



Association  
FAMELONA



STRATEGIC PLAN  
**2025-2029**



# Summary

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# Message from the President and Co-founder

I first went to Ampasindava Antanibe-Andrefa in the early 2000s for botanical research. My team was faced with the legitimate reluctance of local communities. The words of an elder we met at a meeting at the time had a profound effect on us: *“Spare us your environmental ideologies: you’re just passing through and you’ll abandon us once your work is finished. We, on the other hand, will remain like our ancestors in the past and our descendants in the future”* This was the catalyst for us to anchor all our future interventions with local communities, in order to guarantee sustainable results. We have adopted the principle that communities are the central actors in any action in their territory, and that our role will be to equip them.

Shortly after the creation of Famelona, we began setting up and managing the two Protected Areas Ampasindava-Antanibe Andrefa and Galoko-Kalobinono, located in the Domaine du Sambirano, in north-western Madagascar. This experience was essential in achieving our initial objective. To date we have been able to train over 50 conservation researchers and practitioners. What’s more, we’re proud to say that solid foundations have been laid for the sustainable management of natural landscapes, in close collaboration with local communities. These foundations are based on functional governance bodies and conservation measures adopted by the local communities themselves. Thanks to these efforts, local communities are now able to manage their own territories and actively participate in landscape governance.

We also note that the loss of forest cover in the total surface of 165,995 Ha is now under control and is gradually decreasing (<1.4%/year), despite a few isolated resurgences. At the same time, we can observe that natural ecological restoration is underway in mangroves and forest blocks (average coverage >4.75%/year) in all of our intervention landscapes, and we expect these gains to intensify in the coming years.

## ■ Our next goal: communities gaining more autonomy in the management of their territories, the basic units of their landscapes.

To maintain this momentum, we will focus our efforts on ensuring these foundations remain sustainable, enabling communities to continue managing them autonomously in the future. We have identified that local communities lack the tools and financial resources needed to independently manage landscapes over the long term. This strategy proposes a model that consolidates the established foundations while addressing these gaps. Our model is built on: i) social cohesion, ii) genuine shared governance with local communities and stakeholders, iii) effective conservation measures, and iv) community economic development.

One of our priorities is to establish research and training centers to improve access to the tools required by community governance bodies. These centers will facilitate the exchange of skills and knowledge between community governance leaders and local specialists. Additionally, we will support the professionalization of community entrepreneurial initiatives through the development of cooperatives.

Our goal is for all hamlets within the natural landscapes of Ampasindava-Antanibe Andrefa and Galoko-Kalobinono to be included in these mechanisms, ensuring their lands are sustainably managed by prosperous communities, who are fully in charge. With this approach, we are shaping a more sustainable future for the natural landscapes in which we work. Our model can be duplicated in other landscapes in the country or even abroad.

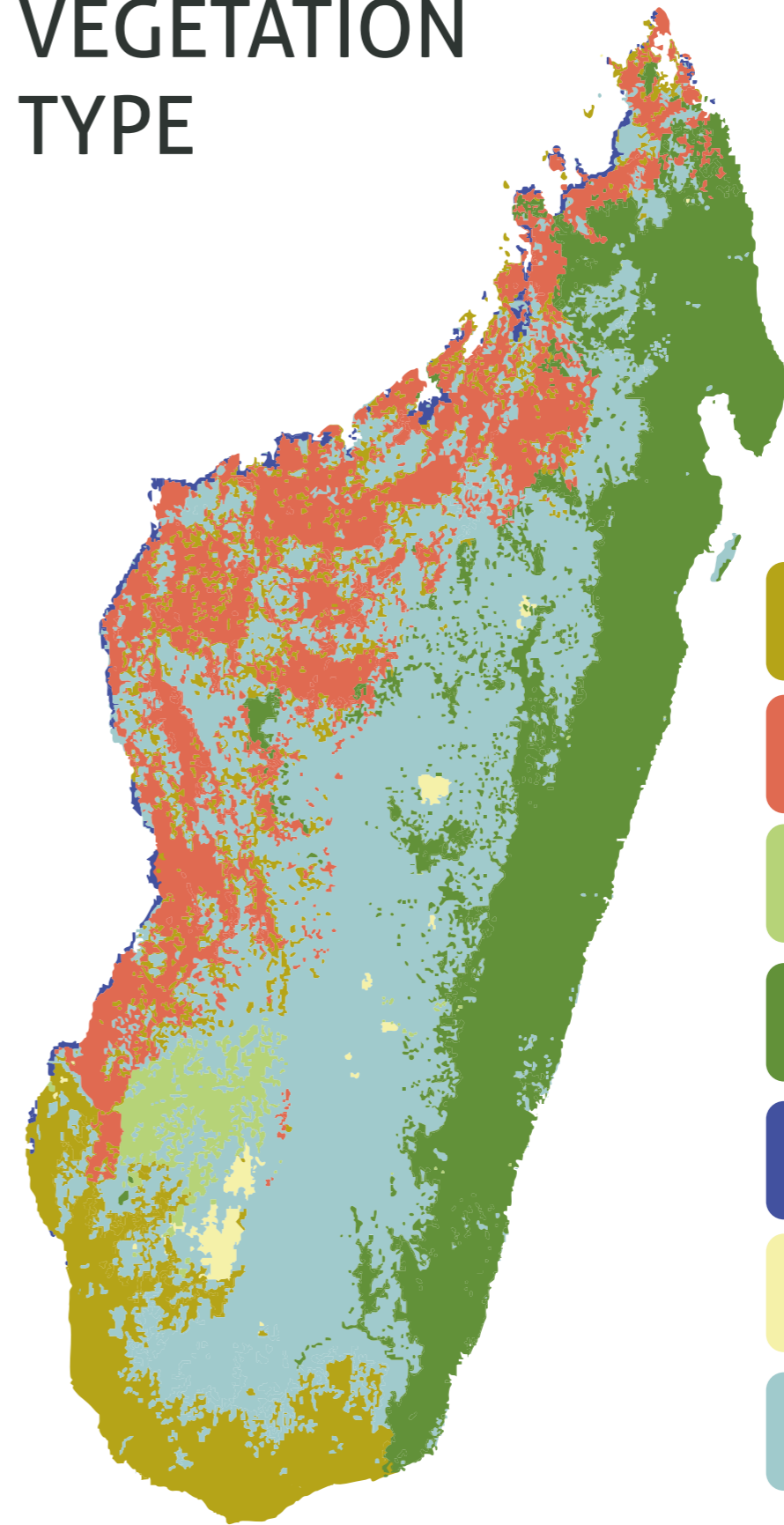


# Environmental context and the significance in Madagascar



Madagascar is considered the 8th continent. Its diverse natural landscapes and exceptional biodiversity are under threat, while the livelihoods of a significant portion of its population depend directly on them. Preserving the ecological balance of these landscapes is vital for the well-being of future generations. The natural landscapes managed by Famelona are among the rarest and most critical: the rainforests, mangroves, and marine ecosystems of the Sambirano domain.

## VEGETATION TYPE



- Spiny Forest**  
17.9% protected
- Dry forest**  
13.3% protected
- Subhumid forest**  
5.7% protected
- Humid forest**  
18.5% protected
- Mangroves**  
29.4% protected
- Tapia**  
17.9% protected
- Grassland woodland mosaic**  
29.4% protected

Source: *Hélène Ralimanana et al., Madagascar's extraordinary biodiversity: Threats and opportunities. Science*378, eadf1466(2022).DOI:10.1126/science.adf1466.





# Our origins and challenges

## 1. Definite progress towards Malagasy-led-sustainable natural resource management

Madagascar was one of the first countries in Africa to formalize decentralized management of its landscapes and natural resources through the introduction of the PNAE (National Environmental Action Plan). This plan resulted in the implementation of management transfers in 1996 and the creation of Category 5 and 6 Protected Areas in 2003. These mechanisms are unique in that they establish local governance and promote active community participation. Over time, an increasing number of state-managed forests have been entrusted to civil society organizations. For many years, this initiative was primarily led by international organizations and funders. However, national and local organizations have progressively assumed a more significant role in managing Protected Areas in collaboration with local communities.

Thirty years since the inception of the PNAE, numerous studies have reached the same conclusion<sup>1</sup>: additional efforts are required to reverse the destruction of Madagascar's natural landscapes.

→ *The destruction of natural landscapes and the poverty of local communities follow the same trend: both are worsening.*

Madagascar loses 200,000 hectares of forest every year. Surrounding these forests are particularly vulnerable communities that rely on natural resources for their livelihoods and have limited or no access to basic infrastructure, healthcare, or education. This vulnerability has been further exacerbated by political crises over the past two decades, the impacts of climate change, and the government's failure to improve the efficiency and accessibility of its services.

→ *Local communities are beneficiaries rather than central players in the management of natural resources within their territories.*

Although local communities are theoretically included through governance bodies such as VOIs or CLBs (community governance bodies), these mechanisms are often too administratively complex. This prevents communities from truly exercising their rights. Furthermore, current approaches often confine them to passive roles as beneficiaries or, in some cases, frame them as "threats" to conservation. This disconnect is exacerbated by the compartmentalization of the development and conservation sectors. Instead of breaking the vicious cycle of natural landscape destruction, these approaches create new obstacles.

→ *Malagasy organizations are key to changing this situation, but they lack financial resources and local expertise.*

The local skills required for effective community management or co-management remain inadequate, largely due to gaps in the Malagasy education system. For several decades, the conservation sector has been dominated by international organizations, which attempt to address the lack of «capacity» among local organizations. However, this approach undermines the original objective of making conservation and natural resource management more local — and therefore more effective.



### ■ Our Emergence

It was in this context that we came into existence. Drawing on a network of Malagasy and international researchers and research institutions, we developed a strong foundation of expertise in natural landscape conservation. When the opportunity arose, we embraced the challenge of leveraging this expertise to efficiently manage the natural landscapes of the Sambirano domain. In 2014, we initiated the process of creating two Protected Areas: Ampasindava-Antanibe Andrefa and Galoko-Kalobinono.

<sup>1</sup>Waeber, P.O., Wilmé, L., Mercier, J.-R., Camara, C., Lowry P.P. II (2016) How Effective Have Thirty Years of Internationally Driven Conservation and Development Efforts Been in Madagascar? PLoS ONE 11(8):e0161115. doi:10.1371/journal.pone.0161115.

Hélène Ralimanana et al. (2022) Madagascar's extraordinary biodiversity: Threats and opportunities. Science 378, eadf1466. DOI:10.1126/science.adf1466.





## 2. Sambirano domain, the cradle of our model

The Sambirano domain takes its name from the river which flows into the Mozambique Channel after passing through the lush surrounding forests. This area is characterized by its low-lying tropical rainforests, uniquely located in the northwest of Madagascar. The forests within the Ampasindava-Antanibe Andrefa and Galoko-Kalobinono Protected Areas are among the last remaining blocks of this kind<sup>2</sup>. Mangroves and a marine ecosystem border its coastline. This combination of terrestrial and marine landscapes holds great significance due to the ecosystem services<sup>3</sup> and benefits it provides

Since the 18th century, the Sakalava Bemihisatra people have maintained a deep connection with this landscape, both sacred and economic<sup>4,5</sup>.

However, over time much of this cultural heritage has been lost. The forest, once regarded as sacred and protective, has become the primary source of firewood in the region, particularly for the tourist archipelago of Nosy Be.

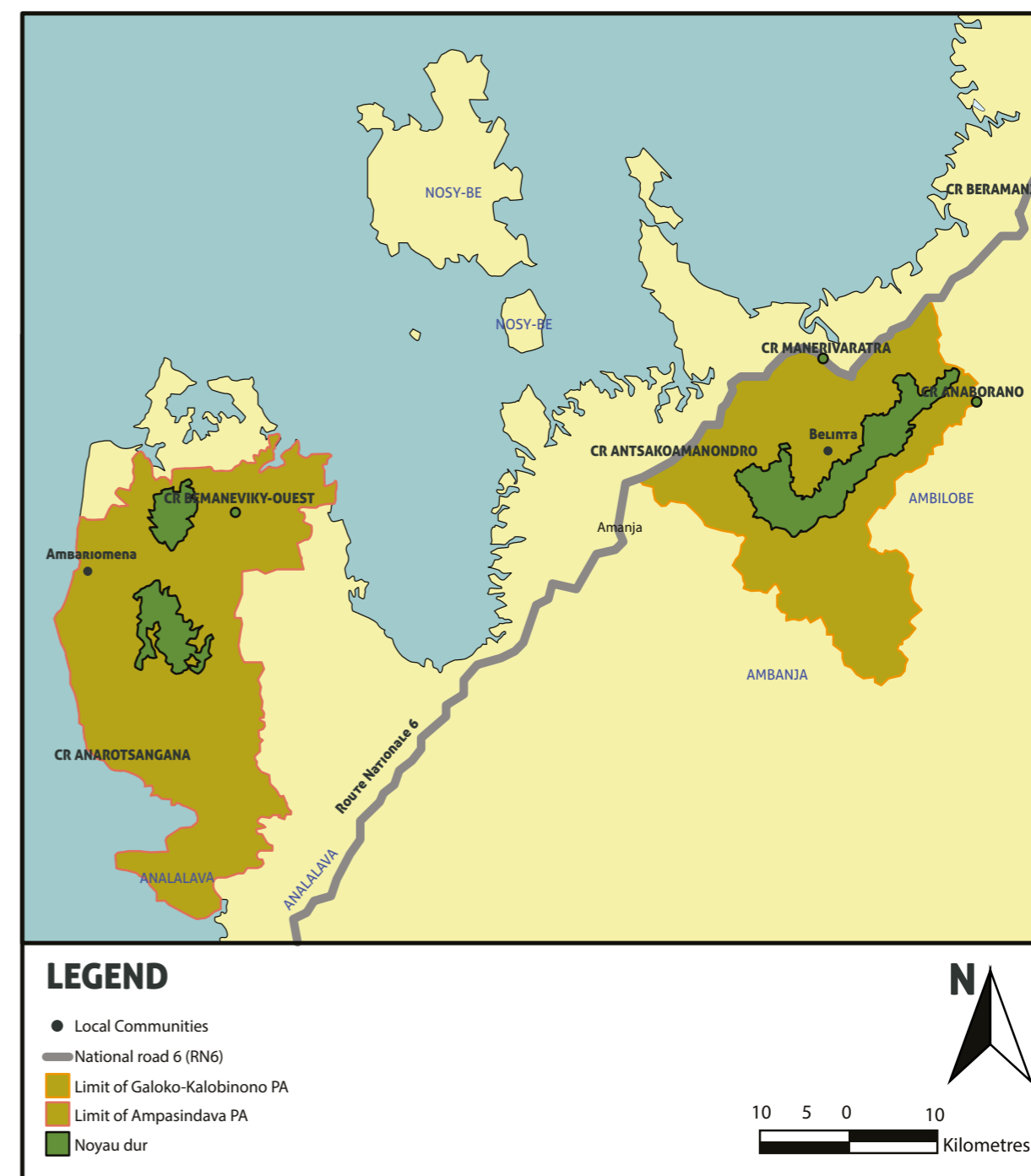
The Sambirano region also plays a key economic role. Since colonial times, cash crops such as cocoa, vanilla, coffee, and ylang-ylang have grown in importance. One species of coffee, one of the region's most promising crops, is endemic to the Kalobinono mountain range<sup>6</sup>. The viability of these crops relies directly on the health of the forest. Without it, the waters of the famous Sambirano River would cease to flow, putting the entire regional economy at risk.

Today, the Sambirano's subsoil is under threat. Beneath its valuable forests lie deposits of rare earth minerals. Although these deposits have not yet been exploited, a single authorization could lead to massive destruction of the forests and soils.

From a marine and coastal perspective, the region lies at the junction of the northern Mozambique Channel's great reef system and some of the largest

mangrove forests on Madagascar's west coast. Its rich marine biodiversity supports an active fishery sector, particularly for shrimp, mud crab, and tuna. At the same time, it is one of the region's main tourist attractions, drawing visitors who come to see turtles, whale sharks, and manta rays.

**We are now co-managing a total of 165,995 Ha of terrestrial and marine surfaces in those areas, in close collaboration with local communities.**



<sup>2</sup>Rasoanaivo, N., Tahinarivony, J. A., Ranirison, P., Edmond, R., & Gautier, L. (2015). Dynamique post-culturelle de la végétation dans la presqu'île d'Ampasindava, Domaine du Sambirano, Nord-ouest de Madagascar. *Malagasy Nat*, 9, 1–14.

<sup>3</sup>Neugarten RA, Honza'k M, Carret P, Koenig K, Andriamaro L, Cano CA, et al. (2016) Rapid Assessment of Ecosystem Service CoBenefits of Biodiversity Priority Areas in Madagascar. *PLoS ONE* 11(12): e0168575. doi:10.1371/journal.pone.0168575.

<sup>4</sup>Rakotonarivo Y (2017) Rakotonarivo Y (2017). Capitalisation des données culturelles et culturelles pour le développement d'une bonne gouvernance environnementale dans la Nouvelle Aire Protégée d'Ampasindava.

<sup>5</sup>Tahinarivony, J. A., Rasoanaivo, N. S., Ranirison, P., Rasolofo, N., & Gautier, L. (2015). Historique de la colonisation du milieu de la presqu'île d'Ampasindava: transformations du paysage et système de conservation. *Madagascar Conservation & Development*, 10(2), 77–84.



### 3. Our journey to preserve the natural landscapes of Sambirano domain.



<sup>6</sup>Davis, A. P., & Rakotonasolo, F. (2021). Six new species of coffee (*Coffea*) from northern Madagascar. *Kew Bulletin*, 76(3), 497-511.



## 4. Our Key Successes

### ■ Community governance bodies responsible for managing their territories

The Ampasindava and Galoko-Kalobinono Protected Areas are managed as territories by community-based governance bodies. Through community mobilization, these structures have become increasingly functional, as demonstrated by the example of the CLB Taratra. They established measures for the sustainable management of natural resources, including the creation of fishing reserves, reforestation efforts, and community patrols. Famelona supports these structures to ensure the effective implementation of these measures.



### TWO SUCCESS STORIES TO REPLICATE:

#### THE CASE OF THE ASSOCIATION RANOMAMY AND THE CLB TARATRA.

Our model is based on social mobilization. This primarily involves engaging in dialogue with individuals, groups, and organizations within local communities to promote harmonious and cohesive social organization. Through these dialogues, we encourage communities to participate in:

- the governance and management of shared resources (e.g. drinking water, fishing, rice fields, or forest plots)
- entrepreneurial initiatives to generate economic benefits
- community services that deliver shared social advantages and implement conservation activities

We strive to replicate the successes achieved with the CLB Taratra and the Association Ranomamy, whose members have fostered a harmonious dynamic that benefits both their communities and the preservation of natural landscapes.

CLB Taratra is a local fishermen's organization that established a locally managed marine area in Ampasindava with Famelona's support.

Members were trained in natural resource management practices and were closely guided through administrative procedures and engagement with local authorities. Over time, the organization independently continued these efforts and formed a fishermen's union in its district to promote sustainable fishing. It is now capable of managing funds, including a grant from GEF6 (Global Ecosystem Facility 6).

- Collaboration since 2015,
- Autonomous initiatives since 2017.

#### CLB Taratra

*“The training we received with Famelona in Diego Suarez made me realize that both our association and the local authorities need to work together.”*

Ahmed Ben Maolidy, President of CLB Taratra



#### Ranomamy

*“Thanks to Famelona, we have launched ecotourism activities and built infrastructure. We have benefited from training in various fields such as tourist guiding, hospitality and catering, embroidery and crochet, beekeeping, and fund management. These training sessions have not only strengthened our skills but also diversified our income..”*

Josiane, President of the Association Ranomamy

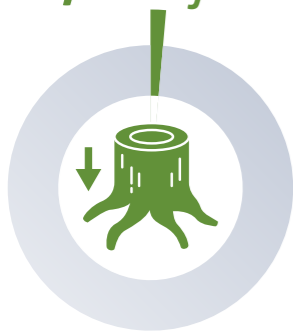
The Association Ranomamy, created in 2013 to manage access to drinking water in Ambariomena, Ampasindava, received support from Famelona. Access to clean water is crucial for the health and prosperity of the community and for fostering an understanding of the importance of a healthy environment. Improved water access management has encouraged more families to settle in the village, leaving encampments in the forest. Access to drinking water also paved the way for community-based ecotourism opportunities. Famelona provided training to women's organizations in commercial catering. With the influx of new families in Ambariomena, these organizations invested in building a community school and a health center. Today, the community organizations work collectively to generate income, manage shared resources like mangroves, and undertake community service projects.

- Collaboration since 2015,
- Autonomous initiatives since 2022.





Decrease in loss of forest cover by an average of **1,4%/year**



Restored area of rainforests and mangroves increasing at an average rate of **>4,75%/year**



## ■ Reduction in forest cover loss and restoration gains in our two protected areas within the Sambirano domain

One of our greatest strengths is our ability to reduce forest cover loss, thanks to the various natural resource management measures implemented in collaboration with local communities. Community governance bodies play a central role in these efforts. Our team, with community leaders and patrollers, regularly coordinates to ensure effective patrolling, monitoring, and oversight. Furthermore, we have experimented with agroforestry techniques and entrepreneurial initiatives, giving local producers the opportunity to contribute directly to hard core protection and ecological restoration.

*“We have seen an improvement in the health of the forests as well as our farmland after years of working with Famelona.”*

Mariselle, member of VOI Maroamalina Belinta, Galoko-Kalobinono

## 5. Our key strengths

### ■ A scientific approach integrating local values

Our experiments and research work are fully leveraged, enabling us to respond to issues encountered on a daily basis in the management of our landscapes. We mobilize our members and research partners to support this dynamic.

Among our notable applied research initiatives are:

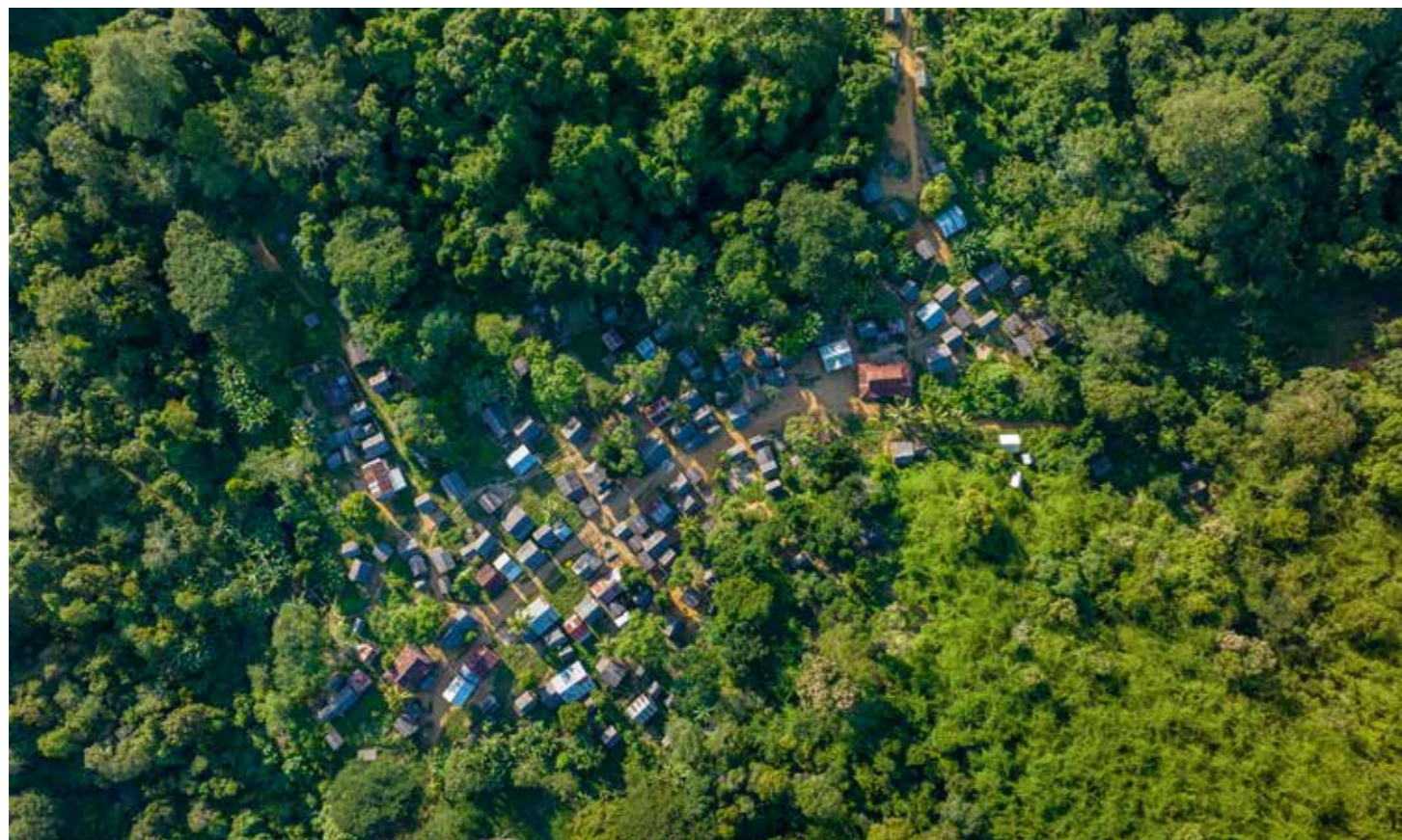
#### → *The creation of a mangrove restoration manual:*

This manual serves as a practical guide for implementing the most effective techniques to restore mangroves in the region, following a detailed timetable. The availability of this scientific resource is regularly cited as a key reference for mangrove restoration.

#### → *Restoring cultural rites in Galoko-Kalobinono to protect the sacred forest*

Protected Area (PA) status prohibits all exploitation within the core zone, but this has not prevented land clearing in areas once considered sacred, despite awareness-raising campaigns. Conversely, there remains a deep respect for local institutions, such as the word of the Sakalava kings, known as Ampanjaka, and the taboos that protect sacred places. This is why we mobilized the Ampanjaka, local authorities, and other members of the community and civil society to restore the sacred character of the core zone of Galoko-Kalobinono. Two spiritual ceremonies known as “Joro” were held, in 2019 and 2022.

Famelona is currently studying the effects of this initiative and exploring the significance of cultural values for conservation. Similarly, a study conducted by Famelona in 2017<sup>8</sup> highlighted the extent of Ampanjaka authority and the importance of Sakalava rites in the local communities of Ampasindava.



*“If raising awareness is’nt enough, we need to take other measures.”*

Andriamanampy Moajy, Community Leader in Galoko-Kalobinono

<sup>8</sup>Rakotonarivo, Y., (2017) *Capitalisation des données culturelles et culturelles pour le développement d’une bonne gouvernance environnementale dans la Nouvelle Aire Protégée d’Ampasindava.*



## ■ A trust-based relationship with local communities

The Sakalava Bemihisatra of Ampasindava-Antanibe-Andrefa and Galoko-Kalobinono live in hamlets isolated by forests and mountains, forming communes. Our social mobilization team has played a pivotal role in the success of our conservation efforts, which rely on the hospitality and trust of these communities. Since 2014, the team has navigated the isolated areas, carefully building trust-based relationships with local populations. As a result of these efforts, we now collaborate closely with communities in 14 communes<sup>9</sup> across the two PAs, compared to only eight at the start. We succeed in providing adequate support to these communities by working with their existing local institutions, particularly through collaboration with committed leaders and officials who share our vision.

*“The communities we work with consider us part of their family, so we never feel alone when working in the field.”*

Elysa Ambary, local development manager at Famelona.

## ■ Recognition of PAs by local communities

We carried out extensive advocacy to incorporate PAs into the regional development framework documents of local communities. The consultation platform for the development of Antanibe-Andrefa, called PCD2A (Plateforme de Concertation pour le Développement d’Antanibe-Andrefa), was created to enhance the coordination of activities within the PA. This platform brings together community governance bodies, local authorities, and private sector actors to collaborate and to foster sustainable impacts on both natural landscapes and community development.

<sup>9</sup>We organize our work according to administrative subdivisions called “communes”. These are made up of the hamlets scattered across our landscapes.



## ■ Our team: motivated and united by shared vision and values

We have grown thanks to the vision of our founders, dedicated to the conservation of biodiversity in Madagascar. Over the years, they have brought together numerous collaborators around this vision, starting with research. To date, they have trained around 50 researchers and conservationists, who are now actively involved in managing the Ampasindava and Galoko-Kalobinono Protected Areas (PAs).

Made up largely of volunteers, our team has embraced the challenge of establishing itself as PA managers, despite limited resources, and as a young Malagasy organization. Guided by strong values and a commitment to horizontal, empowering leadership, we have fostered a culture where every member is encouraged to take initiative, innovate, and improve Famelona’s approach. This dynamic has led to significant achievements, such as the implementation of an effective shared governance system with local communities, which has helped reduce threats in the PAs.

Our solidarity around shared values and commitment to our cause has allowed the team to remain largely unchanged since its inception.

## 6. Opportunities to seize

### ■ Diversifying our sources of funding

Thanks to our impact on the ground, a growing number of funders are interested in collaborating with us. Expanding funding from our long-standing partners and welcoming new donors will allow us to continue our mission over the next five years. Simultaneously, our new strategy provides an opportunity to explore additional prospects, diversify our funding sources, and secure the long-term sustainability of our organization.

### ■ Amplifying results by enhancing complementarity with our strategic partners

Collaboration is at the heart of our identity. From research to conservation, we have cultivated and optimized the partnerships essential to our growth. Each of them brings specific expertise that enriches our approach to conservation in conjunction with local communities. With this new strategy, we have the opportunity to deepen our collaborations for greater complementarity and amplified results.



*“Famelona is the result of collaboration between 3 organizations.”*

Dr Roger Edmond, from the Plant Biology and Ecology Department at the University of Antananarivo

Partners	Contributions
Missouri Botanical Garden	Advice on PA conservation and management
Universities (Antananarivo and Antsiranana)	Training of young researchers and conservationists and laboratory for strengthening PA conservation and management measures
Geneva Botanical Garden	Research and publications
Association Vahatra	Research and publications
Alliance Voahary Gasy	Advocacy for environmental justice
MIHARI	Advocacy and networking for community management of marine and coastal resources
Coalition des Radios du Sambirano	Public relations at Sambirano domain level
Committee for the Reflection and Action for the development and the Environment of Sambirano (CRADES)	Field action with local communities and advocacy for the Sambirano domain



## ■ Leveraging our association charter to implement our strategy

In 2023, we celebrated 10 years as an association. To achieve our initial mission, we trained some 50 Malagasy and foreign conservation researchers and practitioners. Their contributions have enabled us to address significant issues in the field of conservation, our other focus. As our activities were limited by our charter, we revised it to allow members to contribute more to research, but also to share their knowledge to improve conservation techniques and practices.

This new status will enable us to broaden our scope of activities by following a clear strategy. As we become more professional in conservation, our members can play a greater role in achieving various strategic objectives. Additionally, Famelona's Swiss branch, also managed by volunteers, serves as a gateway to international markets. It will facilitate both the promotion of community products and fundraising efforts.

## ■ Professionalizing community members' entrepreneurial initiatives

Within the PAs, successful prospecting and experimentation in sectors such as ecotourism, lemon cultivation, and vanilla production have resulted in the development of business plans. We aim to implement these plans with community members who have entrepreneurial initiatives. Success of these projects requires appropriate structures and tools, aimed at strengthening local skills to enable people to effectively manage these initiatives. This will facilitate benefits from the sustainable management of the natural resources within their territories.

## 7. Threats to our work

### ■ An uncertain halt to rare earth mining in Ampasindava

Rare earth mining is currently on hold but could resume at any time. The new Mining Code, adopted in 2023, may allow operators to challenge the status of the Ampasindava–Antanibe Andrefa Protected Area (PA). Strengthening the local concertation platform is crucial to safeguarding conservation interests.

### ■ A region with strong economic potential but lacking sustainable practices

The two PAs, situated around the economic hubs of Nosy Be and Ambanja, are well-positioned to market local products. However, the absence of sustainable practices remains a challenge. One such example is mangrove charcoal production, which is illicitly driven by the energy demands of the two major cities, offering communities a quick income. Unsustainable fishing practices also persist, and managing them is challenging due to the influx of users.

To reduce the attractiveness of mangrove charcoal, it is a priority to develop promising sectors, in line with the business plans drawn up by Famelona with the communities. At the same time, collaboration with local authorities, through consultation platforms, is essential to better manage access to community territories.



## 8. Internal challenges to overcome

### ■ Poor synergy between our Research and Conservation departments

We were originally a training and research organization, with a department dedicated to protected area management. These two departments continue to operate independently, leading to confusion and a lack of synergy. Improving coordination and strengthening engagement with the partners and members involved in those areas of work depends on having a clear strategy.



### ■ Our organizational structure: functional, but to improve to support our growth

#### → Governance in need of strengthening

Famelona's current structure is based on two governance bodies: the Executive Committee and the Advisory and Monitoring Council, which together act as the Board of Directors. The Executive Committee plays a more prominent and active role in day-to-day operational management. It makes strategic decisions based on advice from the Advisory and Monitoring Council. Although these two entities share information, true coordination has yet to be achieved. Strengthening this coordination is essential to help Famelona secure funding and develop more strategic partnerships.

#### → Operational structure to be professionalized

The Executive Committee is composed of volunteers, which limits their daily involvement with the team, particularly those working in the field. This slows down decision-making and operational processes. Co-Director roles have been designated for conservation, research, and financial management, but only the financial management role is currently filled on a full-time basis. The absence of a full-time executive and operations manager to coordinate the organization and its various components creates disruption and confusion. This leads to:

- the absence of clear managerial lines
- work overload for team members.

### ■ The need to strengthen our team to increase our impact

While our small team has achieved significant successes, it remains limited in terms of staffing and budget, given the scale of the work undertaken. This contributes to disorganization and hinders the team's ability to effectively plan the next stages of our programs. To better fulfill our mission, we must expand our team with members dedicated to communication, monitoring and evaluation, and coordination.



# III. Our Strategy

In 2050, Madagascar's natural landscapes are preserved for the well-being of future generations

## Our Vision

## Our unique offer

The success of our model is rooted in social cohesion. We foster long-term relationships with local communities, built on trust, and place them at the center of our efforts. Technical skills in governance and natural resource management are strengthened through a continuous exchange of scientific knowledge and traditional values.

The natural landscapes we aim to preserve are under threat from human activities, causing ecological imbalance. While community organizations strive to manage these natural resources sustainably, their precarious living conditions and lack of technical skills hinder their ability to maintain these landscapes independently and viably.

## Our Problem Statement

## Our values

### ● Collaboration and inclusion

We believe in interdependence and prioritize collaboration to achieve success. We strive to include all stakeholders in our work and ensure that our partners include us in theirs.

### ● Efficiency

We continuously seek effective solutions to address conservation challenges.

### ● Commitment

We remain fully committed to overcoming the challenges we face until we achieve tangible results..

### ● Innovation

We are constantly looking for ways to improve through innovation, and we share our knowledge with others to advance the cause of conservation.

We empower local community governance bodies to sustain the ecological balance of Madagascar's natural landscapes.

## Our Mission



**Local communities working together in harmony for sustainable natural resource management**

**Governance of natural landscapes that is effectively shared with local communities, both locally and regionally**

**Strengthened natural resource management measures**

**Communities getting economic benefits through the sustainable management of natural resources**

**Community governance structures independently managing their territories**

**Natural landscapes in ecosystemic balance**

## **Our impact model**

Drawing from our experience in the Sambirano domain, we firmly believe that the following four pillars are essential to fulfilling our mission.



# Our Strategic Goals



## GOAL 1 Empower and legitimize community governance bodies in the sustainable management of their territories

**Target** **50%** of total surface area (165,995 Ha) of the two PAs managed by autonomous community

We will support community governance bodies (VOIs, CLBs, unions, and platforms) to gain legitimacy within their communities and among local stakeholders. We will strengthen their skills and assist them in establishing effective administrative and financial management systems to ensure they can uphold sustainable management practices in their territories.

### Expected results:

- 1.1. Community governance bodies possess up-to-date administrative documents, allowing them to operate legally within their territories.
- 1.2. A Dinabe (collective agreement) is adopted for each Protected Area, enabling community governance bodies to effectively implement the agreed-upon management measures.
- 1.3. Community governance bodies maintain adequate financial resources to manage and raise funds independently.

### Key actions:

- Support for administrative procedures and advocacy
- Guidance for work planning and implementation
- Administrative and financial assistance
- Facilitation of Dinabe negotiation workshops and community meetings.



## Goal 2 Generate increasing income for households and community governance bodies through cooperatives

**Target** **4** entrepreneurial initiatives managed by autonomous community cooperatives, generating sustainable income for 900 households

Following the pilot projects carried out with community members, we will focus on implementing business plans through professional cooperatives. To generate profits, these cooperatives will need to function effectively in the production and marketing of products that meet national and international market standards. Additionally, they will require robust administrative and financial management systems to equitably distribute profits among member households. A portion of these profits will be reinvested in conservation activities led by community governance bodies.

### Expected results:

- 2.1 Cooperatives are fully operational, with clear structures and effective coordination of their activities.
- 2.2. Commercial, administrative, and financial partnerships are established to support the cooperatives.
- 2.3. Production and distribution chains comply with national and international market standards.
- 2.4. Reliable mechanisms are in place to equitably share profits and reinvest in conservation activities.

### Key Actions :

- Administrative support and work planning for cooperatives
- Development of marketing plans
- Establishment of production and distribution systems
- Certification of key products for target markets
- Construction of processing centers
- Development of procurement and accounting systems.



## Goal 3 Strengthening sustainable management of natural resources through a collaborative and adaptive approach

**Target** Rate of loss of forest cover reduced to <0.3%, and fire points kept below 4

As the manager of the two PAs, Famelona is accountable for the success or failure of sustainable natural resource management measures. We must coordinate our actions with community governance bodies and continually adapt them to reduce deforestation and maintain ecosystem balance. Famelona will leverage its expertise in applied research to implement adaptive management practices with local communities.

### Expected results:

- 3.1. Natural resource management activities (patrolling, ecological monitoring, restoration, etc.) are effectively carried out and coordinated by Famelona and community governance bodies.
- 3.2. Applied research and experimentation enhance the adopted natural resource management measures.
- 3.3. Data for monitoring and evaluation are centralized and utilized for adaptive natural resource management.

### Key Actions :

- Patrolling and monitoring
- Data collection and analysis
- Monitoring and evaluation of natural resource management measures
- Ecological restoration of forests and mangroves
- Updating activity framework documents based on applied research, monitoring, and evaluation.



## Goal 4 Foster continuous learning for community and cooperatives

**Target** **180** community leaders certified in sustainable natural resource management  
**120** community leaders certified in sustainable natural resource development

We aim to create an environment of continuous learning for governance bodies, and cooperatives by establishing a research and training center and developing tailored training programs.

### Expected results:

- 4.1. A research and training center is operational and professionally managed.
- 4.2. Training programs, including modules on association management, natural resource management, and advocacy, are developed for governance bodies and cooperatives.
- 4.3. Partnerships are established to provide the expertise and funding needed to develop training programs.
- 4.4. Famelona members specializing in research and training support the development of training programs.

### Key Actions :

- Construction of an on-site research and training center
- Utilization and dissemination of applied research results
- Development and deployment of training modules
- Organization of exchange visits to promote peer-to-peer learning.



# The resources needed to implement this strategy

## ■ A stronger team, led by a clear governance structure

### → Strengthen the governance structure and management lines

Establishing a clearer governance structure and reinforcing team management are priorities to improve coordination within our organization.

- Capitalize on the role of the Advisory and Monitoring Council

Facilitate more strategic dialogues between the Advisory and Monitoring Council and the Executive Committee. This will enable the development of both the team and programs while exploring new funding opportunities.

- Team coordination

To ensure better coordination, the team requires a leader capable of managing day-to-day operations and establishing effective internal communication between headquarters and the field team. An Operations Officer will be recruited to assume this role, which includes close collaboration with the Executive Committee.

### → Developing leadership skills

Internal coordination also depends on individual leadership capabilities. We will prioritize developing the skills of managers while encouraging the entire team to work autonomously and collaboratively. This approach will empower each member to take appropriate initiatives.

### → Increasing the team's capacity to expand our activities

To achieve our ambitious goals, our team needs to expand and grow. This will be achieved through training and/or recruitment. We are looking to increase our capabilities in the following areas:

- Sustainability of our resources

We plan to strengthen the Finance and Administration team by adding specialized positions in procurement, human resources, and financial management systems. This will make our procedures more robust and enhance the team's efficiency, as these responsibilities are currently managed by a single person.

Greater focus needs to be placed on fundraising and partnerships to secure long-term financing for our strategic objectives and organizational growth. To address this, we plan to create a dedicated position responsible for managing partnerships and developing funding applications.

- Strengthening cross-functional programs

Social mobilization serves as the foundation for all our field interventions. The social mobilization team requires additional members to expand our efforts in villages where we already have a strong presence and to extend our reach to new villages.

To demonstrate the effectiveness of our model and its impact after 10 years of managing the two PAs, and to ensure continuous learning, we need to implement a robust Monitoring and Evaluation program. We already have substantial usable data from students' research work and plan to collect additional data in collaboration with community leaders. Recruiting a database manager will enable us to effectively analyze and leverage this data.

We also aim to communicate our work strategically to clarify our identity and model to key partners and funders. For this, we plan to establish a communications manager position at headquarters to coordinate communications priorities and advocacy at national and international levels, as well as a site-based communications manager position to ensure the effective transmission of information and communication with local partners.

- Creation of scale-up programs

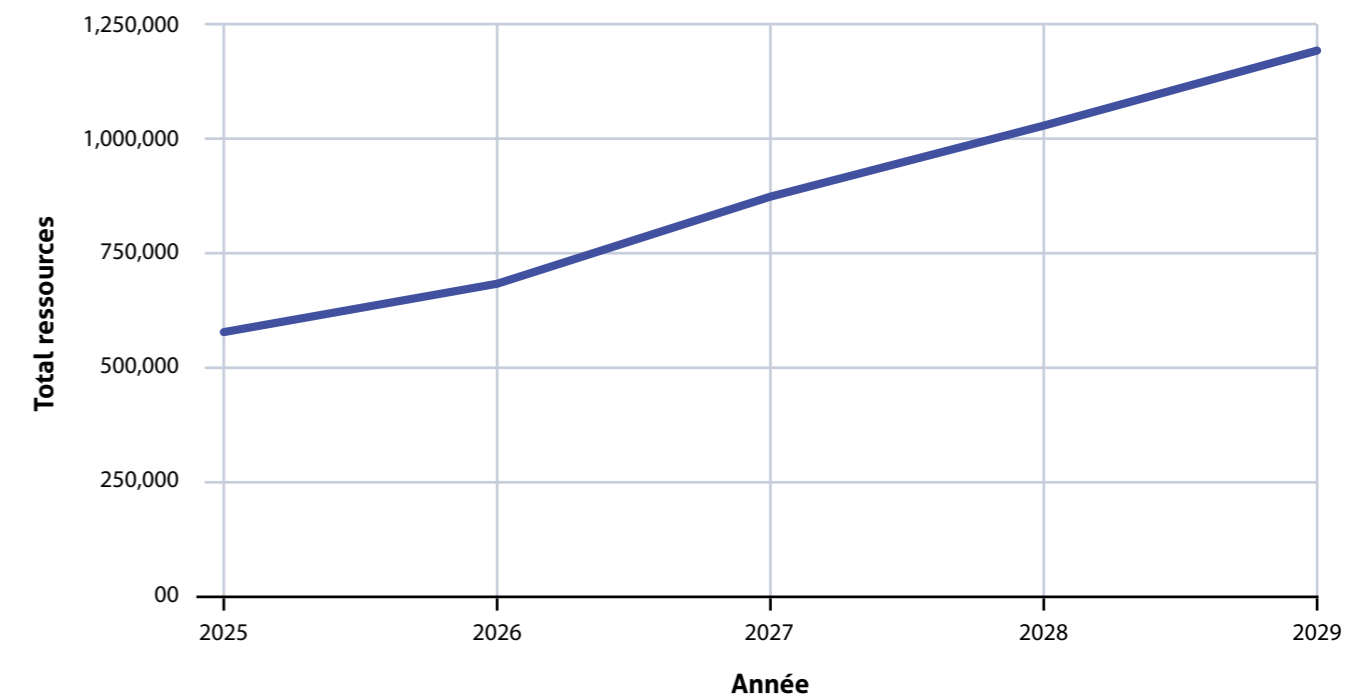
The creation of a Business Support department is necessary for cooperatives. We plan to recruit specialists in marketing, production and quality management, as well as sales.

Another newly created department will be the research and training center. We will need a dedicated team to manage the center and ensure that training modules are developed and deployed effectively.

## ■ Our budgetary projection

The funds earmarked for implementing the strategic objectives will be gradually increased in order to consolidate the realization of the theory of change.

Resources to mobilize to implement this strategy in USD



Year	Secured Funds	Funds to Raise
2025	\$495,600	\$85,000
2026	\$548,100	\$137,500
2027	\$631,850	\$243,750
2028	\$773,725	\$257,500
2029	\$927,475	\$267,500
Total	\$3,376,750	\$991,250





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