



ANKARAFANTSIKA WITHOUT FIRE OR INFRACTIONS

Strategic plan
2027 – 2031



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Letter from Fosa's President



Dear members, partners, and friends of nature conservation,

It is with great pride and deep gratitude that I present this Strategic Plan to you today.

My commitment to environmental conservation began in 1998 and was strengthened through my studies in environmental sciences. However, it truly took root in 2020 in Ankarafantsika. What began as a personal commitment quickly brought together a team of passionate individuals from the local community. United in a shared determination to protect this remarkable forest, we established the Fosa Association, which I have the privilege of leading today.

The journey we have undertaken together has been remarkable. Most recently, our team reached an important milestone through Maliasili's leadership development programme. This transformative experience strengthened our vision and equipped us to become more strategic leaders, ready to tackle the challenges ahead with confidence and purpose.

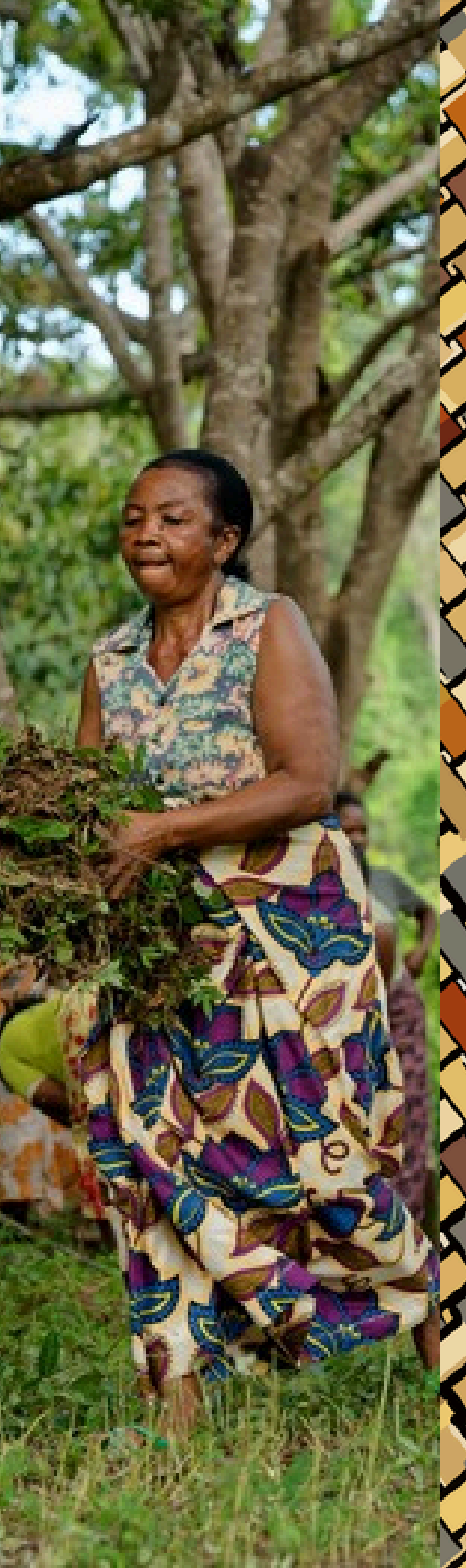
Today, our community-based organisation is entering a new phase of its development as it evolves into a strong and sustainable institution. The completion of this Strategic Plan provides a clear roadmap for our future ambitions. We look to the future of Ankarafantsika and its communities with optimism and determination.

None of this would have been possible without the dedication of many people. I extend my heartfelt thanks to every member of our team, whether working on the front lines or behind the scenes, for their unwavering commitment. I am equally grateful to Maliasili for its invaluable support throughout this organisational transition.

The path ahead is now clearly defined. Together, we will continue to strengthen our shared leadership, safeguard our natural heritage, and build a more sustainable future.

With sincere appreciation,

Solonantenaina Randriamparany
President Fosa Association



Executive Summary

The Fosa Association is a community-based conservation organisation formally established in 2023 by members of villages surrounding Ankarafantsika National Park in northwestern Madagascar. Emerging from a grassroots initiative deeply rooted in local realities, Fosa was created to sustainably reduce wildfires and the illegal exploitation of natural resources, with the ultimate goal of safeguarding one of Madagascar's most valuable and threatened dry forests.

Madagascar is home to approximately 5% of the world's biodiversity while occupying less than 1% of Africa's landmass, with an estimated 80–90% of its species found nowhere else on Earth. Covering approximately 135,000 hectares of tropical dry deciduous forest, Ankarafantsika National Park is one of the country's most significant biodiversity strongholds. Recognised as a UNESCO World Heritage Site in 2023, the park is increasingly threatened by uncontrolled wildfires, illegal logging, charcoal production, and unsustainable grazing. Together, these pressures degrade thousands of hectares of forest every year.

In response to these challenges, the Fosa Association has developed a distinctive conservation model that combines a permanent community presence with technology-driven monitoring. Through its operations centre, supported by regular patrols conducted by more than 60 young people from neighbouring communities, Fosa reduced wildfire incidents by up to 90% between 2023 and 2024. This achievement demonstrates the significant potential of a locally led, participatory and technology-enabled approach to conservation.

This Strategic Plan sets out Fosa's development pathway for the next five years. It is built around three strategic priorities:

- ***Strengthen coordination among key stakeholders to enable rapid and coordinated responses to wildfire incidents.***
- ***Deepen community trust and engagement to reinforce local ownership of conservation efforts.***
- ***Expand surveillance and rapid-response operations to improve the prevention, detection and suppression of wildfires.***

Together, these priorities support Fosa's long-term ambition to become a nationally recognised model for effective wildfire management and enforcement within Madagascar's protected areas.

Achieving these goals will require strengthening the organisation's internal governance and operational systems, enhancing the technical capacity of its staff and volunteers, formalising organisational procedures, and securing sustainable financing. Fosa is entering a pivotal stage in its institutional development. Consolidating its achievements while strengthening rapid, coordinated wildfire response will be essential to delivering lasting conservation outcomes for both the forests and communities of Ankarafantsika.



Conservation context

1

1.1. Conserving a Global Biodiversity Hotspot through Madagascar's Protected Area Network

Madagascar's biological richness is the product of millions of years of geographic isolation and evolutionary history, resulting in an extraordinary diversity of plant and animal species found nowhere else on Earth. The island is home to more than 12,000 vascular plant species (83% endemic), over 300 bird species (more than half endemic), all 112 known lemur species, six of the world's eight baobab species, and exceptional assemblages of reptiles, amphibians and invertebrates.

Despite this extraordinary natural heritage, Madagascar's biodiversity is under severe threat.

More than 90% of the island's original forest cover has disappeared since human settlement, while 44% of its remaining forests were lost between 1974 and 2014.

Pressures continue to intensify as slash-and-burn agriculture (tavy), uncontrolled wildfires, illegal logging and climate change drive ongoing habitat degradation. Conserving Madagascar's biodiversity is therefore both a national priority and a global responsibility.

In response to these challenges, Madagascar has progressively developed a national protected area network as the cornerstone of its conservation strategy. Madagascar National Parks (MNP) plays the central role in managing this network, which spans approximately two million hectares across 43 protected areas. Its mandate includes biodiversity monitoring, law enforcement, wildfire management, ecotourism development, environmental education, and partnership building with local communities and international organisations. MNP provides the institutional and operational framework within which many conservation initiatives – including those of the Fosa Association – operate today.



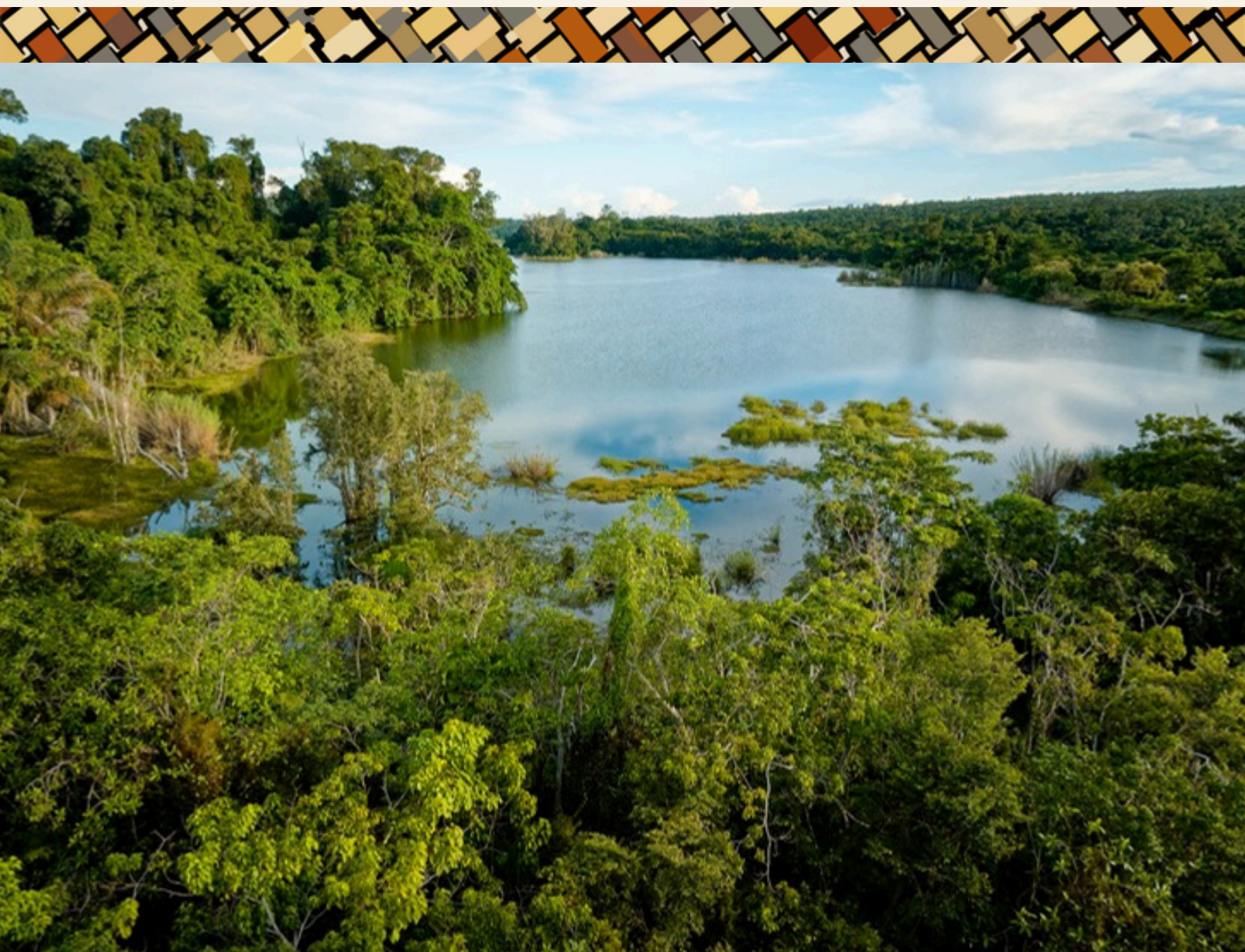
1.2. Le Parc National d'Ankarafantsika

Among the protected areas managed by MNP, Ankarafantsika National Park occupies a special place in the history of the Fosa Association. It was within this threatened dry forest landscape that the organisation was born, and it remains the sole focus of its conservation efforts.

Ankarafantsika National Park, located in the Boeny Region of Madagascar, is a major protected area covering approximately 135,000 hectares of dry forest, one of the country's most threatened ecosystems. It harbours exceptional biodiversity, including several species of lemurs, a rich assemblage of birdlife, numerous endemic species, and Lake Ravelobe, a Wetland of

International Importance under the Ramsar Convention.

As an IUCN Category II National Park inscribed on the UNESCO World Heritage List in 2023, Ankarafantsika combines rigorous ecological protection with sustainable public use through ecotourism, scientific research, environmental education, and the regulated use of natural resources by local communities. This designation requires the protection and restoration of the park's ecological integrity, particularly in the face of uncontrolled wildfires - one of the most serious and persistent threats to the Ankarafantsika forest.



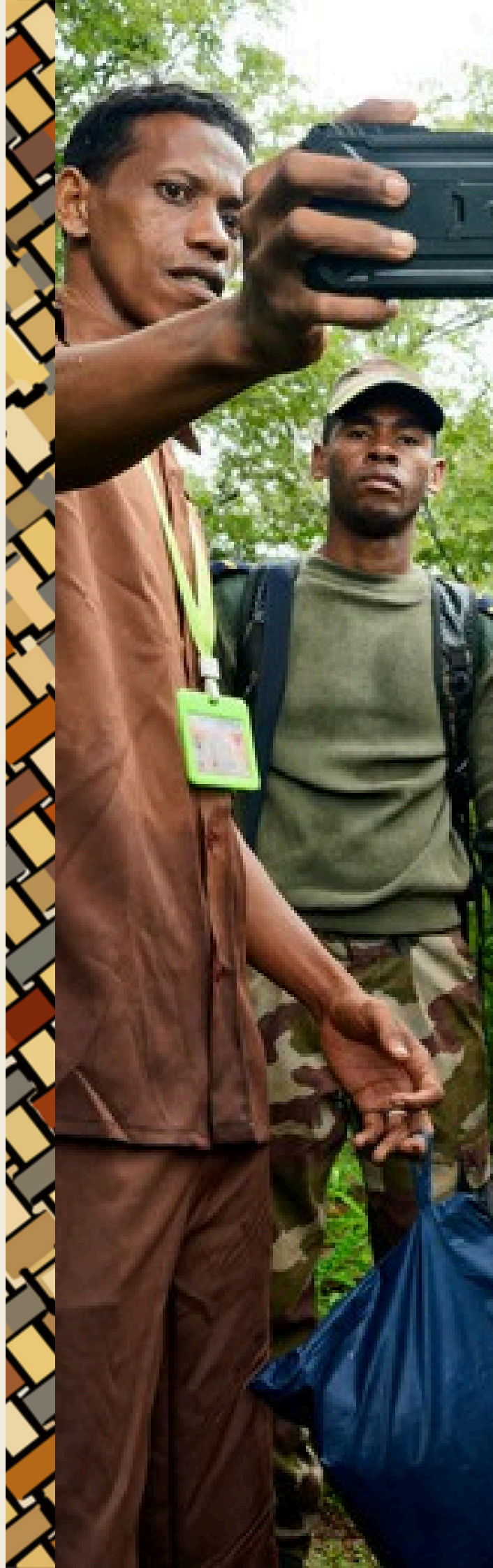
1.3. A Multi-Stakeholder Conservation Model and Fosa's Role

Protecting a landscape as vast and ecologically significant as Ankarafantsika National Park cannot be achieved by a single institution alone. It is within this context that the collaborative conservation model in which the Fosa Association operates - and to which it makes a significant contribution - has emerged.

Madagascar National Parks (MNP) manages the park through a multi-stakeholder governance framework that brings together national and international NGOs, research institutions, funding partners, and community-based organisations. Working alongside the protected area authority, these partners implement technical, operational, and community-based conservation programmes. While MNP provides overall governance, strategic oversight, and coordination, its partners contribute specialised expertise and on-the-ground implementation capacity.

Uncontrolled wildfires remain one of the most significant and persistent threats to Ankarafantsika's dry forests. Fire management and prevention therefore constitute one of the park's most critical operational priorities. Effective fire management requires continuous monitoring, community awareness and outreach, rapid response capacity, and coordinated early warning systems involving all relevant stakeholders. These interventions are implemented across a management area of approximately 30,000 hectares. Within its designated area of responsibility, the Fosa Association leads these efforts in close partnership with MNP.

Established by the local community, deeply rooted in the landscape, and equipped to take action, the Fosa Association represents a distinctive locally led response to a global conservation challenge.





Fosa's history

2

2019

- Collaboration with Durrell Wildlife Conservation Trust began.
- Fire patrol activities were launched in Marosakoa and Andranofasika.

2008

- The Fosa Team was established with the support of Dr Luke Dollar, bringing together Malagasy university researchers and community-based research assistants from Andranofasika to study the fosa (*Cryptoprocta ferox*), the flagship carnivore of Ankarafantsika National Park.
- Collaboration with Madagascar National Parks (MNP) began.
- Partnerships were established with Friends of Madagascar, Catawba University, and the Ezaka Association, a women's association from Andranofasika that provided catering services for research teams during field missions.

2020

- Collaboration began with Planet Madagascar, another key conservation partner operating in the Ankarafantsika landscape.

The origins of the Fosa Association date back to 2008, when a grassroots movement of communities living around Ankarafantsika National Park established the Fosa Team. What began as an informal group of research assistants gradually evolved into a structured organisation. Officially established in 2023, the Fosa Association now comprises more than 110 members dedicated to protecting the Ankarafantsika forest from wildfires, promoting environmental education, and strengthening community capacity and empowerment.

2024

- The fire monitoring Control Room became fully operational, enabling real-time wildfire detection and monitoring.
- Wildfire hotspots within the Association's area of intervention were reduced by up to 90%.
- Membership has grown to more than 110 members from neighbouring communities.

2023

- Following consultations with the Tangalamena (traditional elders and community leaders), the Fosa Association was formally established with 18 founding members, with a primary focus on protecting the forest from destructive wildfires.
- The Association introduced the SMART (Spatial Monitoring and Reporting Tool) system to support patrol operations and the collection and management of field data.
- Collaboration began with conservation allies.

2025

- The Association received its first major operational grant through funding from the Hempel Foundation, channeled via the Fondation pour les Aires Protégées et la Biodiversité de Madagascar (FAPBM) and Madagascar National Parks (MNP).

Fosa's key achievements in Ankarafantsika

-90%

Significant reduction in wildfires:

Up to a 90% reduction in recorded wildfire hotspots between 2023 and 2024, achieved through the combined use of the Control Room and continuous field patrols.

60+

Strong community engagement:

Since 2019, more than 60 young people from surrounding communities have participated in regular fire patrols and environmental education activities, creating local employment while strengthening community stewardship of the forest.

1600km

Expanded operational coverage:

Approximately 1,600 km are patrolled annually in and around the park, covering more than 10 villages across three municipalities.

110+

Organisational growth:

The Association has grown from 18 founding members in 2023 to more than 110 active members in 2025, including patrol officers, environmental educators, and administrative and management staff.

"Fire management in Ankarafantsika National Park, through the engagement and remuneration of local young people, is the greatest success we have witnessed."

Community member

Zone d'intervention Fosa au sein du Parc National d'Ankarafantsika

**135 000
hectares**

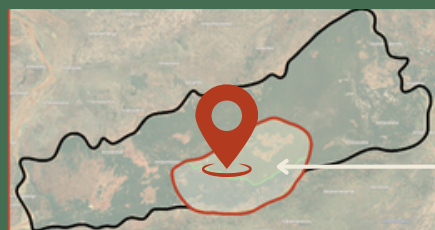
Ankarafantsika National
Park

**30 000
hectares**

Fosa's intervention area

30%

**Fosa's area: about
30 % of the Park**



Situational Analysis

3

Organisational Strengths and Achievements

Significant Wildfire Decrease Through Enhanced Monitoring and Response

- Strong field presence and technology: Through the regular deployment of 60 community patrol officers and the operation of a dedicated Control Room, the Fosa Association achieved a 90% reduction in recorded wildfire hotspots and forest-related threats between 2023 and 2024. The combination of real-time monitoring technology and continuous field patrols provides the Association with a distinctive operational advantage in wildfire prevention and response.

Strong Local Ownership and Strategic Partnerships

- Deep community roots and local employment: All members of the Fosa Association come from communities surrounding Ankarafantsika National Park. Our strong local foundation enhances legitimacy, facilitates information gathering and community engagement while fostering long-term trust with communities. At the same time, the Association creates meaningful local employment opportunities through its conservation activities.
- The robust network of strategic partnerships with Madagascar National Parks (MNP), Durrell Wildlife Conservation Trust, Conservation Allies, Planet Madagascar, and the Fondation pour les Aires Protégées et la Biodiversité de Madagascar (FAPBM) provide critical technical, financial, and strategic support, strengthening our capacity to deliver effective conservation outcomes.



Organisational Challenges and Weaknesses

Limited Knowledge of the Protected Area Legal Framework

- Limited understanding of park legislation: Patrol officers have varying levels of formal education and limited familiarity with the legal and regulatory framework governing Ankarafantsika National Park. This constrains our ability to respond effectively and lawfully to forest infractions, illegal activities, and the unsustainable use of natural resources.

Organisational Structure Requires Further Development

- An evolving organisational structure: As the Association has grown rapidly, our largely informal and centralised structure is placing increasing demands on leadership. To support continued development, we need to establish a clearer and more formal governance structure, clarify roles and responsibilities, formalise key functions, and strengthen delegated decision-making. These measures will position Fosa for sustainable growth and enhance our ability to compete successfully for long-term funding.

External Threats

- Persistent pressures on the forest: Despite significant progress in reducing wildfires, fires once again affected parts of Ankarafantsika in 2025. Illegal activities - including timber harvesting, charcoal production, and illegal collection of raffia - continue to degrade forest ecosystems, increasing their vulnerability to wildfires.
- Risk of community dissatisfaction: Demand to join our patrol teams far exceeds Fosa's current employment capacity. If not carefully managed, unmet expectations among young people seeking to participate may lead to frustration and weaken community support for the programme.
- Uncertainty in external funding: The Association's continued reliance on external funding presents a significant risk. Funding uncertainty could affect the continuity of operations, limit long-term planning, and constrain the implementation of Fosa's strategic objectives.



Opportunities

Building on Successes to Become a National Model

- Leveraging proven results: The Association's significant success in reducing wildfires, together with our strong local credibility, provides an opportunity to attract additional technical and financial support while showcasing achievements at both the national and international levels.
- Scalable model for protected area management: Fosa's community led, technology-enabled participatory approach addresses a critical gap in Madagascar's protected area management system. This positions the Association as a potential national model for wildfire management,

forest law enforcement support, and community-based conservation in protected areas.

Leveraging Strong Community Roots to Enhance Conservation Impact

- Community embeddedness as a strategic asset: Fosa's deep roots in local communities - already recognised as a core organisational strength - also represent a significant strategic opportunity. Our detailed knowledge of the landscape, local dynamics, and wildfire-prone areas can be leveraged further to improve patrol effectiveness, strengthen the Association's legitimacy, and increase the impact of our conservation interventions.

Becoming A National Model for Effective Wildfire and Infractions Management: Fosa Association's great potential

- **A simple, innovative, and replicable approach:** Fosa's model is built primarily on locally available human resources, accessible technologies, and collective community commitment — three essential ingredients that could be mobilised by communities living around protected areas across Madagascar.
- **Demonstrated and well-documented results:** The 90% reduction in recorded wildfire hotspots between 2023 and 2024 provides compelling proof of concept, demonstrating that a community-led, technology-enabled approach can deliver measurable conservation outcomes.
- **Favourable policy and conservation context:** Wildfires are now widely recognised as one of the most significant threats to Madagascar's protected areas. There is growing demand for effective, locally led, and sustainable solutions, and the Fosa Association's model responds directly to this need.

Strategy

4

Problem statement

Ineffective Wildfire and Illegal Natural Resource Management in Ankarafantsika :

The Fosa Association operates in a context where wildfires and the illegal exploitation of natural resources continue to drive the degradation of Madagascar's dry forests, threatening both biodiversity and the livelihoods of surrounding communities. Addressing these interconnected challenges requires an integrated approach that combines prevention, monitoring, rapid response, and strong community engagement.



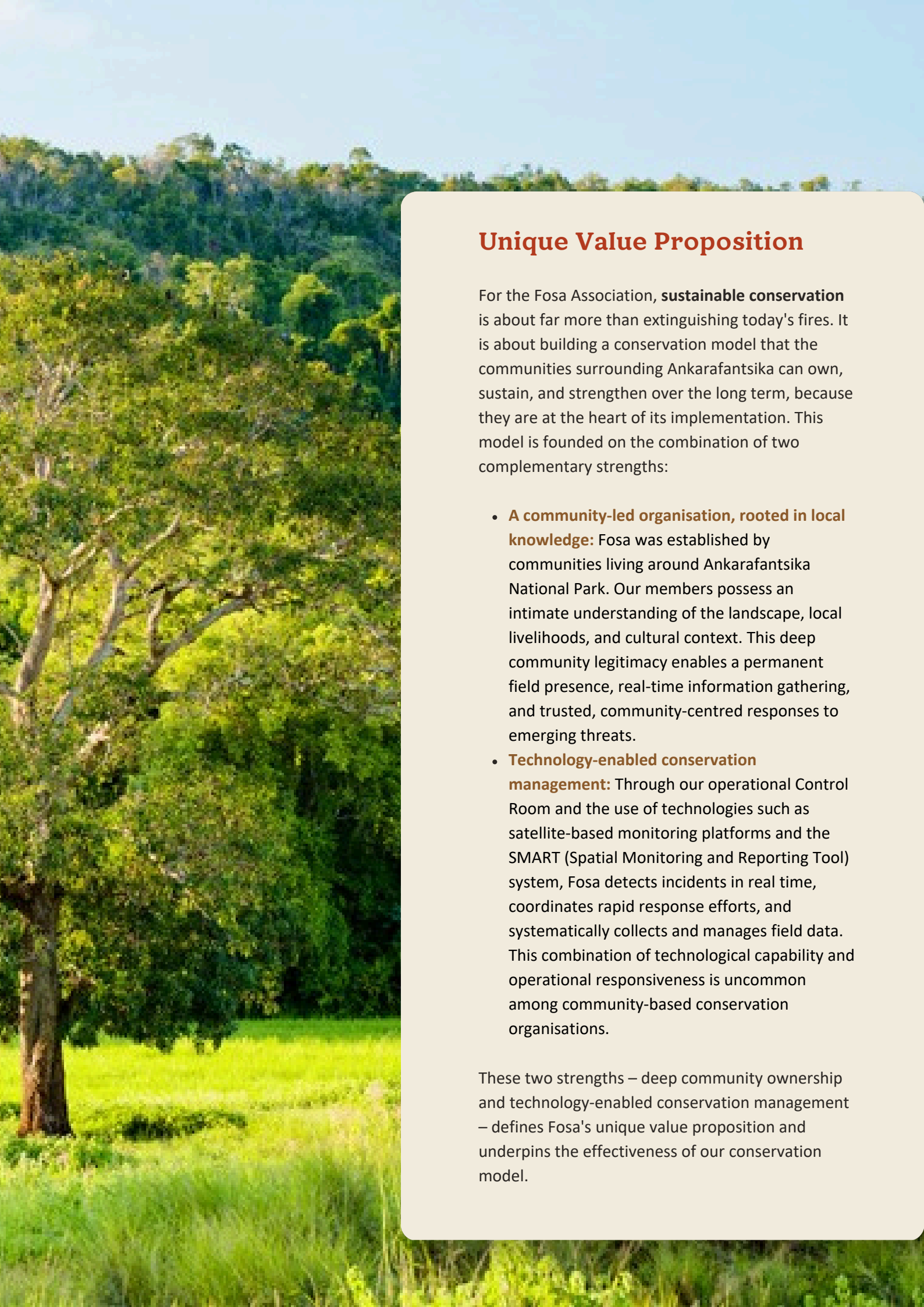
Vision

Madagascar's dry forests are protected, their biodiversity is restored and enhanced, and the surrounding communities thrive.



Mission

To sustainably reduce wildfires and the illegal exploitation of natural resources in order to safeguard the long-term integrity of the Ankarafantsika forest.



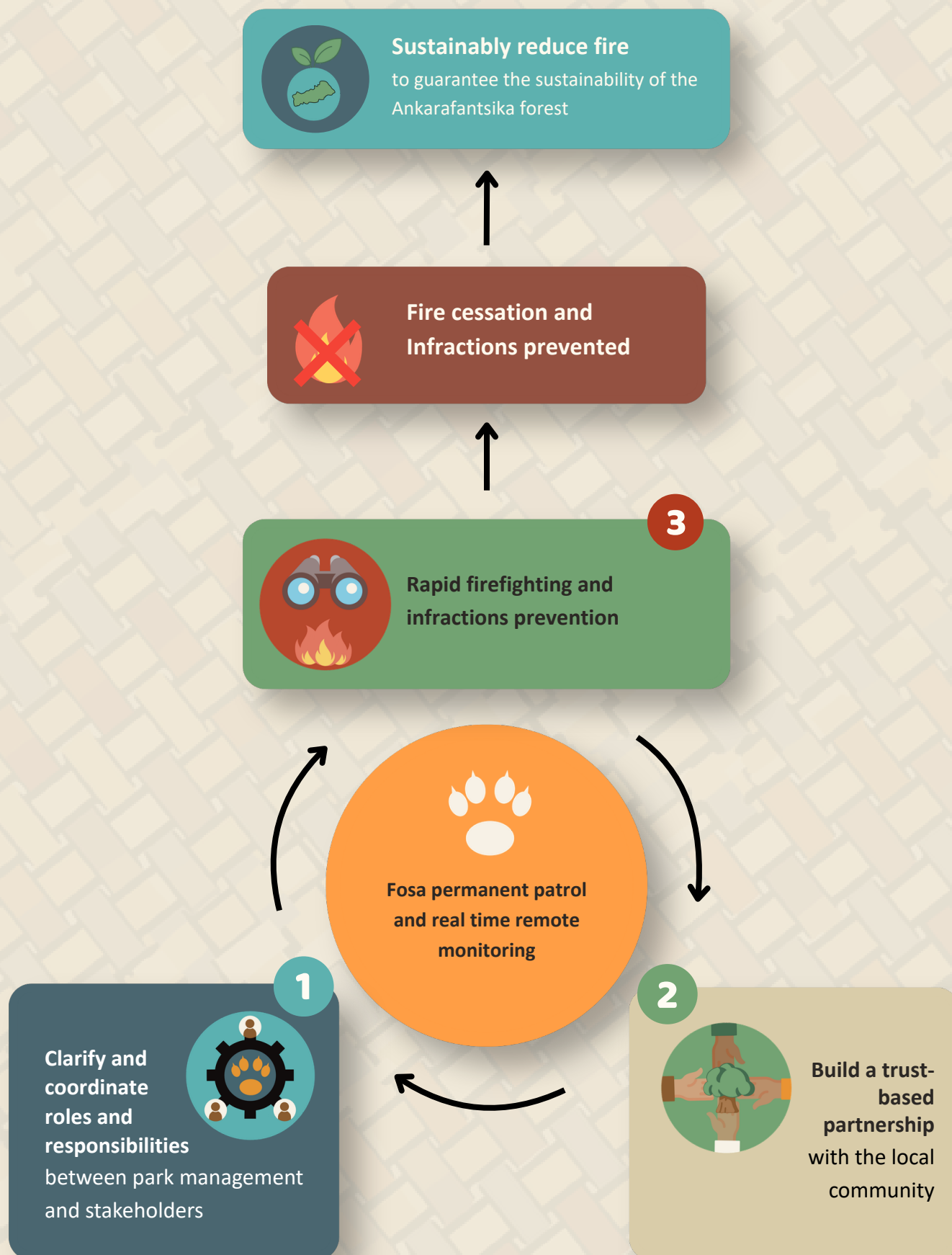
Unique Value Proposition

For the Fosa Association, **sustainable conservation** is about far more than extinguishing today's fires. It is about building a conservation model that the communities surrounding Ankarafantsika can own, sustain, and strengthen over the long term, because they are at the heart of its implementation. This model is founded on the combination of two complementary strengths:

- **A community-led organisation, rooted in local knowledge:** Fosa was established by communities living around Ankarafantsika National Park. Our members possess an intimate understanding of the landscape, local livelihoods, and cultural context. This deep community legitimacy enables a permanent field presence, real-time information gathering, and trusted, community-centred responses to emerging threats.
- **Technology-enabled conservation management:** Through our operational Control Room and the use of technologies such as satellite-based monitoring platforms and the SMART (Spatial Monitoring and Reporting Tool) system, Fosa detects incidents in real time, coordinates rapid response efforts, and systematically collects and manages field data. This combination of technological capability and operational responsiveness is uncommon among community-based conservation organisations.

These two strengths – deep community ownership and technology-enabled conservation management – defines Fosa's unique value proposition and underpins the effectiveness of our conservation model.

Theory of Change



1

Stakeholder Coordination

The first pillar focuses on strengthening coordination by clearly defining the roles, responsibilities, and available resources of all stakeholders working in Ankarafantsika. Establishing a shared understanding of who is responsible for what, how information is communicated when wildfires or other forest infractions occur, and how equipment and operational resources can be mobilised collectively enhances the effectiveness of the overall conservation response. Fosa brings a distinctive operational advantage to this collaborative framework. Through our Control Room, combined with continuous field patrols, the Association is able to detect incidents in real time. Close coordination with Madagascar National Parks (MNP), other organisations operating in the Ankarafantsika landscape, local authorities, and surrounding communities further strengthens this capacity by enabling faster, more coordinated, and more effective responses to emerging threats.

Just as coordination among institutional stakeholders is essential, so too are trust, social cohesion, and a shared commitment to conservation within local communities. These elements form the foundation of effective collective action and are critical to ensuring the long-term success and sustainability of conservation efforts.



Community Cohesion and Trust

2

The second pillar recognises that the communities surrounding Ankarafantsika National Park are Fosa's indispensable partners in conservation. When wildfires occur, local communities are often the first to respond because of their proximity to the affected areas. However, sustained community engagement depends on a shared understanding of the collective importance of protecting the forest. Our approach to community engagement is built on mutual trust, recognition of collective action, respect for local customs and traditional practices, and ensuring that community concerns are communicated to decision-makers. This foundation of trust enables the Association to mobilise support quickly, strengthen collaboration with local communities, and respond to emerging threats more rapidly and effectively.

3

Interventions rapides et efficaces

The third pillar builds on the first two. Once stakeholder roles are clearly defined and community trust has been strengthened, Fosa is able to respond more rapidly and effectively to wildfires and the illegal exploitation of natural resources. Improved coordination accelerates information sharing, facilitates timely decision-making, and enhances operational response on the ground.

Through this integrated approach, the Ankarafantsika forest can be protected more effectively over the long term, enabling the Fosa Association to fulfil our mission of safeguarding one of Madagascar's most important dry forest ecosystems.



**Our organizational
values**





FIRAISAN-KINA

Cohesion

Fosa's effectiveness is built on strong team cohesion, particularly in its relationships with local communities. Mutual support is a defining principle of the organisation: in times of success or adversity, no member is left to face challenges alone. This spirit of solidarity strengthens teamwork, resilience, and collective commitment to conservation.



FITOVIANA

Equality

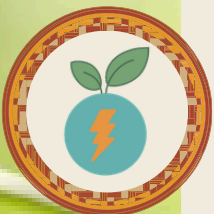
Fosa is committed to fairness and equal treatment for all its members. Uniforms, membership contributions, and per diem allowances are the same for everyone. Recruitment is open to all members of neighbouring communities, without discrimination based on ethnicity, social status, or caste.



FANAJANA

Respect

Respect underpins all interactions within the Association. Members carry out their responsibilities with professionalism, treat one another with dignity, listen to different perspectives, and communicate respectfully. This culture of mutual respect enables everyone to perform their roles effectively and in a supportive working environment.



FINIAVANA

Motivation

Fosa's work is driven by a shared commitment to protecting the Ankarafantsika forest. Members are united by a common purpose, willingly undertake the responsibilities entrusted to them, and demonstrate a strong collective sense of responsibility in advancing the Association's conservation mission.

Strategic Goals and Key Actions

4





GOAL #1

Strengthen Effective Coordination Among All Stakeholders

Expected outcome

The roles, responsibilities, resources, and equipment of each stakeholder are clearly defined and coordinated to enable an effective response to wildfires and the illegal exploitation of natural resources within the Fosa Association's area of intervention.

Indicator of Success

Stakeholders operating in the Ankarafantsika landscape respond to every reported incident in a coordinated, timely, and effective manner, in accordance with a formalised and jointly agreed response protocol.

Objective 1.1 Maintain an Up-to-Date Stakeholder Map for Ankarafantsika

- Conduct a participatory stakeholder mapping exercise covering all organisations and institutions operating in the Ankarafantsika landscape (including Madagascar National Parks, NGOs, community-based organisations, and local authorities), identifying their mandates, areas of intervention, and operational capacities.

Objective 1.2 Establish a Stakeholder Roles and Responsibilities Charter

- Define and formalise Fosa's operational approach and clarify how it complements the roles and responsibilities of other stakeholders operating in the landscape.
- Conduct an inventory of equipment and resources that can be collectively mobilised for wildfire prevention and response.
- Develop a multi-stakeholder communication protocol defining communication channels, focal points, reporting frequency, and incident alert procedures.

Objective 1.3 Develop a Wildfire Rapid Response Plan

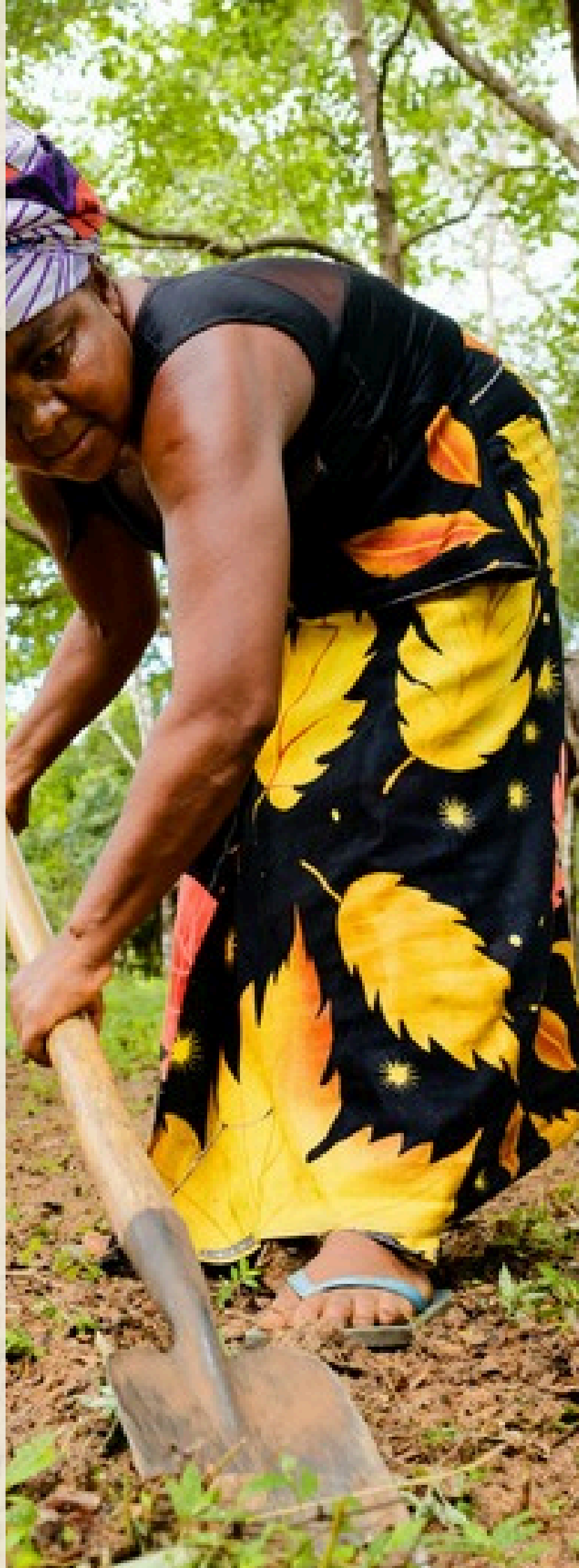
- Develop and formalise a rapid response plan that clearly defines the response sequence, responsibilities, and expected response times for each stakeholder in the event of a wildfire or other major incident.

Objective 1.4 Strengthen Information Sharing and Reporting

- Submit monthly operational reports to Madagascar National Parks (MNP) in accordance with partnership requirements.
- Convene regular coordination meetings (monthly or quarterly) to review activities, discuss operational challenges, and share progress and results.
- Prepare and circulate regular performance and monitoring reports among all stakeholders.
- Monitor the implementation of decisions and agreed actions arising from coordination meetings.

Objective 1.5 Make the Control Room Available to All Stakeholders

- Establish a real-time reporting system through the Control Room that enables all partners to receive incident alerts and coordinate rapid collective responses.





GOAL #2

Build Trust and Strengthen Community Participation

Expected outcome

Mutual trust is established between the Fosa Association and neighbouring communities, which recognise the shared value of protecting the forest and actively participate in wildfire suppression and the prevention of the illegal exploitation of natural resources.

Indicator of success

Local communities respond spontaneously and rapidly to wildfires and forest offences, working in close coordination with the Fosa Association because they recognise and embrace the collective benefits of forest conservation.

Objective 2.1 Respect Local Customs and Traditional Practices

- Actively participate in community ceremonies and cultural events - including fomban-tany (customary local rites), funeral ceremonies, and community gatherings - to strengthen trust and demonstrate that the Fosa Association is an integral part of the local community and its cultural heritage.

Objective 2.2 Ensure Community Concerns Are Heard and Addressed

- Hold regular meetings in neighbouring villages to identify, document, and discuss community concerns and priorities.
- Communicate these concerns to the relevant stakeholders, including Madagascar National Parks (MNP) and local authorities.
- Follow up on agreed actions and communicate outcomes and decisions back to communities.

Objective 2.3 Develop Village-Level Wildfire Response Plans

- Work with each participating village to develop a local response plan for wildfires and the illegal exploitation of natural resources.
- Provide villages with essential wildfire prevention and suppression equipment.
- Train community members in wildfire prevention and suppression techniques.

Objective 2.4 Raise Community Awareness of the Importance of Forest Conservation and Patrol Results

- Organise community awareness activities, including village meetings, field demonstrations, and illustrated presentations.
- Regularly share patrol results and communicate the impact of collective conservation efforts on the protection of the forest.
- Recognise and promote the contribution of local communities to forest conservation, highlighting their role in achieving conservation outcomes.

Objective 2.5 Establish a Community Recognition and Incentive System

- Develop a framework for assessing each village's contribution to forest conservation using both quantitative and qualitative indicators.
- Recognise and reward the villages demonstrating the strongest commitment to protecting the forest through equipment donations, public recognition, or other appropriate non-monetary incentives.





GOAL #3

Ensure Effective Monitoring and Rapid Response to Wildfires and Infractions

Expected outcome

Maintain the area of the Ankarafantsika forest affected by wildfires each year at less than 20% of the historical annual average burned area (calculated over the previous five years), through effective monitoring and rapid response to wildfires and forest offences within the park.

Indicator of success

Spatial and field data demonstrate a sustained and significant reduction of at least 80% in wildfire incidents and illegal natural resource exploitation over the next five years, compared with the baseline established during the first year of this strategy. Using our Control Room, Fosa will establish Year 1 baseline data by integrating real-time satellite fire alerts (through NASA FIRMS/VIIRS) with GPS tracking data generated by joint patrol teams.

Objective 3.1 Ensure Continuous Monitoring Through Permanent, Real-Time Patrols

- Conduct continuous patrols across the entire area of intervention, with particular attention to high-risk areas.
- Establish and utilise available monitoring infrastructure, including observation points and watchtowers.
- Ensure real-time transmission of incident information through the Control Room and patrol teams.

Objective 3.2 Respond Rapidly and Effectively to Wildfires

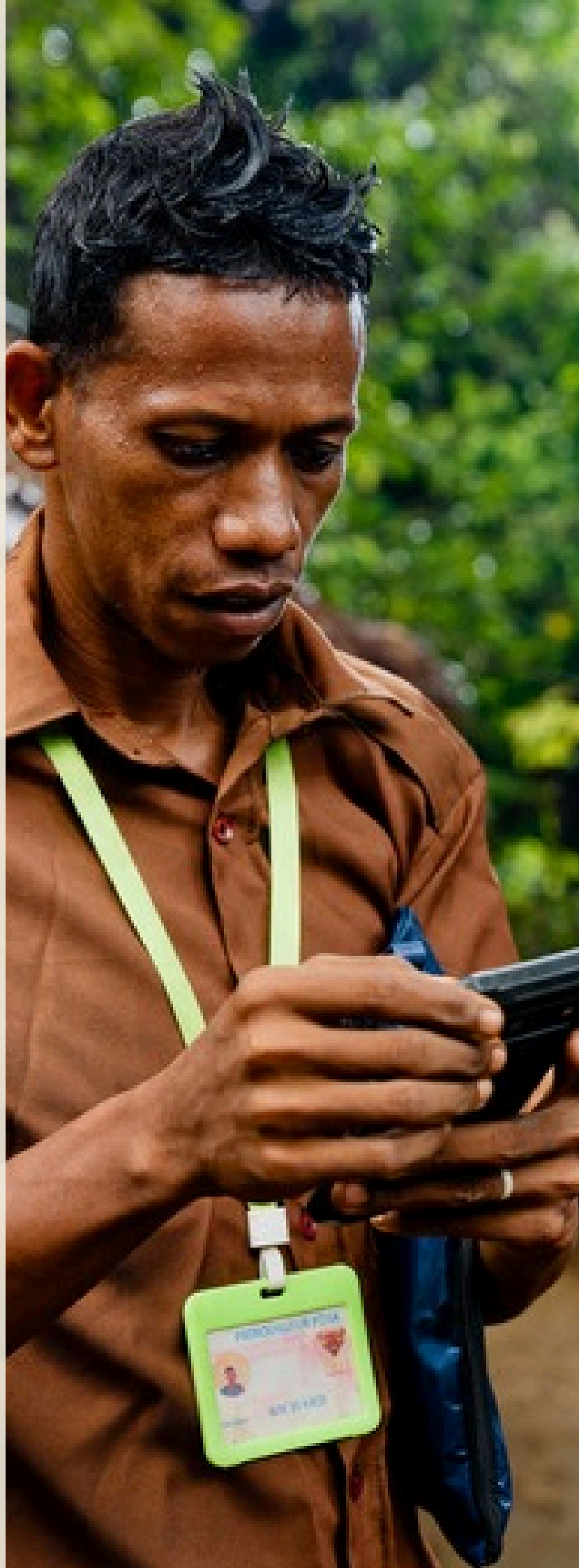
- Ensure that all incidents are reported immediately to the Control Room upon detection.
- Activate the wildfire response plan or the protocol for addressing illegal natural resource exploitation immediately, according to the nature of the incident.

Objective 3.3 Collect, Manage, and Analyse Patrol Data

- Collect and consolidate field data generated by patrol teams using the SMART (Spatial Monitoring and Reporting Tool) system, together with data from the Control Room.
- Analyse and synthesise monitoring data to produce operational and performance reports.
- Share monitoring data and findings regularly with all stakeholders operating in the Ankarafantsika landscape.

Objective 3.4 Strengthen the Technical Capacity of the Team

- Design and implement a capacity-building programme covering protected area legislation and regulations, the rights and responsibilities of patrol officers, and the safe and effective use of field equipment.
- Deliver regular refresher training to maintain and continuously strengthen the technical competencies of all team members.



Operational Strategy for Implementation

5

Successfully implementing this Strategic Plan will require the Fosa Association to evolve into a well-structured organisation with formal governance and management systems. The four priorities outlined below address this transformation by establishing a clear organisational structure with shared leadership, formalising the systems needed to support effective operations, strengthening institutional and technical capacity, and diversifying funding sources to ensure long-term organisational sustainability.

5.1 Establish an Organisational Structure and Build a Leadership Team

To support our continued growth and expand our conservation impact, the Fosa Association's immediate priority is to formalise its governance structure. This requires a transition from a founder-centred model to a clearly defined organisational structure that distinguishes strategic leadership from day-to-day management and is supported by a leadership team with clearly defined roles, responsibilities, and delegated authority.

- Establish a formal organisational structure and appoint a leadership team with clearly defined roles and responsibilities.
- Formalise the delegation of authority from the President to the leadership team.
- Support the transition towards a shared leadership and governance model.

5.2 Formalise Policies, Procedures, and Planning Systems

An expanded leadership team requires shared organisational systems to ensure effective coordination and decision-making, rather than relying primarily on the judgement of a single person.

- Review and update the Association's internal regulations and Code of Conduct.
- Establish transparent financial policies and procedures.
- Adopt a structured organisational planning cycle, including annual planning and regular performance reviews.

5.3 Strengthen the Capacity of Staff and Leadership

A formal organisational structure introduces new responsibilities that require strengthened institutional and leadership capacity.

- Strengthen the leadership and decision-making skills of the leadership team.
- Build core organisational management and financial management capacity.
- Consolidate the technical and field skills already present within the teams

5.4 Mobilise and Diversify Financial Resources

The long-term sustainability of the Fosa Association depends on its ability to secure and diversify its funding base.

- Consolidate existing funding partnerships and strategic collaborations.
- Diversify funding sources by engaging new donors and funding partners.
- Strengthen the Association's internal capacity for resource mobilisation, proposal development, and results-based communications.

Financial Projections for Delivering the Strategy

To implement the ambitions set out in this Strategic Plan, the Fosa Association projects an increase in its annual budget from USD 267,304 in 2027 to USD 440,053 by 2030. This growth reflects the gradual expansion of conservation activities, with two primary investment priorities: strengthening park monitoring through enhanced patrols and monitoring technologies, and developing agroforestry and sustainable agriculture initiatives that support neighbouring communities.

The more substantial budget increases projected for 2029 and 2030 reflect strategic investments in equipment and infrastructure designed to strengthen the Association's operational independence and long-term institutional capacity. The financial projections also incorporate an annual 10% increase to account for inflation and broader economic fluctuations, ensuring realistic and sustainable financial planning.

Key Programme Budget (USD)	2027	2028	2029	2030
Patrols and Technology Support	101 950	112 145	128 967	148 312
Equipment and Assets	42 857	28 570	60 620	138 095
Office, Materials and Consumables	18 330	10 000	10 000	15 000
Integrated Community Agriculture and Livestock	59 524	65 476	72 024	79 226
Community Agroforestry in the Park's Peripheral Zones	44 643	49 107	54 018	59 420
TOTAL (USD)	267 304	265 299	325 629	440 053



Merci à nos partenaires :





FOSA
association

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