



Mongoose lemur (Eulemur mongoz) © Garth Cripps



2027-2031 Strategic Plan

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Letter from the Directors



Mamy Razafitsalama,
Co-Founder and In-Country Director



Travis Steffens,
PhD, Co-Founder and
Executive Director

We and the Planet Madagascar team are excited to share our 2027-2031 strategic plan. It builds on our more than 10 years of experience working in Madagascar and represents a new targeted approach to addressing an interconnected conservation and humanitarian crisis. We invite you to join us as we seek to achieve our goals for the next five years.

Madagascar is a whole other world on one island. Located off the southeast coast of Africa, it is the world's fourth largest island and home to impressive biodiversity, much of it found only here and nowhere else on the planet. It is one of the world's most important biodiversity hotspots but sadly, much of it is at risk of extinction. Lemurs – a type of primate endemic to Madagascar – are the most endangered group of animals on earth, threatened due to human activity such as habitat loss and hunting.

Ankarafantsika National Park, where Planet Madagascar runs its One Health programs, is one of the largest remaining fragments of western primary dry forest in Madagascar. In a remote valley within the park, eight lemur species live alongside communities of people. We first worked in Ankarafantsika in 2010 when we were completing a PhD research project studying the extinction dynamics of the lemurs. We were struck by the interconnectedness of the issues facing lemurs and the people sharing forest with them. We witnessed forest fires, resource extraction, and hunting, affecting lemurs even within the protected borders of Ankarafantsika National Park. But we also saw community members facing significant food, health, and economic insecurity. We realized that to preserve habitat and help lemurs, it is imperative to work closely with the human residents — to empower and inspire them to conserve the wildlife with which they coexist.

Thus was Planet Madagascar born. Now a registered charity, Planet Madagascar seeks to build sustainable forest communities by linking the improvement of local livelihoods to wildlife conservation. Involving the communities in our conservation programs is empowering them to protect the species in their own backyards and to contribute to the preservation of their country's unique biodiversity.

So far, we have launched fire management, forest restoration, education, plus community health and development programs in six communities. Collectively these form the basis of our One Health approach to lemur conservation and community development. Our next steps are clear – we need to further strengthen the capacity of target communities to govern and manage forests and lemurs, improve financial security for community members, reduce the number of fires within our management zone, and reduce the occurrence of predictable and curable diseases in people, domestic animals, and wildlife, while bolstering our research and monitoring to determine successes, make modifications, and inform future activities.

We believe this holistic One Health approach to conservation will become a model for other communities to follow and we are inspired to work hard to achieve our goals. Thank you all for your support and we look forward to sharing our progress with you.

We realized that to preserve habitat and help lemurs, it is imperative to work closely with the human residents — to empower and inspire them to conserve the wildlife with which they coexist.

Executive Summary



For over a decade in a context marked by the rapid degradation of the dry forests of Ankarafantsika, Planet Madagascar has been implementing an integrated conservation model, simultaneously addressing the challenges of biodiversity conservation and the essential needs of local communities. In this landscape where forest fires, habitat fragmentation, and socio-economic pressures threaten the conservation of lemurs and their coexistence with humans, the organization works alongside local communities through a One Health approach to build sustainable solutions based on community participation and the application of scientific knowledge.

Planet Madagascar's interventions have demonstrated that coordinated fire prevention and community development efforts can produce tangible results. The mobilization of community patrols and the establishment of firebreaks have significantly reduced the risk of fires in program areas. Simultaneously, plant production and reforestation activities have also generated local economic opportunities, strengthening community commitment to environmental protection.

Beyond environmental outcomes, Planet Madagascar is committed to improving the living conditions of rural populations by facilitating access to basic healthcare services and supporting income-generating activities related to conservation. This approach helps strengthen mutual trust as well as reducing tensions between immediate subsistence needs and long-term conservation objectives.

For the period 2027-2031, Planet Madagascar has a clear ambition: to empower the forest communities of Ankarafantsika to become a model of sustainable coexistence between humans and lemurs in a healthy landscape. This vision is based on concrete community-led actions aimed at reducing fire to protect and maintain forest for people and lemurs, reducing human and animal diseases through health care activities, and enabling local governance of landscapes through community participation and engagement.

After more than 10 years of implementation, Planet Madagascar has demonstrated a viable framework for conserving the dry forests of Ankarafantsika while supporting the well-being of local communities. The organization has achieved positive outcomes in forest protection, community engagement and applied research, providing a foundation for continued impact. Its work contributes to the conservation of a significant ecosystem that supports eight endemic lemur species, including the Critically Endangered Coquerel's sifaka and mongoose lemur. Furthermore, it demonstrates that a collaborative conservation approach, combined with ongoing research, can sustainably safeguard the dry forests of Ankarafantsika.

About Planet Madagascar

In the heart of Ankarafantsika National Park, in a valley surrounded by forest fragments – where human communities and lemurs share the same living space, an initiative was born that would gradually become Planet Madagascar.

A One Health Story

The story begins in 2010, when two researchers, Dr. Travis Steffens and Mamy Razafitsalama, arrived in Ankarafantsika to conduct research on lemurs and contribute to their conservation.

Very quickly, the research brought them face-to-face with the realities of life in the community. In 2011, while conducting research, they learned that a young girl from the community had died from an illness that could have been treated.

This moment revealed a disturbing dichotomy: funding exists to save the lemurs, but almost no resources were available to meet the health needs of the local people. Raising a profound question: How could their mission continue if it was limited to the conservation of lemurs?

And so the team began to seek resources to support both conservation and community health, thus laying the foundations for “One Health”.

One Health is an integrated approach that recognizes the close connection between human, animal, and the natural environment. It promotes the long-term well-being of communities and ecosystems by supporting healthy, balanced relationships between them. For Planet Madagascar, this means combining community healthcare, veterinary services, biodiversity conservation, and scientific research to help create a thriving environment where people, domestic animals, and wildlife including lemurs, can coexist sustainably.



Structuring a Committed Organization

In 2015, Planet Madagascar was officially formalized as a non-profit association.

It established key partnerships with Madagascar National Parks (MNP), University of Antananarivo and Durrell Madagascar, and engaged with community structures, the “Gestion Participative de Terroir” (GPT) to co-manage 8,000 hectares of Ankarafantsika National Park in support of the MNP.

Recognizing the link between forest degradation and livelihoods, Planet Madagascar launched community programs, including citrus plantations, to improve local well-being while supporting conservation. It also implemented community-based fire management, addressing the main cause of forest fragmentation, through local patrols and firebreaks.

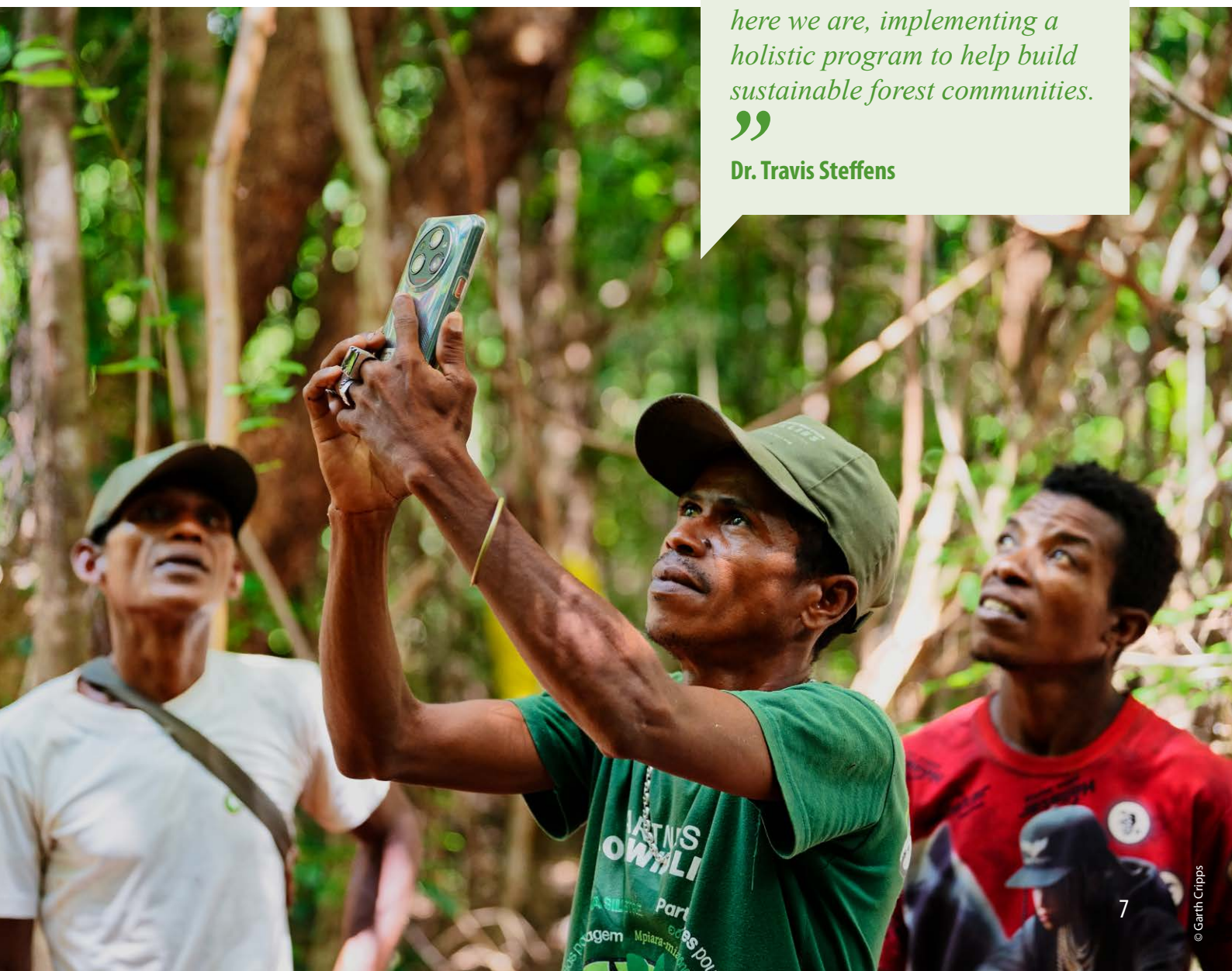
These initial actions underlie a strong belief that conservation can only succeed if local communities derive direct benefits from it.



We didn't set out to build a One Health program in Madagascar. We came to study lemurs. But when we saw preventable illness affecting the people who shared their forests, it was clear that conservation alone wasn't enough. We refused to choose between helping wildlife and helping people, so we did both. Later, someone visited our work and said, 'This is One Health.' So here we are, implementing a holistic program to help build sustainable forest communities.



Dr. Travis Steffens



An Approach that is Evolving and Strengthening

Over the years, Planet Madagascar has gradually expanded its activities to include both community development and lemur conservation.

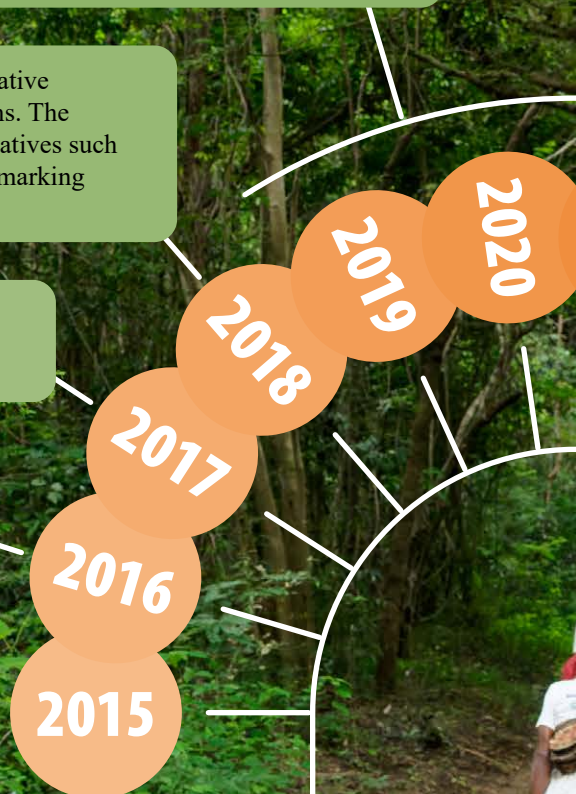
- Planet Madagascar implements Phase II of the SOS Lemur project as well as a CEPF-funded project focused on lemur habitat protection. In 2020, research on human-lemur coexistence and the formalization of the One Health approach begins.
- A school is built via support from Seacology.

Planet Madagascar begins an ecological restoration initiative by launching plant production and reforestation programs. The organization also participates in major international initiatives such as the IUCN's Save our Species (SOS) Lemurs project, marking growing recognition of its expertise.

Planet Madagascar supports the empowerment of women through cooperatives, including "Tontolo Maitso" with funding from the Canada Fund for Local Initiatives.

- Planet Madagascar expands its fire management efforts through funding from Critical Ecosystems Partnership Fund (CEPF).
- Creates conservation education film distributed to 40 communities around Ankarafantsika.

Planet Madagascar initiates its science-based fire management project funded by Primate Conservation Inc. and the Rufford Foundation.



Planet Madagascar extends its work to the rural communes of Ankijabe and Marosakoa, developing new programs such as pasture management, essential for reducing pressure on forests. Support from partners such as the Prince of Boeny and flexible funding from donors allow for a broader scope of interventions.

The organization adopts an even more integrated approach by launching community health initiatives with Marie Stopes, in education. This momentum is reinforced by new partnerships with “l’homme et l’environnement” and Avoca West School, as well as by new funding from World Land Trust, Toronto Zoo Endangered Species Relief Fund, and American Society of Primatologists.

The in-country Director receives a Whitley Fund for Nature award (WFN) with the project entitled: «Lifetime for lemurs: protecting forest and livelihoods in Madagascar», a recognition and support for outstanding grassroots conservation leaders from biodiversity rich countries in the global south. Planet Madagascar secures new funding from international donors (WFN, American Association of Zookeepers, and Conservation Allies). Strengthens coordination with other local conservation organizations, such as fire prevention and reforestation efforts alongside Association Fosa.

The portfolio expands with new funding (Hempel, Planet Wild, CEPF, and new SOS Lemur and WFN continuation funding). In 2025, our management zone is expanded from 8,000 to 16,000 ha and from three to six core communities.

These developments are based on the premise that both, communities and lemurs, contribute in shaping **their common habitat**, and their coexistence must be supported to preserve forest fragments. Throughout the years, Planet Madagascar continuously aspires to create an ecological corridor between the forest fragments within their intervention area and the continuous forest zone of Ankarafantsika Park.



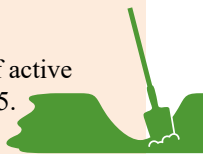
Concrete Results on the Ground

After **more than 10 years of commitment**, Planet Madagascar can demonstrate significant impacts:

An overall **23%** **reduction** of fire risk between 2016-2022.



32 kilometers of active firebreaks since 2025.



More than **400,000** plants grown and planted on

308 ha of land to support reforestation activities within PM'S management zone in the Fokontany of Ambarindahy in northwest Ankarafantsika National Park. This initiative is part of the goal to create a corridor between the two largest forest fragments and the continuous forest.

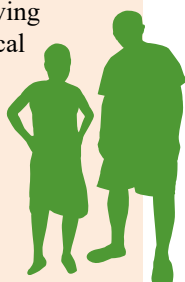


A strong relationship of trust built with **communities**, based on the economic and social benefits linked to conservation actions.

Between 2021 and 2022,

175 full-time, part-time, and temporary jobs were created, improving the livelihoods of local communities.

By 2025, **600** people had access to free medical consultations.



Where We Work

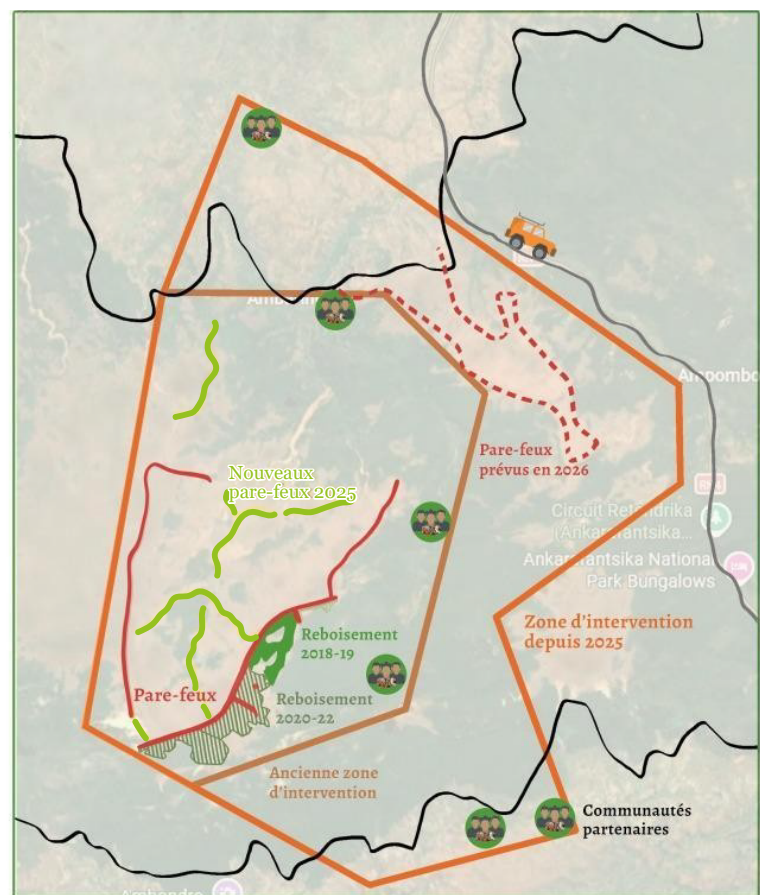
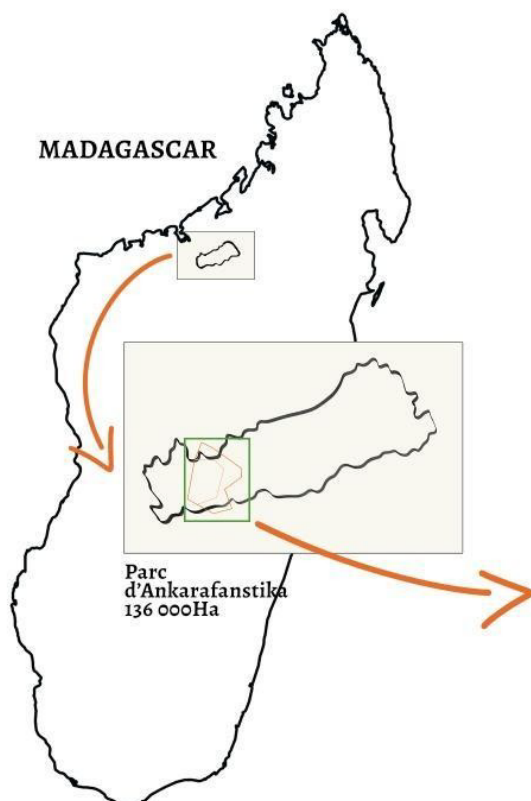


Planet Madagascar works exclusively within and adjacent to Ankarafantsika National Park. Established in 2003, Ankarafantsika National Park is located in the northwest of the island, in the Boeny region. This national park boasts exceptional biodiversity, with over 820 plant species, 89% of which are endemic, and a rich fauna, including eight lemur species, 127 bird species, 64 reptile species, and 15 amphibian and fish species. The park is also recognized as a UNESCO World Heritage Site and designated a Ramsar Site, highlighting its importance for nature conservation. Ankarafantsika, with a total area of 135,000 hectares, is one of the most threatened habitats in Madagascar, experiencing forest loss of approximately 2% per year (2004-2023 data – Madagascar Protected Areas Outlook, Conservation Allies, 2024).

Until 2024, Planet Madagascar worked across a total area of 8,000 hectares and with three communities bordering Ankarafantsika National Park. The park is home to their two target species, Coquerel's sifaka and the mongoose lemur and the choice of intervention area was determined by the presence of these lemur species, whose habitats are sometimes severely threatened by fires linked to human activities. The 8,000-hectare intervention area comprises 350 hectares of forest fragments, 4,000 hectares of continuous forest, and 3,650 hectares of savanna.

In 2025, the organization expanded its activities to include three new communities, thus bringing its coverage area to six communities and 16,000 hectares.

For the next five years, Planet Madagascar does not plan to expand this area but intends to focus on improving the quality and impact of its interventions.



Zone Planet Madagascar
16 000Ha

Context Analysis

Successes and Organizational Strengths



Gradual reduction of fire points

Since 2015, a decrease in fires has been observed, with a 23% reduction in fire risk between 2016-2022. The establishment of firebreaks has significantly strengthened the protection of the co-managed area between Planet Madagascar and local communities, covering approximately 8,000 hectares until 2024. Since then, communities have taken the initiative to establish additional firebreaks, recognizing their essential role in fire prevention. By 2025, patrollers covered a cumulative distance of 5,700 km throughout the forest. Furthermore, awareness campaigns conducted through local radio stations have contributed to improving public understanding of fire risks.

Integration of community development

Quarterly visits by doctors and midwives to the communities, organized by Planet Madagascar, have been very well received. A total of 600 community members received medical consultations in 2025. These interventions have strengthened the organization's reputation and the relationships of trust established with local populations. This contributed to the active participation of communities in conservation initiatives, including fire management, restoration activities, and nursery management, and their increased awareness of the importance of protecting their natural environment.

Applied research for conservation programs

Planet Madagascar now has a robust database that supports the publication of scientific results, particularly on lemur density in the intervention area. This research directly informs conservation programs, for example, through the establishment of experimental plots designed to improve reforestation techniques in fragmented forests. The research has also demonstrated that there is an increased risk of pathogen transmission between humans and animals in areas where humans and animals overlap. In 2025, Planet Madagascar and affiliated researchers presented four research projects at the 30th Congress of the International Primatological Society in Antananarivo. These show that lemur conservation in Ankarafantsika depends on restoring dry forests, reconnecting fragmented habitats through ecological corridors, and engaging communities to reduce human-wildlife disease transmission risks.





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Seedling production generates income for reforestation

More than 32% of the community have received benefits from restoration activities including seedlings production and sales, patrols and reforestation in 2025. And from 2021 to 2025, the income from restoration activities initiated by Planet Madagascar increased from \$82 to \$440 per participant per year. The nursery activities to produce native plants have been a significant success, exceeding initial expectations. More than 400,000 seedlings have already been produced, with 90,000 more planned for 2026 to support reforestation and sustainable ecosystem restoration campaigns. This activity has become a local economic model, generating substantial income for a segment of the community, particularly the women's cooperative, which has become a supplier of native species seedlings for Planet Madagascar. The organization has also developed tailored solutions to address the challenges encountered in the nurseries, notably using biological pest control methods.

Sustainable partnership with Madagascar National Parks; doubling of target area

For over 10 years, Madagascar National Parks has authorized Planet Madagascar to operate in Ankarafantsika National Park. This long-standing collaboration includes MNP's logistical and operational support to field teams when needed. In 2025 PM's area of operation expanded from 8,000 hectares to 16,000 hectares, with the addition of three new communities comprising 1,200 people.

Expansion of financial and technical partnerships

Planet Madagascar has steadily expanded its donor base over the past five years. Between 2022 to 2025, a total of 11 new international donors have invested in its activities. Planet Madagascar has received medium- and long-term funding from partners such as Save Our Species (SOS) Lemurs, Seacology, Critical Ecosystems Partnership Fund (CEPF), World Land Trust, and the Toronto Zoo. It has also received funding from Whitley Fund for Nature (WFN), ASP (American Society of Primatologists), AAZK (American Association of Zoo Keepers), Conservation Allies, Hempel and Planet Wild. Furthermore, the organization has developed partnerships with the regional directorate of the Ministry of Environment (DREDD: Regional Directorate of the Ministry of Environment) and the University of Guelph, contributing to the strengthening of its conservation and research efforts.



Madagascar Hoopoe © Garth Cripps

Weaknesses



Difficulty in the reforestation program

Significant efforts in plant production and restoration have been undertaken within the reforestation program, despite considerable challenges. Dry forest is very difficult to reforest, with a relatively low seedling survival rate over several years (14.8% from 2018 to 2024). Furthermore, results are not immediate due to the very slow growth of the species. Organizational factors have also contributed to these results, including funding constraints that limit monitoring and maintenance activities, as well as the need for improvements in coordination and operational responsiveness. It is worth acknowledging, however, that even though this is slow and hard, it is essential to continue trying to find solutions that may revolutionize dry forest restoration. Moreover, it is important to note this initiative also provides a substantial source of income for local women's associations that produce the seedlings.

Limited availability of executive leadership; strengthening local staff capacity

Progressively strengthening the senior leadership team is needed to ensure executive decisions can be taken more easily. Currently, the executive director is based in Canada and is a fully committed academic which hinders strategic and operational processes. Additionally, the local team needs to build its capacity for leadership, fundraising, planning, external communication, and, importantly, in facilitation and socio-organizational skills. Despite strong technical expertise, partners believe the organization must continue to consolidate its internal structure and improve coordination between teams.

Dual structure (Canada/Madagascar) complicates decision-making

With a dual institutional structure (Canada/Madagascar), governance and decision-making are not always clear. Local leadership is not yet optimally empowered, and this delays initiatives that should be easily implemented locally.

Community perception of insufficiently participatory approaches

Although Planet Madagascar is generally recognized for the quality of its relationships with local communities, some individuals believe that implementation approaches are sometimes insufficiently participatory or are primarily motivated by financial incentives linked to conservation activities. These perceptions underscore the importance of further strengthening mechanisms for consultation, co-decision-making, and local ownership of interventions to ensure their long-term sustainability.



Red fody © Garth Cripps

Opportunities



Veterinary services supporting One Health, fire prevention and livelihoods

Veterinary services for domestic animals are essential to reduce the risk of pathogen transmission between domestic animals and people, and between domestic animals and lemurs. Furthermore, by reducing mortality and disease losses, animal vaccination allows farmers to maintain larger, healthier flocks and herds, increasing the number of animals available for sale and opportunities for better income. This added economic potential from livestock farming will be leveraged to mobilize farmers in better stewardship of grazing areas.

Improving restoration through experimentation and collaboration

The experimental restoration plots established in the dry forest allow for the identification of more suitable methods (shade, irrigation, planting techniques), contributing to a progressive improvement in seedling survival rates. Although the effective formula for successful large-scale reforestation in dry forests has not yet been established, this dynamic of scientific learning strengthens PM's technical credibility and opens prospects for improvements and ecological solutions in the medium to long term. Furthermore, technical exchanges with stakeholders who have already achieved success in reforestation, and logistical collaborations with local organizations, such as Association Fosa, offer additional opportunities for successful restoration.

Sustainably strengthening livelihoods and consolidating mutual trust

Planet Madagascar has an opportunity to strengthen community empowerment through a development approach based on local assets (nursery cooperatives, local businesses, social services). This helps consolidate community commitment to conservation and improves the sustainability of environmental outcomes. Planet Madagascar intentionally values community dialogue processes to build mutual trust and respect.





Challenges and Threats



Funded but unbalanced growth which weakens PM's human foundations

Despite encouraging prospects linked to the renewal of existing grants, some flexible funding and the emergence of multi-year funding (Critical Ecosystems Partnership fund, Save Our Species Lemur, Toronto Zoo, Whitley Fund for Nature), most is dedicated to field activities. With insufficient coverage of core operational costs, there is a medium-term risk to organizational stability, in particular by weakening the maintenance of human resources.

Institutional constraints and park governance

The organization has a limited role in the management of the national park, which is officially under the responsibility of Madagascar National Parks. This dependence can pose coordination challenges, particularly due to institutional complexity, some administrative procedures, and governance requirements. Furthermore, the park's regulatory framework can limit the implementation of initiatives, such as community-based natural resource management (CBNRM) activities.

Fire as major environmental threat

Bushfires pose the most immediate and destructive threat to the Ankarafantsika forest, causing rapid destruction of large areas of forest each year and jeopardizing regeneration and restoration efforts. Fires can disrupt activities, require emergency mobilization of teams, and compromise long-term conservation outcomes.

Risks of pathogen transmission between humans and animals

In the future and in the context of shrinking common habitats, lemurs could face decimation by diseases due to the transmission of pathogens from humans and domestic animals.

Threatening socio-economic pressures

Despite generally positive relationships of trust, potential conflicts or misunderstandings with local communities can arise, particularly due to economic activities incompatible with conservation, such as charcoal production, hunting, and logging. The cumulative effect of such pressures increase the risk of ecological tipping points, which could irreversibly transform some forested areas into degraded savannas, with significant consequences for biodiversity and for the livelihoods of local communities. Balancing conservation with immediate subsistence needs remains an ongoing challenge.

Strategic Framework



Vision

Resilient forest communities become a model for coexistence and community prosperity in Madagascar.



Mission

Improve the health of people and lemurs to create a thriving landscape in Ankarafantsika.



Unique Value Proposition

Planet Madagascar operates in a landscape that has become increasingly rare: fragments of dry forest, sometimes hidden in valleys less vulnerable to fire, shared by lemurs and people. In this environment, the well-being of wildlife and that of the communities are closely linked.

Planet Madagascar's work, at the intersection of lemur and community health, arose from the realities observed by the team in the field: forest habitats were shrinking and becoming fragmented, lemur populations were declining, and communities faced numerous health challenges. Planet Madagascar responded to these immediate and tangible community needs while simultaneously addressing the conservation issues affecting lemurs and their habitat. It quickly became clear that PM's approach was rooted in the One Health framework. This approach recognizes that the health of human populations, animals, and ecosystems is fundamentally interconnected and provides a powerful lever for protecting the forests and their remarkable biodiversity, as well as improving human health. Today, Planet Madagascar's work is founded on a core belief: to protect lemurs and their forest habitat, it is essential to support the health and resilience of the communities that live alongside them.

Based on the One Health approach, Planet Madagascar conducts research on the interconnected challenges related to human health, animal health, and conservation. At the same time, Planet Madagascar collaborates closely with local communities through trust-based dialogue and joint action to address these challenges together.

Organizational Values that Guide Implementation

Respecting people to promote fairness

showing humility, listening to each other as colleagues and partners, practicing active listening, respecting local customs (taboos), and taking concerns expressed seriously.

RESPECT

We build trust by doing what we say we will do

keeping our commitments to communities, maintaining regular dialogue through systematic meetings, monitoring needs through reporting and feedback, trusting each other and having confidence in our own capabilities.

TRUST

COMMITMENT

We are responsible and persistent in our actions

everyone takes responsibility in their role, looks after the well-being of the teams in the field (food, transport, health, safety, financial resource management), participates in community life to demonstrate their involvement, and implements the collectively planned activities.

TEAMWORK

Supporting each other, aligning our interventions and collaborating to achieve solid results

considering the views of communities to identify the most suitable solutions, showing solidarity, sharing information and resources to achieve objectives, and encouraging everyone's participation in the implementation of activities.

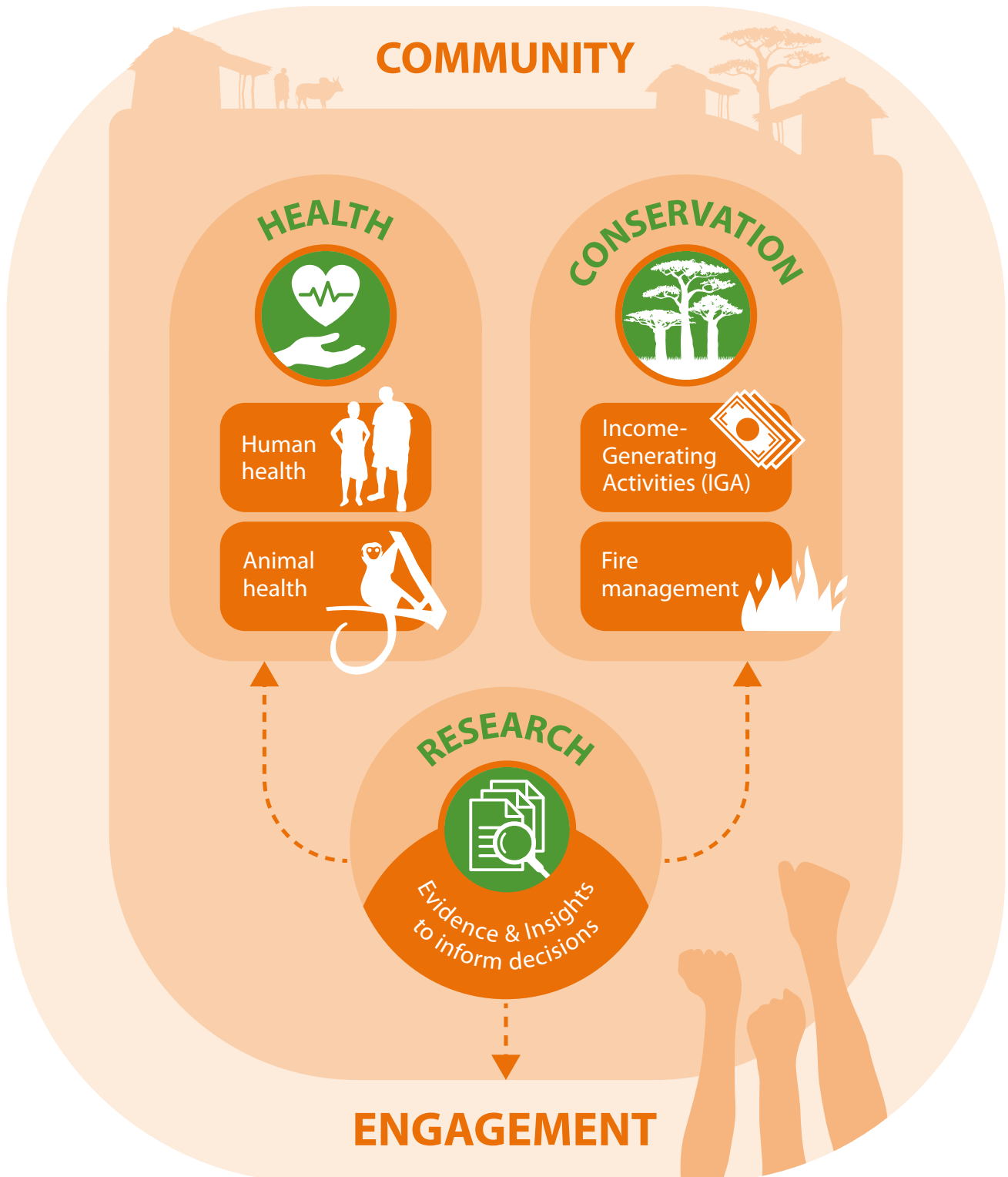
Putting Key Problems into Context

In Planet Madagascar's intervention area within Ankarafantsika National Park, the rapid degradation and fragmentation of dry forests pose the primary threat to biodiversity. Habitat loss forces lemurs, human populations, and domestic animals to coexist in increasingly restricted forest areas, heightening the risk of disease transmission and further weakening lemur populations.

This situation is exacerbated by local communities' dependence on forest resources and agricultural land, which correspond to key habitats for some endangered species. The conversion of forests into agricultural areas and the increasing isolation of forest fragments reduce ecological connectivity and jeopardizes the long-term viability of lemur populations.

Finally, cultural diversity, land-use practices, and local socio-economic dynamics influence conservation outcomes. While some traditions contribute to species protection, others can accelerate habitat degradation, highlighting the need for integrated conservation approaches tailored to the human and ecological context of the landscape.

Theory of Change



Planet Madagascar envisions a thriving landscape in Ankarafantsika where people, lemurs, and forests are healthy and resilient. Achieving this vision requires recognizing that human well-being, animal health, and environmental conservation are deeply interconnected and cannot be addressed in isolation.



Community engagement underpins Planet Madagascar's whole approach.

By creating spaces for listening, building trust, and shared decision-making, communities become influencing partners rather than passive beneficiaries. Their knowledge, priorities, and perspectives help shape conservation, health, and research activities, ensuring that interventions respond to local realities and generate lasting ownership.



As communities become more engaged in decisions affecting their landscapes, they play a greater role in conservation, protecting and restoring the forest fragments that sustain both people and lemurs. Through reforestation, **improved fire management**, and **conservation-friendly livelihood opportunities**, communities strengthen their stewardship of natural resources while also improving household incomes.



In parallel, improving **human and animal health** strengthens the resilience of communities and protects wildlife. Better access to human and animal health services encourages behaviors that reduce the spread of preventable diseases and lower the risk of pathogen transmission between people, domestic animals, and lemurs. Healthier communities are better equipped to engage in conservation efforts, while healthier ecosystems sustain better lives for people and animals.



Research provides the information needed to continually improve this integrated approach. By generating knowledge on dry forest restoration, disease transmission, and the interactions between human, animal, and environmental health, research helps identify effective solutions to local challenges. This evidence guides conservation and health interventions, strengthens their effectiveness, and demonstrates what works over time.

Together, community engagement, conservation, health, and research create a reinforcing cycle of positive change - a One Health approach for Ankarafanatika.



Strategic Objectives



GOAL**1**

Communities are Key Decision Makers in the One Health Approach at Ankarafanstika.

Community empowerment is foundational to Planet Madagascar's One Health approach. As poverty deepens and natural resources decline it is necessary to plan and respond collectively in ways that were not required in the past. This is especially true with an increasingly unpredictable climate, crop failures, and uncontrolled tavy (slash-and-burn farming). Planet Madagascar facilitates the strengthening of local governance structures to foster community-led decisions over the long term for Ankarafanstika habitats to remain healthy for both humans and animals.

Key indicators

- ⌘ Number of community decisions implemented
- ⌘ Community perception of empowerment

SUB-OBJECTIVE
1.1

To Build Local Governance and Management Structure

Local institutions such as women's cooperatives and "Gestion Participative de Terroir's" governance structures will be strengthened and leveraged to build a core community decision-making body. New structures will be created and included as required by recent geographic scaling. Planet Madagascar will support these groups individually and collectively to facilitate their decision-making processes and accountability mechanisms. Planet Madagascar will work hand in hand with these community decision-making bodies to collect and analyse information which is useful for long term decisions regarding the management of their natural resources through the One Health program.

SUB-OBJECTIVE
1.2

To Establish Community Financial Mechanisms

Local institutions are the foundations through which the link between conservation efforts and benefit sharing are established. A community fund will be set up to manage benefits from conservation-friendly livelihood activities. Communities will decide on priority investments needed for village development and further conservation efforts. This will be done through processes that encourage transparency, accountability and a clear link to One Health.

Key indicators

- ⌘ Number of community conservation linked initiatives funded through the community financial mechanism

SUB-OBJECTIVE
1.3

To Facilitate Collective Action Across Ankarafantsika

Planet Madagascar has recently doubled its intervention zone within Ankarafantsika, bringing a wider network of local leaders into a shared conservation effort. Working collectively, and in partnership with organizations such as Madagascar National Parks (MNP) and Association Fosa, Planet Madagascar will coordinate, facilitate and convene to ensure communities are better positioned to act in unison to accelerate conservation impact across the protected area.

Key indicators

- ⌘ Number of actions arising from collective meetings in Ankarafantsika

GOAL 2

Improved Household Incomes to Protect Lemur Habitat

One of the most pressing conservation challenges in Madagascar is creating immediate, tangible financial incentives that allow communities to move out of chronic poverty and resource over-exploitation towards long-term stewardship of natural resources. Planet Madagascar has started addressing this through subsidized reforestation and forest patrol programs that create conservation-linked local employment, alongside ongoing exploration of new livelihood opportunities. As household incomes improve, communities gain the time and stability needed to participate meaningfully in collective decision-making and One Health activities.

Key indicators

∴ Proportion of households benefiting from income-generating activities and fire prevention measures

SUB-OBJECTIVE 2.1

To Increase Restoration and Conservation Employment

The reforestation program creates direct jobs for community members, especially increasing employment opportunities for women working in tree nurseries. In parallel, patrols to prevent activities that threaten the forests and to monitor wildlife also create employment opportunities. Decisions on how income from these roles translates into broader One Health actions are made through the community decision-making bodies described in Goal 1.

Key indicator

∴ Number and percentage of households having a higher income generated from reforestation and patrols activities

SUB-OBJECTIVE 2.2

To Develop New Local Business Ventures

Planet Madagascar is actively scoping for additional conservation-compatible livelihood opportunities. Planet Madagascar has so far developed a conservation-friendly enterprise model through the Tontolo Maitso women's cooperative, which produces and sells tree seedlings for reforestation. In 2025, the cooperative generated income by supplying 45,000 seedlings. By 2031, the aim is for 70% of households to generate a higher income through conservation-friendly activities, providing the economic foundation needed to motivate long-term protection of lemur habitats.

Key indicator

∴ Number and percentage of households having a higher income generated from new conservation-friendly livelihood opportunities



GOAL

3

Fires are Less Frequent and Large Fires are Avoided in our Landscape

Agro-pastoral activities are a major fire factor and fires are the most important causes of forest loss in Ankarafantsika. Culturally, for community members this is the fastest technique for clearing and extending fields for agriculture and pastures. In the next five years, Planet Madagascar will work to ensure that communities are equipped and incentivized with capabilities and materials, partnership and coordination to prevent and fight against fires. Planet Madagascar uses a landscape level fire management approach to reduce threats from fire.

Ultimately, Planet Madagascar expects 1,725 ha of forest will be protected from fire because of our management activities between 2026 and 2031.

SUB-OBJECTIVE
3.1

To Improve Firefighting Operations

Difficult accessibility, lack of equipment and insufficient preparedness to respond delays fire detection, community participation and effective wildlife fire control in the managed area. The acquisition of equipment, the establishment of rapid detection and intervention systems (lookout points, reinforced patrols, means of transport), the extension of the monitored area, as well as landscape management actions (firebreaks, fuel reduction) and the training of new teams, make it possible to better deploy an operational firefighting system, covering the forest fragments under PM's responsibility in the next five years.

Key indicator

By 2031 the occurrence of fire reduced by 70% and the number of large fire points down to zero

SUB-OBJECTIVE
3.2

To Strengthen Community Engagement in Fire Prevention

Planet Madagascar has established systems and incentives to strengthen community engagement in fire management. Through regular awareness campaigns (radio broadcasts, radio shows and responsible fire day events) and community consultation sessions, including but not limited to stakeholder and cattle keeper meetings, Planet Madagascar promotes local ownership of protecting forest against fire while ensuring that community members clearly understand their roles and responsibilities in fire prevention and response. To reinforce positive engagement, Planet Madagascar will organize public recognition events (community celebrations) that acknowledge and celebrate communities and individuals who make significant contributions to protect forest and landscape from fire. By increasing motivation, awareness, participation and accountability, Planet Madagascar will mobilize communities to contribute more effectively to fire prevention and response activities.

Key indicators:

Percentage of fire incidents where community members participate in response efforts

Average number of active community volunteers involved in fire prevention and suppression

SUB-OBJECTIVE
3.3

To Improve Coordination and Partnerships

Planet Madagascar will play an active role in strengthening coordination among conservation actors in Ankarafantsika. While several organizations are working towards shared goals in the area, collaboration remains limited despite real opportunities to complement one another. By participating in structured coordination efforts — including through the FOSA’s control center for fire detection and information sharing, and in collaboration with law enforcement, DREDD, and MNP — Planet Madagascar aims to help build the collective capacity of partners such as Association Fosa to respond more effectively to fires throughout Ankarafantsika.

Key indicators:

- ⌘ Percent of firefighting or fire prevention actions conducted jointly, involving two or more organizations annually
- ⌘ Number of instances of resource sharing among partners (vehicles, equipment, personnel, information)



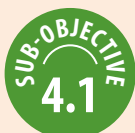
GOAL

4

Reduced Occurrence of Predictable Diseases in People and Animals

Planet Madagascar has invested in providing both animal and human health services, including family planning and will continue these interventions. Limited access to healthcare in isolated communities causes people to suffer needlessly from preventable illnesses while increasing interactions among people, domestic animals, and lemurs are raising the risk of disease transmission within the shared ecosystem. Family planning's impact on household size positively influences the ability to participate in conservation activities by reducing financial burden and natural resources needs. Reducing predictable diseases in people will create healthier communities better able to pursue livelihood opportunities and participate in conservation activities, contributing to healthier ecosystems.

At the same time, veterinary services, including vaccination of domestic animals, will reduce the risk of pathogen transmission between people, domestic animals, and wildlife, including lemurs, strengthening One Health outcomes across the landscape.



To Significantly Improve Health Services Provision

The deployment of human health services, including the presence of doctors for public health monitoring, the provision of free medicines and the intervention of specialists in human diseases significantly improves access to and the quality of health in PM's partner communities.

Key indicators

∴ The number of people affected by preventable diseases affecting human populations in the Planet Madagascar intervention area decreases by 20%



To Prevent Domestic Animal Disease Transmission to Humans and Wildlife

To contribute to a healthy shared ecosystem, Planet Madagascar is providing veterinarians services such as vaccination to prevent animal disease transmission to humans and wildlife including lemurs.

Access to veterinarian services also encourages improved productivity in animals and thus contributes to better income for livestock owners. This service will be leveraged to incentivize cattle breeders to participate in fire management.

Key indicators

∴ The number of people affected by preventable animal diseases in PM's area decreases by 25%

∴ Number of zoonotic diseases reported among domestic animals and lemurs decreased by 20%

SUB-OBJECTIVE
4.3

To Upgrade Community Workers' Health Knowledge

Training community health workers, focused on delivering basic health services within their area of expertise, helps ensure more accessible, continuous and high-quality local healthcare for local populations.

Key indicators

Percentage of community health workers correctly apply trained practices during routine supervision

SUB-OBJECTIVE
4.4

To Promote Good Health Practices

Health education activities are aimed to induce the adoption of desired behaviors within communities, contributing to the overall improvement of health.

Key indicators:

Percentage of households demonstrating adoption of at least 2–3 targeted health practices, compared to baseline



GOAL 5

Communities and Ecosystem Benefitting from Research Findings which Inform and Update the Model of Implementation.

Planet Madagascar's research program is steered by the needs of the communities it serves. The organization listens to what communities identify as their most pressing One Health challenges and directs its research accordingly. Over time, this approach has led Planet Madagascar to focus on questions around reforestation survival rates in Ankarafantsika's dry forest ecosystem, and the growing risk of pathogen transmission between people, domestic animals, and lemurs. By resolving issues communities are actually facing, Planet Madagascar ensures its research translates into practical knowledge, equipping people with effective reforestation techniques and disease prevention behaviours that contribute to a healthier, more resilient landscape for both people and lemurs.

In the next five years it is expected that:

- Diseases transmitted between humans and lemurs in the forest fragments of Ankarafantsika will be identified, prevented, or treated
- The model for effective dry forest reforestation will be determined
- Lemur inventory shows increase in numbers of monitored species

SUB-OBJECTIVE 5.1

To Make One Health Research Accessible for Communities

Planet Madagascar research is designed around issues raised by communities themselves. For that knowledge to drive change, it must be made accessible. Research findings are translated into plain language and shared directly with communities, equipping people with the information they need to make sound decisions about their health and environment.

Key indicator

- :: Number of research articles simplified and communicated to communities

SUB-OBJECTIVE 5.2

To Answer Fundamental Questions and Continuously Improve the One Health Model Through Applied Research

Achieving successful dry forest restoration is fundamental to driving forest expansion and reconnecting forest fragments. Ultimately, this will result in creating corridors where lemurs can thrive with less health threatening interactions with humans. Similarly, gaining knowledge about the interconnectedness of human and animal health will help to prevent transmission of pathogens between species, protecting both human and animals in the shared ecosystem. Applied research to find the right solutions to dry forest restoration and pathogen transmission is essential to building a healthy landscape in the area.

Key indicators

- :: Number of fundamental conservation and One Health research questions answered through completed studies
- :: Number of recommendations developed for forest restoration, corridor creation, and disease-risk reduction
- :: Number of improvements made to the conservation and One Health model based on research findings

Priorities for Implementation



Securing Financing - Fundraising

Planet Madagascar's immediate priority is to strengthen its financial stability to ensure the continuity of its programs and the maintenance of its human resources. The organization currently operates with an annual budget of approximately USD 300,000, largely dependent on project-based funding. This financial structure, while benefiting from an increasing number of funding sources, limits medium-term visibility and exposes essential activities to potential disruptions. Planet Madagascar estimates that a five-year budget of USD 1,525,000 is required to successfully manage its 16,000-hectare target area under its new strategic plan.

Increased support in the form of multi-year and flexible funding will not only sustain the results achieved on the ground but also support Planet Madagascar during its strategic growth phase. To this end, Planet Madagascar intends to strengthen its external communication to disseminate its results and expand its network of financial partners to secure more flexible funding. It will continue to leverage the networking and fundraising capabilities of its leaders.

An annual budget of
approximately
USD 300,000

A five-year budget of
USD 1,525,000
required

16,000 ha
target area

Building Local Leadership; Enhancing Organizational Performance

To support its growth, Planet Madagascar needs to strengthen its internal coordination mechanisms and facilitate gradual leadership transition to the team based in Madagascar. The current structure, involving close collaboration between local and international teams, is an asset but also presents operational challenges, particularly in decision-making and the production of strategic documents.

Strengthening the national team's leadership, strategic planning, and resource mobilization capacities will increase organizational autonomy and collective effectiveness. Furthermore, improved coordination among the various intervention pillars — fire management, forest restoration, and community development — will help maximize synergies and optimize the use of available resources.

In addition, Planet Madagascar envisions equipping its staff with methodologies, participatory tools, and facilitation techniques to provide long-term support for community decision-making processes. It is expected that community needs will evolve over time, requiring tools and inclusive approaches to be adapted accordingly. The goal is to enhance staff skills to empower communities to move towards their self-defined conservation and health objectives.

An investment in the organizational development of Planet Madagascar therefore represents a high-leverage opportunity to consolidate a committed, competent local team already recognized by its partners.

Increased Collective Influence for Sustainable Landscape Protection

Beyond its direct interventions, Planet Madagascar plays a strategic role in mobilizing multiple stakeholders around the conservation of Ankarafantsika National Park. Its long-term collaboration with Madagascar National Parks demonstrates its ability to work within complex institutional contexts and maintain constructive partnerships.

In a landscape marked by centralized governance and challenges in coordinating stakeholders, strengthening collective approaches is essential. By developing more structured alliances with other organizations active in the area, particularly Association Fosa, Planet Madagascar can help harmonize interventions, share data, and amplify a stronger collective voice in favor of effective and inclusive park management.

Supporting this dynamic will amplify the impact of conservation investments, creating a more favourable environment for local initiatives and strengthening the coherence of actions at the landscape scale.





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