



Strategy



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Letter from the Founder



“

... And over the past 15 years, the known Crowned Sifaka population has grown from 50 individuals to more than 500. This confirms what we have always believed: when communities thrive, conservation succeeds. ”

Dear Partners, Colleagues, and Friends,

Our journey began in 2009, with a single discovery: a previously unrecorded population of Crowned Sifakas. What started as an effort to survey and protect this little-known, highly threatened species quickly revealed a deeper truth, that safeguarding Madagascar's biodiversity is inseparable from supporting the communities who share its habitats. This conviction became the foundation of IMPACT Madagascar, established in 2013. Over more than a decade, we have expanded our work across critical, fragmented forests – from the central highlands to the dry landscapes of the west and northwest – protecting fragile dry gallery forests and the wetlands that sustain them, and securing a future for species found nowhere else on Earth.

We measure true conservation by the resilience of both wild places and people. I am proud to share that our community-centered model has delivered historic results. Over the past 10 years, deforestation at the core of our conservation sites has fallen sharply, while the local communities' agricultural yields and household revenues have both quadrupled. And over the past 15 years, the known Crowned Sifaka population has grown from 50 individuals to more than 500. This confirms what we have always believed: when communities thrive, conservation succeeds.



This impact reflects a shift beyond simple preservation. We have built a self-sustaining model in which local communities are no longer just participants; they are conservation's guardians and primary beneficiaries.

As we look to our Strategic Plan for 2027–2031, our focus shifts from establishing this model to scaling (in the sense of deepening impacts) and sustaining it.

Over the next five years, we will prioritize:

- Securing long-term resilience for communities and ecosystems; strengthening community governance and site management status; and reinforcing livelihood programs so local cooperatives and value chains can withstand climate and economic shifts.

- Protecting and connecting fragmented landscapes; reinforcing the conservation work and status of our sites; scaling up community-led restoration to build ecological corridors that reconnect isolated forest fragments and sustain long-term protection.

We stand at a pivotal moment. The successes of our past are the launchpad for an ambitious future. With your continued partnership, we will spend the next five years securing a legacy where Madagascar's unique wildlife and its vibrant communities thrive together for generations to come.

With gratitude and determination,

Josia Razafindramanana,
PhD

Executive Summary



IMPACT Madagascar was founded in 2013, at a time when deforestation was at its peak, to preserve the fragmented and isolated habitats of the crowned sifaka populations discovered four years earlier. Over the past decade, it has brought a glimmer of hope for the conservation of these forests – sometimes considered too remote and depleted – which nevertheless harbour unrivalled biodiversity and support communities hoping for a prosperous future. **IMPACT Madagascar has made its mark in the world of conservation through its effectiveness, having reduced fires by 70% within its conservation areas.**

IMPACT Madagascar aims to contribute to a future in which healthy ecosystems and the well-being of local communities are sustained. **Working across 296,308 hectares, spanning nine sites and five different ecosystems, the organisation protects 23,510 hectares under strict conservation.**

Alongside a significant reduction in forest fires, other positive changes are being observed across its intervention sites:

- 70% of planted seedlings survived, according to restoration monitoring conducted in 2024-2025
- The population of the crowned sifaka, IMPACT's first flagship species, was estimated at between 557 and 650 individuals across its intervention sites in 2025, against fifty individuals counted during initial expeditions
- The number of households reached through community development initiatives has increased from 100 to 3,400 since the program began in 2016
- The income of members of VOIs (community-based organisations mandated to sustainably manage natural resources) has quadrupled



These changes are the result of the rigorous application of lemur **metapopulation management**, an area in which IMPACT has developed unique expertise as a specialist in fragmented lemur habitats. **Grounded in science, this approach considers several isolated groups from the same species as one population.** It is recommended for threatened populations that are dispersed and isolated and, where relevant, managed in captivity. It also recognises community governance as a critical condition for long-term success. Today, IMPACT focuses on the natural habitats of the crowned sifaka and the greater bamboo lemur, working through local leaders and community institutions to support the sustainable management of natural resources.

Over the next five years, IMPACT Madagascar intends to expand its work across its nine project sites.

Its mission is **to conserve the remaining forest fragments in partnership with local communities.** This mission is built on three main pillars of action, based on metapopulation management of lemurs and community-based natural resource management:

- 1 Regulated access to natural resources,** enforced through ownership by local communities and the support of the authorities and law enforcement agencies
- 2 Shared governance between IMPACT and community organisations** for the sustainable management of natural resources and the conservation of endemic species
- 3 Better living conditions for local communities through sustainable sources of income,** so that they no longer depend on the extraction of natural resources



About us

IMPACT Madagascar, or **“Implementing Actions for Environmental Change”**, was founded in 2013 with the conviction that our vision could not be realised without local communities managing their natural resources sustainably.

Madagascar has lost a large proportion of its natural forests since the colonial period, when the granting of forest concessions became increasingly widespread. Forest clearing continues today as a means for vulnerable rural communities to expand agricultural land and gain access to land for settlement or grazing.

When we discovered crowned sifakas in isolated forest fragments around Dabolava in 2009, within the heavily cleared landscape of west-central Madagascar, the species was believed to be endemic to the north-west of the country. Our subsequent surveys as primatologists and members of GERP (Madagascar primatology group) quickly led us to additional unprotected forest remnants harbouring the same species. The Sifaka Conservation Project was established in response to the extensive deforestation that had left these lemur populations increasingly isolated. Our expertise in primatology led us towards a metapopulation management approach, a conservation strategy recommended for threatened species whose populations are fragmented across isolated habitats.

However, the project had limited capacity to undertake the intensive, long-term interventions required by the scale of the challenge. To deepen and expand this work, our team within the Sifaka Conservation Project established IMPACT Madagascar in 2013. Without sustained intervention, these remaining habitats — together with their biodiversity and the ecological functions they support — were at risk of disappearing rapidly. It is estimated that Madagascar’s deforestation rate more than doubled between 2010 and 2014.

“

Protecting the forest today means ensuring that future generations can still experience sifakas and lemurs.”

- Justin Ramarolafy, Patrol Leader of the Ankirihitra-Madiromirafy New Protected Area

“

We are proud to have designated the Amboloando Forest as a protected forest, because of the endemic sifakas it is home to.”

- Fanomezantsoa Radolalaina, President of VOI RIANALA Dabolava



Since then, we have evolved into a professional conservation organisation and now **work with local communities to manage more than 296,308 hectares of community-managed landscapes, including 23,510 hectares designated as strict conservation areas.** These landscapes and forests extend across nine sites in seven regions of Madagascar. Through our work with local communities, we contribute to the conservation of five distinct ecosystems: dry forests, tropical rainforests, gallery forests, mangroves and inland wetlands.

Over time, our results have reinforced our initial conviction. **Deforestation has declined by 70% across our long-established intervention sites.** As a result, we have recorded significant increases in the populations of our flagship species, the crowned sifaka and the greater bamboo lemur. In newer and more critically threatened sites, we are beginning to see gradual improvements. The exemplary leadership of the first community patrol teams has been instrumental in enabling us to sustain our work and achieve results in these remote and difficult-to-access areas.

Our community-based conservation model has also relied heavily on the joint and consensual sharing of responsibilities with community-based organisations.

The values that guide us

We foster a climate of mutual trust based on transparency, reliability and commitment, both internally and externally.

We work with courage, supporting one another to achieve our goals whilst adapting to each situation.

We ensure that we maintain a working environment where **each person's identity and ideas are recognised and respected.**

Within this partnership, community organisations take the lead on patrolling, monitoring, and restoration activities, while IMPACT contributes scientific expertise and technical support to strengthen agricultural production, livestock rearing, and handicraft development, including support to improve market access. **Agricultural support in particular has delivered strong results, quadrupling the household income among participating local producers.** We are committed to continuing to nurture the growing climate of trust with local communities, strengthening the conservation of habitats and biodiversity while supporting the development of more resilient local economies.



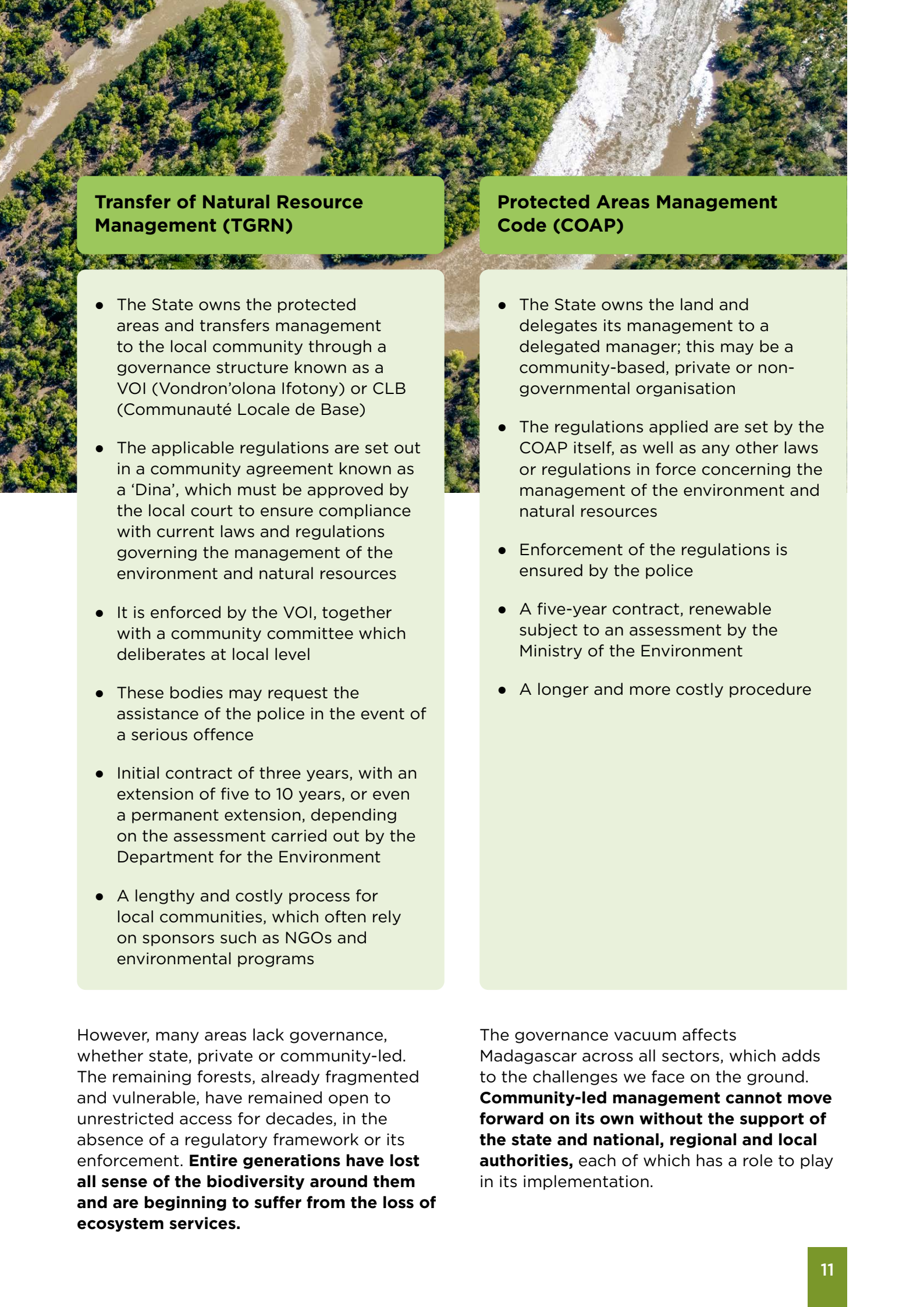
Our context

Preserving biodiversity despite institutional inertia

In Madagascar, biodiversity is estimated to be 80% endemic, making it a global conservation priority. Intensive deforestation has taken place since colonisation, first to make way for logging concessions, then to reclaim land at the dawn of the Republic. **IMPACT Madagascar was founded in response to an urgent need: 44% of the island's natural forests had already disappeared since 1953, and the rate of deforestation was accelerating following the 2009 coup.**

It is estimated that the island continues to lose between 50,000 ha and as much as 100,000 ha of its forests every year; a figure that is rising in tandem with the poverty rate in rural areas. Added to this is the imminent threat of climate change, which is already having adverse effects on agriculture and, consequently, on the remaining forest fragments. The situation at our sites is therefore likely to worsen.

This scenario is not due to a lack of policies or stakeholders in the fields of conservation and development. On the contrary, several action plans, laws and regulations are in place to protect the island's unique biodiversity whilst involving local communities. The 1997 Law on the Transfer of Natural Resource Management (TGRN) and the 2004 Code on Protected Areas (COAP) provide a governance framework involving both civil society organisations and local communities keen to manage natural resources and natural habitats sustainably in Madagascar. There are currently 123 protected areas (PAs) and 2,129 management transfer agreements.



Transfer of Natural Resource Management (TGRN)

- The State owns the protected areas and transfers management to the local community through a governance structure known as a VOI (Vondron'olona Ifotony) or CLB (Communauté Locale de Base)
- The applicable regulations are set out in a community agreement known as a 'Dina', which must be approved by the local court to ensure compliance with current laws and regulations governing the management of the environment and natural resources
- It is enforced by the VOI, together with a community committee which deliberates at local level
- These bodies may request the assistance of the police in the event of a serious offence
- Initial contract of three years, with an extension of five to 10 years, or even a permanent extension, depending on the assessment carried out by the Department for the Environment
- A lengthy and costly process for local communities, which often rely on sponsors such as NGOs and environmental programs

Protected Areas Management Code (COAP)

- The State owns the land and delegates its management to a delegated manager; this may be a community-based, private or non-governmental organisation
- The regulations applied are set by the COAP itself, as well as any other laws or regulations in force concerning the management of the environment and natural resources
- Enforcement of the regulations is ensured by the police
- A five-year contract, renewable subject to an assessment by the Ministry of the Environment
- A longer and more costly procedure

However, many areas lack governance, whether state, private or community-led. The remaining forests, already fragmented and vulnerable, have remained open to unrestricted access for decades, in the absence of a regulatory framework or its enforcement. **Entire generations have lost all sense of the biodiversity around them and are beginning to suffer from the loss of ecosystem services.**

The governance vacuum affects Madagascar across all sectors, which adds to the challenges we face on the ground. **Community-led management cannot move forward on its own without the support of the state and national, regional and local authorities,** each of which has a role to play in its implementation.



Land tenure challenges

Secure land tenure is essential for effective natural resource management in Madagascar, yet its implementation remains uneven.

TGRN agreements provide communities with only limited tenure security, and complaints relating to violations are often dismissed without further action. By contrast, Protected Area (PA) status provides a stronger legal basis for enforcement, which led us to seek this designation for the Ankirihitra and Madiromirafy sites.

However, PAs that exclude local communities — such as the Ambohijahary and Kasijy Special Reserves, both currently in a critical condition — are not sustainable in the long term. **Following the delegation of management authority from the Ministry of Environment in 2025, we are now integrating local communities directly into zoning and management processes.**

Finally, to further strengthen land tenure security, we are prioritising the identification and mapping of privately held land titles, and, where appropriate, considering their acquisition.

Fifteen years of IMPACT

Our progress to date

Recent years have seen a significant reduction in deforestation at our flagship sites, including Dabolava, Madiromirafy and Mahajeby, alongside an increase in the crowned sifaka population. These results are the product of our partnership with local communities. A growing number of people are actively engaged in the sustainable management of natural resources while also benefiting from improved incomes.

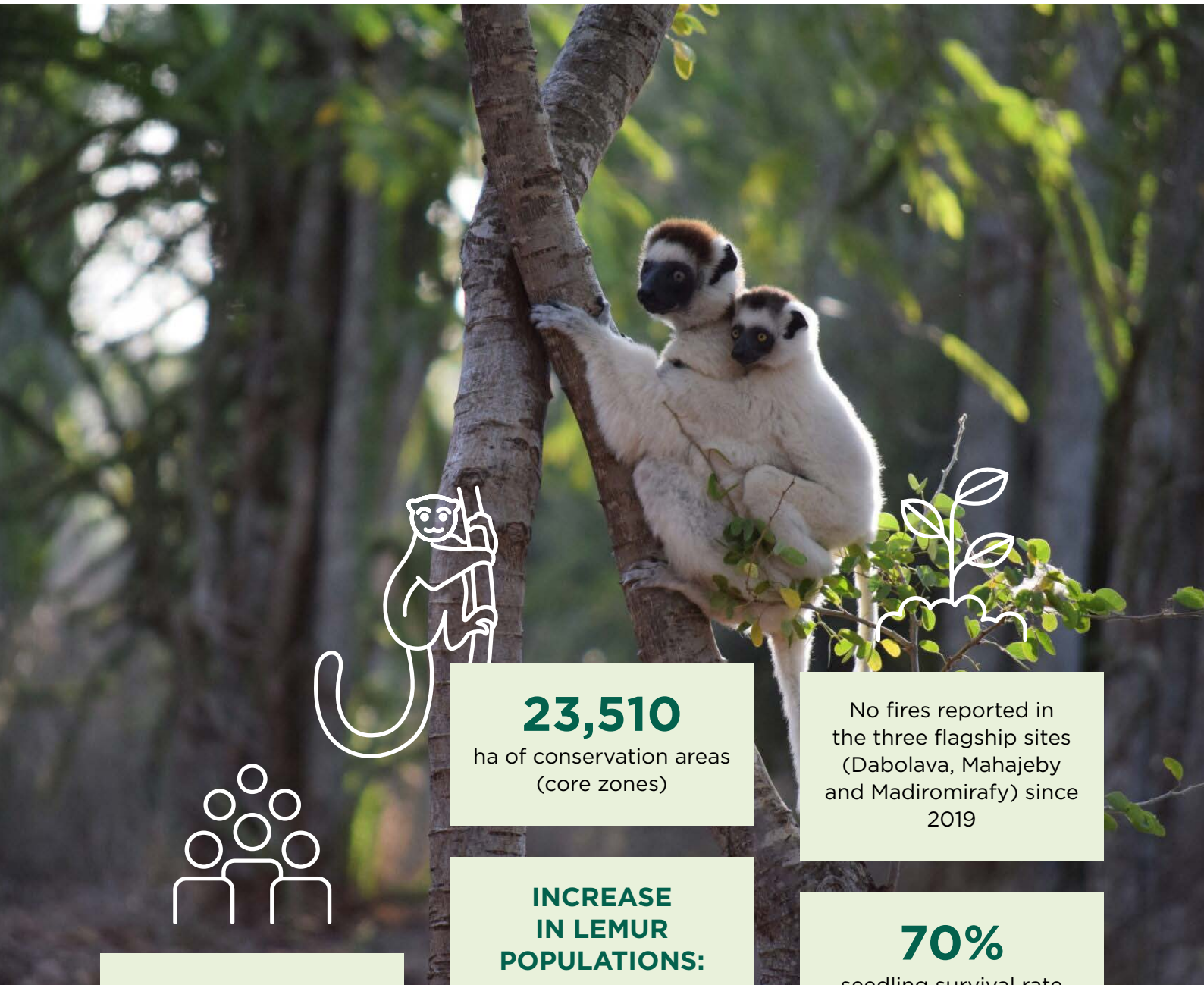
The progress achieved in our flagship sites gives us confidence that similar improvements can be achieved in our newer intervention sites — the Ambohijanahary and Kasijy Special Reserves — where pressures on natural resources and biodiversity are considerably greater.

“

Thanks to the conservation efforts supported by IMPACT Madagascar, biodiversity continues to thrive in our forests.”

- Norbert Ranaivoson,
President, VOI FIARO
Mahajeby





23,510

ha of conservation areas
(core zones)

No fires reported in
the three flagship sites
(Dabolava, Mahajebby
and Madiromirafy) since
2019



296,308

ha of total area co-
managed with local
communities across
9
sites

**INCREASE
IN LEMUR
POPULATIONS:**

Crowned sifaka:

estimated at between
130 and 150
individuals in 2014, and
557 to 650
in 2025

Greater haplemur:

491
individuals

70%

seedling survival rate
in restoration projects

9

TGRN contracts
renewed over

12

years, with contract
terms extended from

5 to 10

years

VOI members
supported through
agricultural production
have doubled their
income since 2019

Sources: IMPACT Madagascar data for 2024-2025 and Global Forest Watch (2024)

Our areas of intervention



Afrique

NOUVELLE AIRE PROTEGEE DE MARIARANO

Surface : 20.000 ha
Région : Boeny
Ecosystème de Mangrove

RESERVE SPECIALE DE KASIJY

Surface : 23.000 ha
Région : Betsiboka
Forêt primaire galerie et fragmentée

FORÊT DE MAHAJEBY

Surface : 3.000 ha
Région : Bongolava
Forêt sèche et fragmentée

RESERVE SPECIALE AMBOHIJANAHARY

Surface : 12.210 ha
A cheval sur les régions de Bongolava, Menabe et Melaky
Forêt sèche et fragmentée

FORÊT DE DABOLAVA

Surface : 92 ha
Région : Menabe
Forêt sec

FORÊT DE FARANKARAINA (Partenaire de translocation de Vari roux)

NOUVELLE AIRE PROTÉGÉE D'ANKIRHITRA- MADIROMIRAFY

Surface : 230.906 ha
Région : Boeny - Betsiboka
Forêt fragmentée galerie et sec

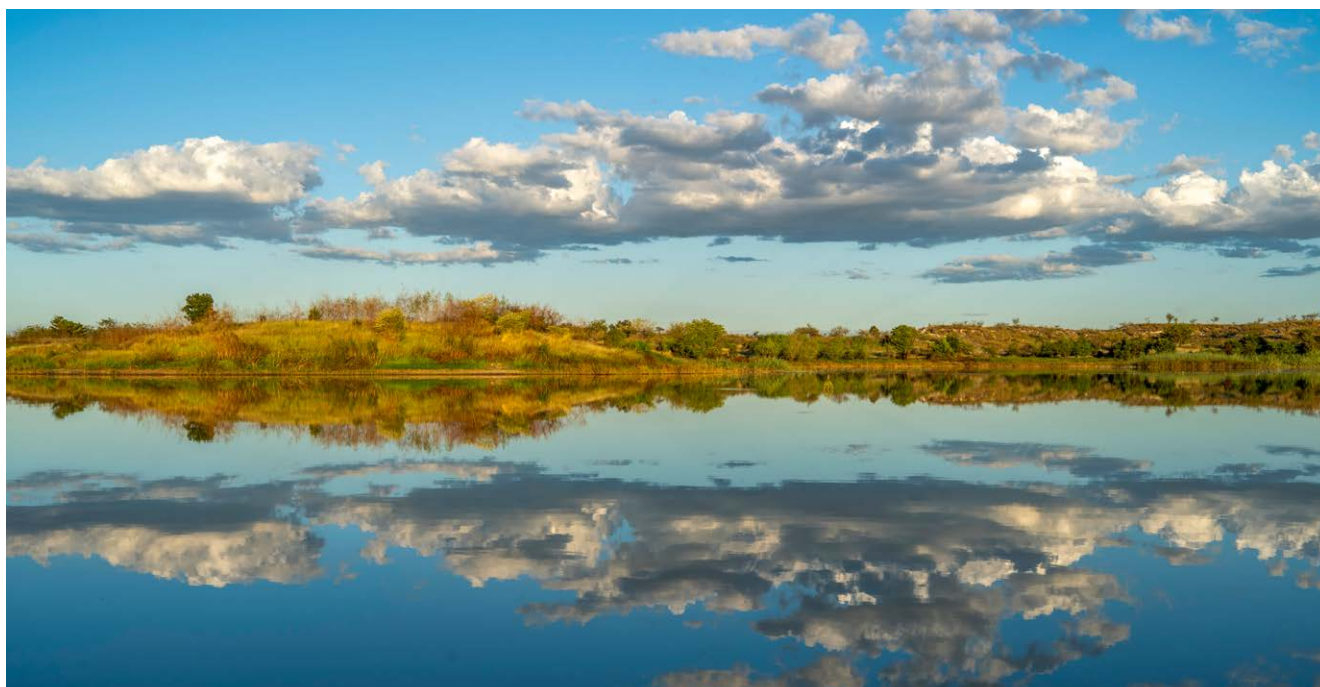
FORÊT D'IAROKA

Surface : 3.300 ha
Région : Alaotra
Forêt tropicale humide
écosystème forestier naturel dense et non fragmenté

NOUVELLE AIRE PROTÉGÉE DE VOHITRARIVO

Surface : 3.800 ha
Région : Vatovavy
Forêt humide de bambou

Madagascar



Background

2025-2026

- Temporary protection order granted for the new Madiromirafy-Ankirihiotra Protected Area Complex
- Management delegation contracts for the Ambohijanahary and Kasijy Special Reserves

- Start of work in the eastern forest fragments at the Iaroka site, in collaboration with the Fédération Française des Orchidées (FFO)
- Launch of the community entrepreneurship support program to build on the successes of agricultural support

- Official launch of IMPACT Madagascar

- Start of collaboration with Helpsimus for the conservation of the Greater Hapalemur in south-eastern Madagascar
- Withley Fund for Nature (WFN) Award, received by Dr Josia Razafindramanana
- Establishment of conservation sites at Ankirihiotra, Madiromirafy, Mahajeby and Dabolava in western Madagascar

2010-2011

- Site surveys in the Boeny, Betsiboka, Bongolava, Menabe and Amoron'i Mania regions



2025

2023

- Integration of the PHE (People, Health and Environment) program
- Participation in Natural Justice's MIRARi Program on the implementation of the Community Management Agreement (CGC), for which our sites were designated as pilot sites because of the effectiveness of our conservation contracts
- Start of operations in the Kasijy and Ambohijanahary Sud special reserves
- Launch of the drone monitoring program

2019

- Launch of the ecotourism program at Madiromirafy
- Establishment of the new Madiromirafy-Ankirihitra Protected Area Complex

2015

- Start of the agricultural support program to improve production and community income at our project sites

2013

- Start of the establishment of IMPACT Madagascar
- Tusk Prize, awarded to Dr Josia Razafindramanana

2011

- Discovery of the crowned sifaka population at Dabolava
- Launch of the Sifaka Conservation Project, a project set up with the support of Cotswold Wildlife Park & Garden, the Paris Zoological Park and other members of the European Association of Zoos and Aquaria (EAZA)
- Collection of baseline data for the monitoring and assessment of lemur populations and their natural habitats

2009

External context analysis

Challenges

The sustainable management of natural resources at our sites depends primarily on our ability to overcome the challenges posed by their geographical isolation. We are often the only external stakeholders in these areas, providing support to both local communities and authorities.

Persistent poverty and high levels of migration into intervention areas

Local communities depend largely on subsistence agriculture, which provides limited opportunities to generate meaningful income, particularly as environmental degradation reduces agricultural productivity and crop yields. Poverty levels in our intervention areas are among the highest in the country, affecting up to 80% of the population, with average incomes below USD 2 per day. These communities are also affected by broader national economic conditions and by patterns of rural migration towards arable land around remaining forest areas. Population growth and migration are therefore increasing competition over land use and access to natural resources. In some regions, efforts to strengthen natural resource management may be perceived as a form of land appropriation or land grabbing, contributing to mistrust of IMPACT among villagers who are not members of the VOIs (community-based natural resource management organisations).

Conflicting policies

Our vision is also threatened by contradictory government policies. On the one hand, there is a commitment to stepping up conservation efforts, notably by joining the 30x30 initiative, which aims to increase PAs up to 30% of national surface by 2030. The designation of new protected areas reflects this commitment, but at the same time we are facing land disputes, where plots within these protected areas have been left to be exploited.

Structural neglect and lack of infrastructure

Our sites generally lack the infrastructure needed to facilitate the movement of people and goods. We must constantly adapt to maintain our presence on the ground and stay connected with local communities. This problem is, above all, a symptom of the neglect by state governance structures of rural areas, which bear primary responsibility for economic and social development.

Influential illegal operators and a climate of insecurity in remote rural areas

Natural resources, particularly precious woods such as rosewood, are in high demand on the black market. It is easy for illegal loggers to continue their activities in areas overlooked by the authorities. Moreover, illegal logging has long created a climate of insecurity in the villages where we work, undermining the management of natural resources by local communities.

Our key drivers of success

Despite these challenges, we can build on the strong relationships we have established with partner communities to support the sustainable management of natural resources. We can also take advantage of the growing emphasis on **community-led conservation within donor priorities**, as well as alternative legal frameworks that can help strengthen and secure natural resource governance.

Growing trust among local communities in IMPACT's approach

We are fortunate to have built strong relationships of trust with local communities in the sites where we have worked over many years. By maintaining our commitment to these communities and applying the same positive practices in our newer intervention sites, we are confident that we can sustain and build on our long-term success.

“

Thanks to IMPACT Madagascar's commitment and their training programs for local communities, improved farming practices have been adopted, which has significantly increased yields and the quality of produce.”

- Nardie Zafimahatratra, Chair of VOI MIARADIA Vohitrarivo

Growing donor interest in community-led conservation

Addressing the multiple challenges involved in protecting forests in remote areas requires significant resources. We intend to build on the growing interest among donors — including several of our existing partners — in supporting community-led conservation approaches.

Private land ownership as an alternative model for securing land tenure

Land tenure security is a key condition for effective natural resource management and long-term forest conservation. We already work through TGRN agreements and Protected Area (PA) status as legal frameworks, but these mechanisms can be complex, slow to establish, or unsuitable where urgent action is required or where land is already privately titled. For such sites, we have chosen to secure conservation through private land ownership, acquiring land titles either from individual members of local communities or from the State. We then employ local community patrol teams to support the ongoing protection and management of these areas.



Our strategy for 2027–2031



Vision

Our work is inspired by a future in which Madagascar's environment is healthy and the well-being of local communities is guaranteed.



Challenge

In fragmented habitats where biodiversity is already under threat, deforestation continues to run rampant and stands in the way of achieving our vision. It has a social dimension: the communities living around the remaining forest fragments rely mainly on subsistence farming and are too isolated to improve their incomes. To succeed, it is crucial for us to break this vicious cycle of deforestation and impoverishment, which risks getting worse.



Mission

We are working with local communities to preserve the remaining forest fragments in Madagascar.





Our unique advantage

Metapopulation management for fragmented habitats

We bring 14 years' experience in the metapopulation management of lemurs, species endemic to Madagascar. This is vital for endemic species surviving in habitats fragmented by environmental degradation. The challenge is to maintain the genetic diversity of lemurs and ensure healthy coexistence between groups as their population grows. We occasionally carry out translocations of individuals from one area to another to maintain this positive dynamic.

Adapting to isolated and hard-to-reach areas

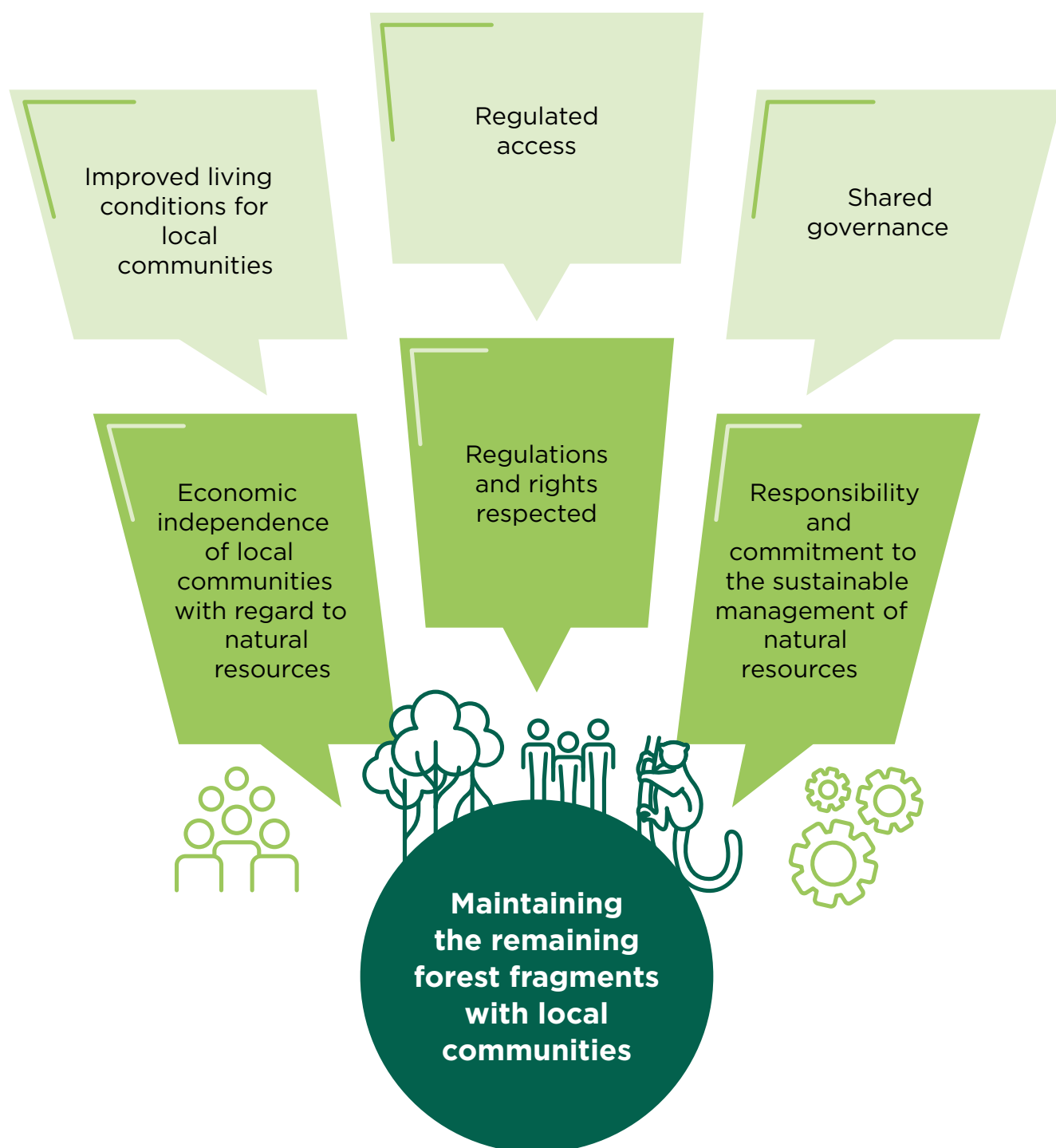
Our target habitats tend to be extremely remote and difficult to access, with a high risk of eradication. Our ability to adapt and the lessons learnt over several years have enhanced our capacity to operate effectively in these locations.

This involves, on the one hand, turning obstacles into opportunities: for example, several of the most committed community leaders are former offenders. On the other hand, we ensure that our operations remain flexible enough to cope with the uncertainties on the ground.

Partnerships based on mutual accountability

Finally, we foster an effective partnership to ensure mutual support with local communities, through tripartite agreements signed between IMPACT, the VOIs and their members. Beyond community mobilisation, these agreements hold each party to account. IMPACT thus provides support to improve agricultural production and trade, whilst the VOIs and their members ensure the enforcement of regulations governing access to natural resources. Our conservation contracts have, in fact, served as models for the community management agreements promoted by the Ministry of the Environment in Madagascar.

Theory of Change



Three key pillars work together to underpin our mission. These pillars follow the same logic as the tried-and-tested principles of community-based natural resource management: community governance, rights and sustainable management, and community benefits.

Everyone's duty and commitment to the sustainable management of natural resources are essential to preserving the remaining forest fragments. **We must therefore put in place and maintain a system of shared governance between IMPACT and the VOIs**, in which roles and responsibilities are clearly defined, as are the regulations and the management of the land surrounding the forests.

Once regulations and zoning plans are in place, access restrictions within conservation areas must be enforced and adhered to. This requires the involvement of the VOIs, the wider local community, the authorities and law enforcement agencies.

The sustainable management of natural resources must therefore be recognised by local communities and protected by law.

In this way, we ensure that the conservation of lemurs at the metapopulation level is effective, as the forests will be protected in close collaboration with the VOIs across our sites.

Finally, local communities need to be empowered through a steady and growing income from natural resources so that they can manage those resources sustainably.

Their agricultural production has improved in recent years, but they need better access to regional and national markets to increase their income.

Goals

With a 70% reduction in deforestation observed at our longest-standing sites, we plan to further consolidate our work by systematically implementing our three pillars of intervention. This will result in sustained positive outcomes at our early sites, while reversing the critical situation at our two new sites, Kasiy and Ambohijanahary. **Our aim is to maintain the integrity of the conservation areas at each of these sites.**

Furthermore, we aim to move gradually towards the economic empowerment of local communities so that they become less dependent on natural resources. This involves building on our existing foundation of support for economic and social development, while expanding our activities to facilitate access to regional and national markets, without straying from our core mission.





Goal 1 • Strengthened site management regulations and community governance

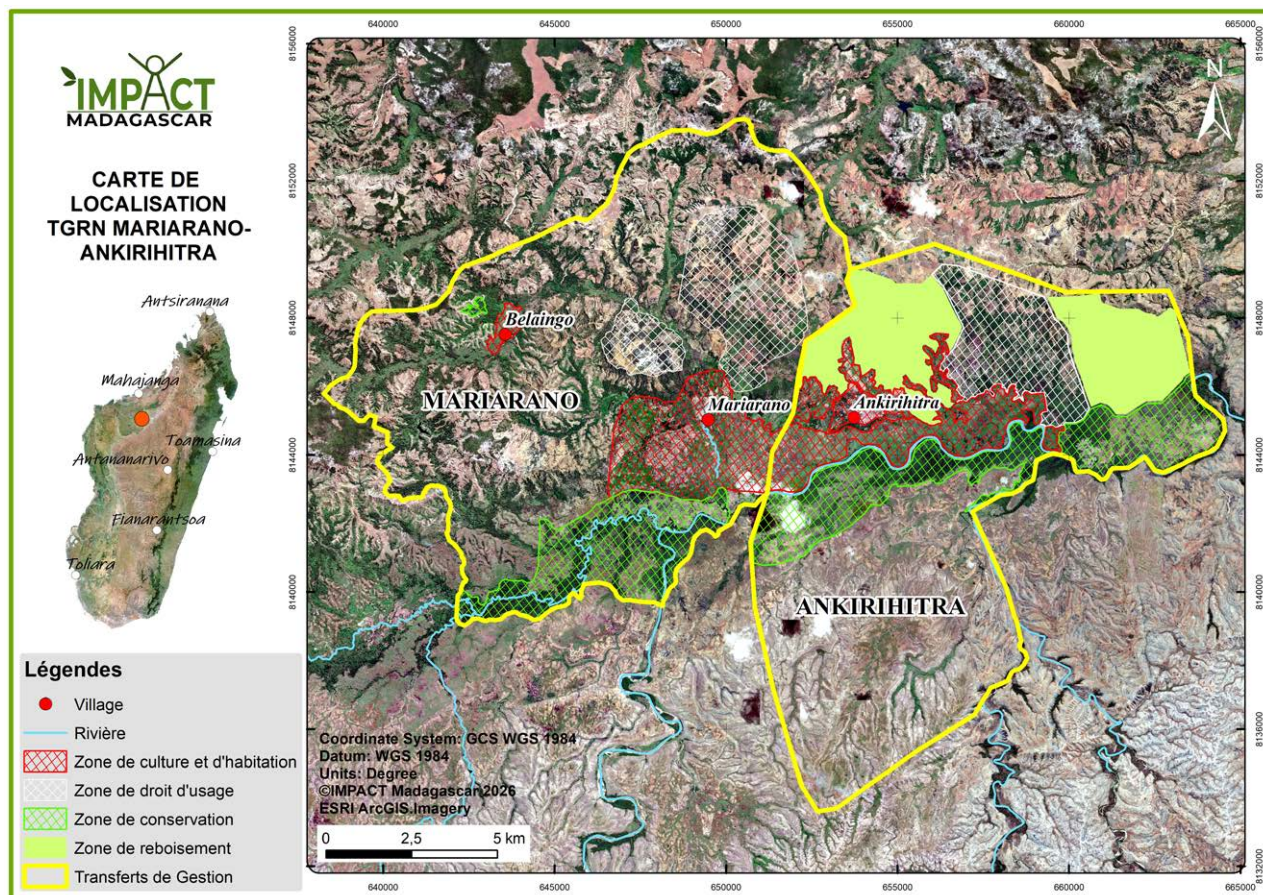
The development of our sites includes land tenure and usage rights for local communities, managed by the VOIs (see example of a development below). **We are currently working with 15 VOIs and supporting the establishment of six new ones.** They may apprehend suspects in the event of an offence, but must work closely with the authorities and law enforcement agencies to ensure penalties are enforced. In Mariarano, where mining operations are politicised, we are seeking Protected Area (PA) status to ensure stricter enforcement of natural resource regulations.

To enhance the system's effectiveness, we will ensure that the statutes and participatory land-use planning are legally protected, and will support the operation of the VOIs so that they receive an excellent assessment from the Ministry of the Environment, which is a guarantee of sustainability.





EXAMPLE OF LAND-USE PLANNING IN ANKIRIHITRA



Objective 1.1

Strengthening the governance of VOIs

Priority actions: support for the assessment of VOIs, revitalisation of field offices, support for coordination with local authorities and the implementation of patrols, monitoring and active restoration

Objective 1.2

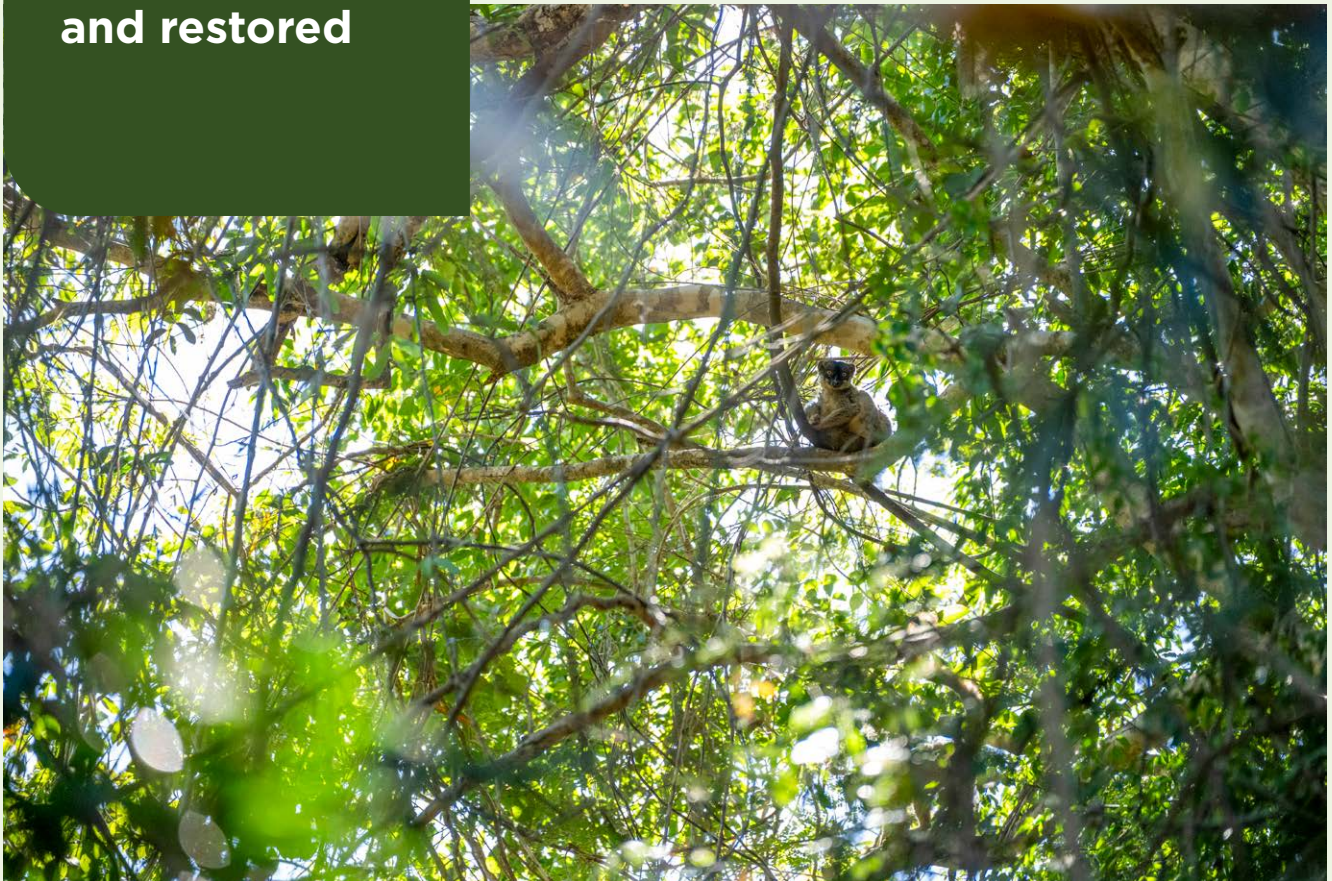
Strengthening site management frameworks

Priority actions: participatory inventory of customary land use to establish the spatial development plan; strengthening of boundaries and zoning; updating of planning documents (e.g. Development and Management Plan); acquisition of land titles where necessary



Goal 2 • Habitats and biodiversity maintained and restored

Within our management plan, habitats are designated as strict conservation areas. We collaborate with the VOIs to maintain these habitats and restore the forest in degraded areas. They also help us monitor the population dynamics of the crowned sifaka and the greater haplemur, our flagship species. Our patrolling and monitoring activities need to be stepped up in our new Ankirihitra-Madiromirafy Protected Area, as well as in Kasijy and Ambohijanahary, where we are just beginning to implement our approach.



Objective 2.1

Reducing pressure on habitats

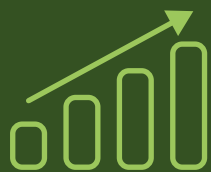
Priority actions: patrolling and monitoring, restoration, fire and grazing management

Objective 2.2

Improved and balanced populations of Crowned Sifaka and Greater Haplemur

Priority actions: monitoring of species dynamics; translocation where necessary





Goal 3 • Increased income for local communities and basic needs met

By supporting VOI members in agricultural production, we have created a circular economy known as the 'short cycle', which helps to meet both their economic and social needs. **Our support is set out in a tripartite conservation agreement with the VOI and its members, in which each party has a specific responsibility:**

IMPACT support for agricultural production – by bringing sustainable and highly productive techniques, seeds and quality norms – and for the marketing of produce

VOI monitoring of commitments to the sustainable management of natural resources

Members monitoring of regulations on natural resources and participation in the sustainable management of natural resources

Short local supply chains as a foundation for economic and social development

The short local supply chain model involves marketing produce locally by purchasing it from producers at prices higher than those offered by intermediary traders. A portion of the produce is stored for the next production cycle and/or sold back to communities during the lean season, when food supplies are scarce, while another portion is donated to public schools to support school feeding programs.





Objective 3.1

Increased number of beneficiaries around conservation

Priority actions: census in new PAs, identify potential crops to support with, work on conservation contracts with VOIs

Objective 3.2

Maintaining the short supply chain for existing value chains

Priority actions: training and supporting production for existing crops, monitoring production and sales, buying a part of the production for canteens and stocking seeds

Objective 3.3

Development of sectors adapted to climate change

Priority actions: testing climate-change adaptation techniques, agroforestry and agro-ecology

Objective 3.4

Continued support for education and health

Priority actions: distributing produce to school canteens, support to local governments in building infrastructure





Goal 4 • Networks of local producers and artisans who are connected and capable of negotiating with regional and national markets

We are aware of the limitations of the short-cycle approach implemented under Goal 3, and plan to support producers in marketing their community-produced goods at regional and national levels. With this expansion beyond local markets, they will be able to secure sustainable and diversified sources of income. **We are developing the pilot schemes already in place – namely the bean, rice and ecotourism sectors, which have the potential to be scaled up beyond the short-cycle model. We will then expand our support to producers towards professionalization by organising themselves into cooperatives capable of negotiating market deals.**

Our guiding principles for engagement with the private sector

We have established the following principles for our engagement with the private sector, bearing in mind that we wish to remain focused on conservation:

- We are committed to supporting producers in:
 - organising their producer groups or co-operatives
 - silo storage, as we do for the short-cycle sector
 - developing business plans and quality standards
 - networking with potential buyers at regional and national level
- Where we are not involved:
 - marketing or collection
 - Processing of products





Objective 4.1

Support for the creation of producer groups for pilot sectors (beans, rice, ecotourism)

Priority actions: structuring producers groups for each sector, training for financial and quality management, networking and marketing

Objective 4.2

Market research and identification of potential buyers to connect with the groups

Priority actions: networking and meeting potential buyers at events

Objective 4.3

Identification of new, promising sectors among those already developed in the short-cycle chain of production

Priority actions: production and market analysis for maize and peanuts



Towards a stronger, higher-impact organisation

Our approach to strengthening our organisation to reach our ambitious goals is to first build on the reputation we have already established over the years. **We will develop a stronger leadership, raise our profile for more visible results, and expand our fundraising efforts with an increased role of the executive team.**

1 Strengthening our leadership, management and governance

We have seen leadership transitions between the board of directors and the executive team in recent years. **Leaders capable of taking on a greater role in steering the organisation and its programs are emerging within the team.** We will develop the leadership and management skills of these emerging leaders and involve them more closely in fundraising and decision-making with the board of directors.

2 Improving coordination between programs and operations

This new strategy also presents an opportunity to better coordinate our programs with one another and to establish smoother and more effective internal communication between managers. **The first step will be to clarify roles and responsibilities in achieving each strategic goal.** We will also establish the necessary systems to facilitate information sharing and mutual support within the team.

3 Recruiting and developing the right people

We will expand our team to include the additional roles and skills needed to achieve our goals. **In particular, we need to have business development expertise within the team and ensure we have the capacity to manage PAs.** To maintain a strong team, we will continue to reward high performance with promotions over the next five years. Every team member will also benefit from opportunities to develop the skills needed to succeed in their roles.

4 Increase the visibility of our results and impact

Although we publish our results annually, we can further raise our profile. **We intend to improve our external communication with a strategy aligned with our goals.** The priority over the next five years is to publish our learnings regarding fire management at our sites and our other achievements.

5 Securing long-term funding

We plan to maintain our diversified funding portfolio, whilst also expanding it with multi-year grants. **With stronger leadership, we could scale up the efforts of the board of directors, which currently shoulders the bulk of the fundraising.**

Our budget forecast in USD

Category	2026	2027	2028	2029	2030	2031
Staff	128,889	186,178	210,770	232,291	314,444	326,000
Community governance and conservation	166,000	273,111	264,444	339,444	405,000	413,000
Reforestation and ecological restoration	31,111	44,444	44,444	50,000	60,000	72,000
Community patrol	80,000	142,222	164,444	203,333	233,333	243,000
Community livelihoods and social development	169,111	252,222	305,278	343,333	428,889	520,000
Community infrastructure	66,667	88,889	111,111	133,333	144,444	130,000
On-site equipment and technology	44,000	102,222	149,111	152,444	131,333	140,000
Office costs	25,778	51,311	49,000	64,444	74,222	80,000
Training (Team and Community leaders)	20,000	23,333	24,444	25,556	27,778	34,000
Indirect costs	51,209	80,775	92,613	107,813	127,361	132,500
Total	782,765	1,244,707	1,415,659	1,651,991	1,946,804	2,090,500

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