthen organizational development.



Estimated annual budget					
Year	2024	2025	2026	2027	2028
Staff	\$ 292,352.77	\$ 355,564.18	\$ 380,453.68	\$ 437,521.73	\$ 481,196.86
Programs	\$ 417,646.82	\$ 507,948.83	\$ 543,505.25	\$ 625,031.04	\$ 687,424.09
Development	\$ 25,058.81	\$ 30,476.93	\$ 32,610.32	\$ 37,501.86	\$ 41,245.45
Reserve Fund	\$ 16,705.87	\$20,317.95	\$ 21,740.21	\$ 25,001.24	\$ 27,496.96
Administration, Operations	\$ 83,529.36	\$ 101,589.77	\$ 108,701.05	\$ 125,006.21	\$ 137,484.82
Total	\$ 835,293.64	\$ 1,015,897.67	\$ 1,087,010.51	\$ 1,250,062.08	\$ 1,374,848.18

Partnerships and Collaborations



MV's objective is to establish long-term strategic partnerships with governmental organizations and institutions.

MV will continue to strengthen its partnerships with key stakeholders, including ministries, the Ministry of the Environment and Sustainable Development, the Ministry of Fisheries and Blue Economy, the regional directorates of these ministries, as well as local and regional governments (villages, communities and districts). Government entities not only represent the ultimate authority over natural resources, but also facilitate the administrative procedures for managing these resources.

MV has also established partnerships with research institutes and universities in Madagascar, notably the Faculty of Sciences and the Higher School of Agronomic Sciences at the University of Antananarivo, and with foreign universities, especially Bangor University in Wales (UK).

In order to achieve its goal of enhancing the value of endemic species, specific skills still need to be added to the organization, either through collaborations or by recruiting expert consultants in the fields of trade and marketing, agri-food engineering (e.g. product packaging and processing) and advocacy.

Strong collaborations should also be established with international organizations, such as the IUCN, to ensure that the conservation status of the species targeted by this strategy is reviewed, and that they are promoted internationally.

Communications

MV will develop a communication strategy that effectively defines the target audience, the preferred media platforms, and the information to be shared via newsletters and/or annual reports. Improved communication will play a major role in supporting fundraising initiatives and building strong partnerships.



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