

## MADAGASCAR ENVIRONMENTAL LEADERSHIP PROGRAM

STRONG LEADERS. EFFECTIVE ORGANIZATIONS. A BETTER FUTURE

### Introduction

Efforts to improve natural resource management and conservation outcomes depend heavily on the ability of committed, effective, and innovative local and national civil society organizations to drive social and ecological change. The skills, experience and capacity of individual leaders and managers of such organizations are critical factors in their success and sustainability.

Maliasili's mission is to strengthen environmental organizations and the leaders who manage them so that they can accelerate their impact in their landscapes, communities, and countries.

Maliasili launched the African Conservation Leadership Network (ACLN) initiative in 2016 to develop new approaches to building leadership capacity in southern and eastern Africa.

Since then, 80 African conservation leaders from 40 local organizations from eastern and southern Africa have benefited from this training and are now part of a growing initiative for an African leadership network working on diverse issues such as biodiversity protection, land rights advocacy, and marine conservation.

## The Madagascar Environmental Leadership Program

Madagascar is one of the most important countries in the world in terms of biodiversity. Most of its flora and fauna are found nowhere else, yet these unique species of global ecological health are under severe threat. The country faces a biodiversity crisis resulting from the confluence of chronic poverty, accelerated land use change, climate change, and a history of political instability. Decades of efforts to improve the management of the island's natural resources have had mixed results despite the emergence of hundreds of conservation initiatives accompanied by significant financial investments.

Due to an array of factors, including chronic poverty and weak governance, leaders at the helm of Malagasy civil society often carry a heavy burden for the future of conservation in the country. Maliasili believes that it is essential to provide mentoring and build their capacity in organizational management and leadership skills. Maliasili is therefore launching the Madagascar Environmental Leadership Program to strengthen organizational leadership in the country's conservation and natural resources field, and take the initial steps towards establishing a Malagasy peer-learning network that can grow and evolve over time. This initiative is being structured through a mix of self-led online learning and three in-person workshops to be held from late 2021 until July 2022. The initiative will target the leaders of a select group of local civil society organizations working on sustainable community conservation issues in Madagascar.



## Objectives and Outcomes

The overall objective of this initiative is to expand a proven leadership program for strengthening the leadership capacity of key individuals working within African natural resource management and conservation organizations in Madagascar. The program targets mid-career leaders of outstanding, high-potential organizations in Madagascar within the conservation and natural resources field.

The program aims to achieve the following:

- To bring together a cohort of emerging, exceptional Malagasy conservation and natural resource organizational leaders in a process of peer learning and exchange designed to improve their individual leadership abilities and influence within their organizations and wider networks and systems.
- To provide an action-learning curriculum for strengthening local organizational management and leadership, customized to the regional context and local organizational leaders' needs and priorities, through a mixture of peer exchange, exposure to leading ideas and practices, provision of practical tools and methods, and group exercises and applications.
- To create a nascent network of Malagasy organizational leaders in the natural resources and conservation field that enables greater exchange and cross-pollination of diverse practices and experiences, and enhances the potential for future collective action in relation to external common challenges or concerns.
- To create a model for leadership development that can be replicated by the cohort at different scales, within their organizations and their work.



For the participants in the program, the expected outcomes from participation are improved organizational management and leadership capacity through:

- Increased self-awareness and improved communication skills;
- Access to a range of practical tools, techniques, and models to apply to organizational leadership and management; and
- Establishment of an initial peer network of leading regional organizations, with new possibilities for future collaborations, initiatives, and exchanges.

## Participant selection criteria

The participants in this first pilot cohort are 18 people comprising the leadership of a select group of organizations with a proven track record of safeguarding the environment in Madagascar.

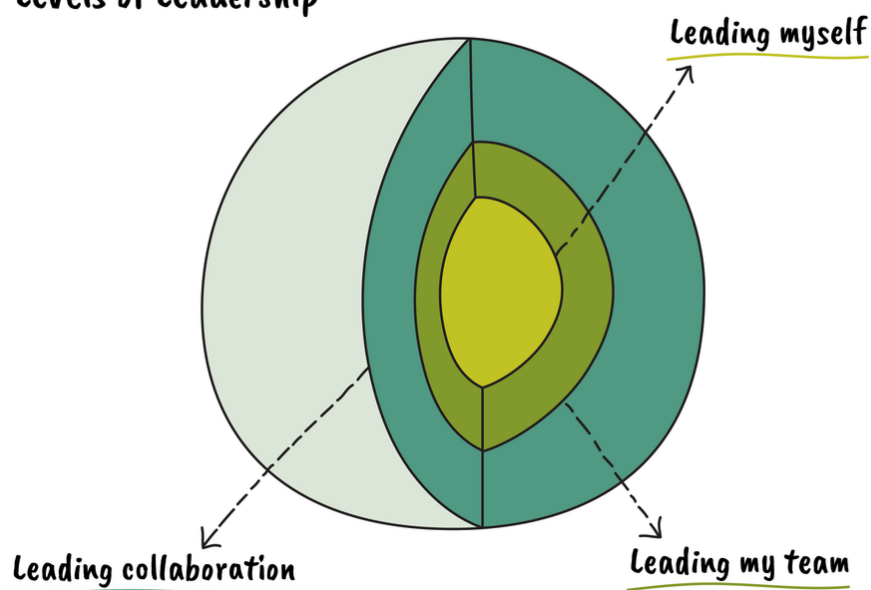
The application process was by invitation only, and the cohort will be made up of leaders representing organizations with high impact and scaling potential. Maliasili has invited two leaders from each organization to attend the course to reinforce the efficiency and sustainability of the training. This increases the chances of building a learning community rooted in trust that can grow and evolve over time.

## Program Framework

The overall framework of the program is based on the exercise of leadership at three distinct, expanding, scales (as illustrated in the diagram):

- Individual leadership: how individuals develop their own skills and personal characteristics. The program encourages leaders to develop self-awareness to optimize their personal strengths in order to strengthen their relationships with others, manage their time and their health (e.g., how to stay motivated and avoid burnout).
- Organizational leadership: The program focuses on topics such as building and managing teams as well as fundraising and its close relationship to communications.
- Systems leadership: This is leadership that reaches beyond one's own organization to interact with the multiple actors critical to scaling up environmental work. For example, changing policies or institutions requires collective action beyond a single organization. This requires leadership that can bring together a range of stakeholders to achieve common goals. This is difficult, but essential to achieving the desired environmental protection goals.

### Levels of Leadership



# THE PARTICIPANTS



## Association des Guides Andasibe

- **Rio Heriniaina - Conservation Project Coordinator**
- **Dimbisoa Sariaka Rakotomalala - Monitoring and Evaluation Manager**

GA was initiated in 2015 to bring park guides together in the region of Andasibe. GA also engages with local communities to safeguard the forest and lemurs. One of GA's biggest impacts has been reducing damaging forest fires in the area. Their greatest challenge is attracting and securing sustainable funding to support their work.



- **Corinne Rahoeliasoa Huynh - National Coordinator**
- **Fety Rasolofoarisandy Ainanirina - Monitoring and Evaluation Manager**

CNPE was set up in 2016 and is gaining traction in the environmental justice space in Madagascar. It most recently worked with Transparency International and Coalition for Fair Fisheries to unveil opaque fishing licences.



## Association Tsimoka

- **Jeremie Razafitsalama - President**
- **Hafany Tombondray (Toto) - Vice president**

AT was set up as an offshoot of Missouri Botanical Gardens (MBG) for the co-management of a protected area in the region of Diego Suarez. While AT is a young organization, it has succeeded in curbing pressure on the protected area it is managing. AT appreciates that moving towards autonomy is delicate, and will require support in organizational development and leadership for it to reach its goals as a fully independent organization.



- **Valentina Randriamihaja - Project Coordinator**
- **Nicolas Salo - Loky Manambato Landscape Manager**

Fanamby is the largest Malagasy conservation NGO. It promotes agricultural development to generate conservation impacts on the protected areas they co-manage. While Fanamby has been a pioneer of working at the nexus between conservation and agricultural development, the NGO is currently refining its model to take it to the next level in terms of conservation impact.



## GERP

- **Jonah Ratsimbazafy - President**
- **Faly Ranaivoarisoa - Technical Coordinator and Community Development Manager**

GERP is dedicated to the research and protection of lemurs and is presided over by Madagascar's leading primatologist. GERP co-manages two protected areas in partnership with communities, encouraging local participation and decision-making.



- **Julie Hanta Razafimanahaka - Executive Director**
- **Tonisoa Ranaivo - Project Manager**

MV is a Malagasy biodiversity organisation that promotes the conservation and sustainable use of ecosystems, habitats and species through applied research and targeted actions. MV is involved in the co-management of seven critical protected areas. MV is currently reviewing its strategy to focus on sustainable value chains for communities living in and around PAs. Organisational development and leadership support has been identified as a need to execute this shift in focus.

# INDRI

INITIATIVE POUR LE DEVELOPPEMENT  
LA RESTAURATION ECOLOGIQUE  
ET L'INNOVATION

- **Vatosoa Rakotondrazafy - National Coordinator for Terrestrial and Marine**
- **Rova Barinirina - Operations Manager**

INDRI, set up in 2019, is a think tank that uses collective intelligence to inform and coordinate coherent national conservation strategies. INDRI is currently working on forestry and terrestrial challenges, with plans to begin working in the marine and urban conservation spaces soon.



- **Solofo Ralaimihoatra - Executive Secretary**
- **Herizo Emmanuel Ravelomanana - Southern Regional Coordinator**

MIHARI - initiated in 2014 - is a network of Locally Managed Marine Areas (LMMAs). MIHARI has quickly risen to become the voice of coastal communities in Madagascar. The organization is currently transitioning to become autonomous, and organizational and leadership development will be critical in enabling MIHARI to achieve this.



- **Claude Fanohiza - Executive Director**
- **Monique Randriatsivery - Team Leader for CEPF fund**

A Malagasy institution created through a ministerial decree which supports community-based projects for environmental sustainability. This is a highly regarded institution but could use assistance with board relations.

## Supporters

Support for the program is being provided by the MacArthur Foundation and the Liz Claiborne & Art Ortenberg Foundation. Maliasili is currently working to develop additional partnerships to support the program, and use the program as an opportunity for forging stronger links amongst funders

and international organizations supporting the capacity and leadership development of leading Malagasy environmental and conservation organizations.

