

Applicant: **Nuulimba, Karine**
Organisation: **Liz Day**
Funding Sought: **£200,000.00**

DIR29CC\1197

Strengthening conservation organisations in Madagascar

Since 2010, Maliasili has helped high-potential African conservation organisations become more effective and achieve greater conservation impacts. This project aims to strengthen organisational effectiveness, resilience, and influence of three Malagasy organisations - Fanamby, INDRI and Madagasikara Voakajy so that they can develop better leadership, more environmental and socio-economic impacts, and greater access to resources. The project builds off Maliasili's work in Madagascar since 2019 with local organisations Fanamby and MIHARI, and its Madagascar Environmental Leadership Programme involving nine environmental organisations.

PRIMARY APPLICANT DETAILS

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Section 1 - Contact Details

PRIMARY APPLICANT DETAILS

Name Karine
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GMS ORGANISATION

Type	Organisation
Name	Liz Day
Phone (Mobile)	[REDACTED]
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Section 2 - Title & Summary

Q3. Title:

Strengthening conservation organisations in Madagascar


Q4a. Is this a resubmission of a previously unsuccessful application?

No

Please attach a cover letter.

Please include a response to any previous feedback in your cover letter.

 [Maliasili cover letter Darwin proposal Nov 2022](#)

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Q5. Summary

Please provide a brief summary of your project: the capability and capacity problem/need it is trying to address, its aims, and the key activities you plan on undertaking. Please note that if you are successful, this wording may be used by Defra in communications e.g. as a short description of the project on the website.

Please write this summary for a non-technical audience.

Since 2010, Maliasili has helped high-potential African conservation organisations become more effective and achieve greater conservation impacts. This project aims to strengthen organisational effectiveness, resilience, and influence of three Malagasy organisations - Fanamby, INDRI and Madagasikara Voakajy so that they can develop better leadership, more environmental and socio-economic impacts, and greater access to resources. The project builds off Maliasili's work in Madagascar since 2019 with local organisations Fanamby and MIHARI, and its Madagascar Environmental Leadership Programme involving nine environmental organisations.

Section 3 - Title, Dates & Budget Summary

Q6. Country(ies)

Which eligible country(ies) will your project be working in? Where there are more than 4 countries that your project will be working in, please add more boxes using the selection option below.

Country 1	Madagascar	Country 2	No Response
Country 3	No Response	Country 4	No Response

Do you require more fields?

No

Q7. Project dates

Start date:	End date:	Duration (e.g. 1 years, 8 months):
01 April 2023	31 March 2025	2 years

Q8. Budget summary

Year:	2023/24	2024/25	Total request
Amount:	████████	████████	████████

Q9. Proportion of Darwin Initiative budget expected to be expended in eligible countries: % █████

Q10a. Do you have proposed matched funding arrangements?

No

Please explain why.

Maliasili has secured unrestricted funding to cover the balance of staffing costs, and for other costs of support to additional Madagascar organisations. It is also raising funds to establish a Fund for African conservation NGOs, in order to increase the proportion of flexible financing reaching local conservation organisations. These are all complementary

activities to this project, but are not funding the direct costs of this project.

Section 4 - Project need

Q11. The need that the project is trying to address

Please describe evidence of the capability and capacity need your project is trying to address with reference to biodiversity conservation and poverty reduction challenges and opportunities.

For example, how have you identified the need? Why should the need be addressed or what will be the value to the country? Please cite the evidence you are using to support your assessment of the need (references can be listed in a separate attached PDF document).

Madagascar is one of the most important biodiversity hotspots in the world. Approximately 95 percent of its reptiles, 89 percent of its plant life, and 92 percent of its mammals exist nowhere else on earth. But this extraordinary endemic biodiversity faces considerable threats due to anthropogenic activity, including deforestation, erosion, and habitat conversion - which is exacerbated by chronic poverty and weak governance.

Up to 80% of Malagasy people live on under \$2 per day. There is limited access to education and health and the current situation is set to deteriorate with a climate-change induced famine in the south. Unsustainable resource management and the inability to access basic needs has led to significant migration towards areas perceived as richer in resources which has resulted in intensified slash and burn practices to clear arable land putting pressure on the last frontiers of Malagasy wildlife.

Successive political crises have led to a series of fragile governments that struggle with law enforcement. Links between corruption and natural resource extraction, involving fauna, flora, and gems, have increased. There is limited capacity to solve systemic problems which are exacerbated by frequent government changes and lack of inter-ministerial dialogue. Madagascar is one of the poorest countries in the world making it highly dependent on international donor funding which often lacks the long-term vision and coordination required for natural resource management. This backdrop of political and economic weaknesses compounded by biodiversity loss and climate change presents a challenging landscape to conserve and expand community rights over natural resources.

Local organisations Fanamby, INDRI and Madagasikara Voakajy (MV) work in this challenging context across multiple areas of critical ecological importance; between them managing 12 Protected Areas, supporting 100+ local agricultural producer associations and community-based natural resource management structures, and creating collaborative approaches and guidelines to better manage primary tropical forests, wetlands, transitional forests, dry forests, and coastal zones and other key biodiversity areas that are home to endemic species of lemurs (94% of which face extinction), reptiles, birds and amphibians.

Organisations that drive collective civil action, like INDRI, are under immense pressure due to the urgent threats facing Madagascar's species from land use change, habitat loss, and related factors. In turn, implementing NGOs like Fanamby and MV have made immense gains in promoting community involvement in conservation of biodiversity and facilitating the delivery of tangible benefits for local communities from environmental conservation.

While international donors and NGOs have contributed to conservation efforts in Madagascar, there is a need to strengthen Malagasy actors to drive local conservation and community development efforts and sustain durable outcomes. Strong local institutions, including Fanamby, MV and INDRI, will benefit from organisational strengthening support tailored to their needs and context, to make them more effective and sustainable institutions.

Section 5 - Darwin Objectives and Conventions

Q12. Biodiversity Conventions, Treaties and Agreements

Q12a. Your project must support the commitments of one or more of the agreements listed below.

Please indicate which agreement(s) will be supported.

- Convention on Biological Diversity (CBD)
- United Nations Framework Convention on Climate Change (UNFCCC)
- Global Goals for Sustainable Development (SDGs)

Q12b. National and International Policy Alignment

Using evidence where available, please detail how your capability and capacity project will contribute to national policy (including NBSAPs, NDCs, NAP etc.) and in turn international biodiversity and development conventions, treaties and agreements that the country is a signatory of.

As part of its commitments to CBD, Madagascar has expanded its Protected Area network to cover more than 10% of its land area. This requires deeper involvement of grassroots organizations and improved governance and organisational capacities. The conservation of terrestrial and marine habitats is key to the UNFCCC Nationally Determined Contribution of the country, to reduce climate change vulnerability and promote adaptation measures. Although this proposed initiative won't directly affect the NDC targets, it will help develop the technical, managerial and leadership abilities that will help accomplish these high-level outcomes and, in turn, the long-term objectives of sustainable development. Maliasili has partnered with INDRI, Fanamby and Madagasikara Voakajy to strengthen their organisational capability to meet CBD conservation impacts and donor demands as well as the government's requirement, as per the NAP (National Adaptation Plan) and NBSAP (National Biodiversity Strategy and Action Plan). INDRI strives for a nationwide coordination of policy makers and practitioners, while Fanamby and Madagasikara Voakajy are grassroots leading organisations focused on both marine and forest ecosystem conservation with a significant safeguarding component. This project will assist Madagascar in meeting the SGD 3, 4 and 8 in terms of quality education and decent employment since it will give them the new skills and knowledge needed to implement more resilient and effective organisational structures and methods. By indirectly promoting the preservation, sustainable management and use of natural habitat, the project also helps to realise SDG 15. This initiative will also be useful to develop strong institutions in terms of building capacity, governance, access to capital, and partnership as well as monitoring and accountability, contributing to SDGs 16 and 17.

Section 6 - Method, Change Expected, Gender & Exit Strategy

Q13. Methodology

Describe the methods and approach you will use to achieve your intended capability and capacity Outcome and contribute towards your Impact. Provide information on:

- How you have reflected on and incorporated **evidence and lessons learnt** from past and present similar activities and projects in the design of this project.
- The specific approach you are using, supported by **evidence that it will be effective, and justifying why you expect it will be successful** in this context.
- How you will undertake the work (activities, materials and methods).
- What the **main activities** will be and where these will take place.
- How you will **manage the work** (governance, roles and responsibilities, project management tools, risks etc.).
- What practical elements will be included to embed new capabilities?

Since our founding, Maliasili has supported the growth and impact of over 30 leading African conservation organisations. We have created a comprehensive set of organisational support services and methods; developed a cohort-based leadership program; helped secure over \$15 million in funding for our partners; and watched many of those organisations grow, mature, and achieve greater impact as African leaders in the field. Our track record and unique role in combining technical expertise in community-based conservation with organisational and leadership development services are generating greater interest in our work from both potential partners as well as funders. At the same time, there is unprecedented change occurring in the conservation field with a growing recognition of the centrality of local, community driven conservation efforts for sustaining healthy ecosystems, with critical implications for both climate change and biodiversity.

During this critical and urgent time for humanity and for the planet, Maliasili's overall vision is to see more outstanding local organisations with the resources, leadership, and capabilities that enable them to drive conservation solutions that work for people and nature on a growing scale - in Africa and beyond. We want to see more funding being directed to and

invested in local organisations, in eastern and southern Africa and around the world, and to see our partners become increasingly influential at national, regional, and global scales.

Our most critical achievement is the growth and increased conservation impact of our portfolio of partners. We have helped organisations develop their strategies, grow their teams, and spread their reach and impact through multiyear, intensive periods of organisational support. Ninety percent of our partners have reported that Maliasili's support has made them a stronger organisation. Ninety percent have also increased or kept steady their social and environmental impacts while working with us.

Our portfolio has grown to over 30 leading local and national conservation and natural resource focused organisations. Originally focused on Kenya and Tanzania, we are expanding to service new partners in Namibia, Zambia, Madagascar, Angola and Uganda.

We have developed and refined our set of tools and methods, including work planning, budgeting, board governance, fundraising, and communications, among other topics, customising them for the context of local organisations and integrating our understanding of community based conservation with our support to their strategies. The breadth and depth of our organisational support services is unique within our field. Maliasili's leadership programs have trained 81 leaders from 39 organizations and nine countries.

In addition to our fundraising support to partners, we launched the collaborative Maasai Landscape Conservation Fund, a \$3 million, 3-year initiative to catalyse new models for channelling pooled philanthropic funding to local organisations and are currently working to capitalise a complementary fund which has as one of its targets to increase funding to Madagascar's environmental organisations.

In 2019, we started working in Madagascar. We currently have a team of three full-time staff based in Antananarivo, who work with three partner organisations and deliver a leadership programme for a cohort of nine Malagasy organisations. This team, in close collaboration with colleagues specialised in communications, fundraising and other technical areas, will deliver a customised, multi-year process to each of the three proposed partners that responds to the unique needs of each individual organisation, while also following a consistent and systematic service delivery approach. Our approach is built upon trusted relationships, and on delivering top quality workshops, one-on-one coaching and advisory services on-site where the partners work (both at their head offices and in their field sites) based on a jointly developed annual Organisational Strengthening Plan (OSP) aimed at achieving specific improvements to their strategy, staffing, board, organisational structure, communications, fundraising strategy, monitoring and evaluation, and overall management and administrative systems. Before selecting partners, Maliasili carries out a due diligence process involving conversations with prospective partners' key donors, staff, board, beneficiaries and collaborators, and based upon this assessment, and a rigorous internal process which helps to reduce risks, we select the organisations with whom we will partner.

Q14. How will you identify participants?

How did/will you identify and select the participants (individuals and organisations) to directly benefit from the capability and capacity building activities? What makes these the most suitable participants? How will you ensure that the selection process is unbiased, fair and transparent?

Maliasili invests heavily in cultivating our portfolio pipeline and in carrying out due diligence to evaluate our investment in prospective partner organisations. The key criteria we assess revolve around: 1. An organisation's potential for impact in developing and spreading community-based conservation in key geographies 2. The composition and potential of its leadership 3. Its commitment to internal organisational improvement.

As part of this pipeline development and due diligence process, Maliasili has also built up its contextual understanding of conservation issues, priorities and trends in Madagascar, as well as the NGO landscape, to inform its work with new partners, and ensure that we invest our efforts only with organisations that are most likely to succeed.

All three of these organisations were selected from an initial Madagascar environmental NGO pipeline assessment, which guided the selection of organisations that we invited to apply to become part of the first cohort of the Madagascar Environmental Leadership Programme (MELP). The participation and level of engagement of Fanamby, INDRI and MV in MELP was outstanding, which prompted Maliasili to invite the three organisations to each submit an 'Expression of Interest' to undergo Maliasili's due diligence process, which was conducted in August 2022. They are among Madagascar's most high-potential and top-performing organisations, and are not only receptive to organisational investment inputs, which will require a significant investment of their time, but are also poised for growth and/or leadership transitions.

Q15. Gender equality

All applicants must consider whether and how their project will contribute to reducing inequality between persons of different gender. Explain your understanding of gender equality within the context of your project, and how is it reflected in your plans. Please summarise how your capability and capacity project will contribute to reducing gender

inequality. Applicants should, at a minimum, ensure proposals will not increase inequality and are encouraged to design interventions that proactively contribute to increased gender equality.

Two of the three partner organisations have women in top leadership positions. The three organisations had a total of six participants in the Madagascar Environmental Leadership Programme, of which four were women. We have found that women are often leaders and change agents in Malagasy conservation, and that despite a highly hierarchical society with set gender roles, there is an impressive cadre of women rising up to take on leadership roles in the environmental sector. Indeed, Maliasili's Madagascar-based team of three strong and capable women highlights the trends we have noticed in the broader sector. This project aims to further encourage and equip the women NGO leaders to take on increasing responsibilities and expand their leadership capabilities. The power imbalances which appear most complex and prohibitive, are ethnic and class divisions, which are not openly discussed, but which influence people's access to opportunities and resources.

Q16. Change expected

Detail what the expected changes to in-country capability and capacity will deliver for both biodiversity and poverty reduction. You should identify what will change and who will benefit a) in the short-term (i.e. during the life of the project) and b) in the long-term (after the project has ended) and the potential to scale the approach.

When talking about how people will benefit, please remember to give details of who will benefit, differences in benefits by gender or other layers of diversity within stakeholders, and the number of beneficiaries expected. The number of communities is insufficient detail - number of households should be the largest unit used

Maliasili's work is ultimately designed to address the damage and degradation of natural ecosystems—and their value for biodiversity, wildlife, and climate—that is accelerating around the world. Our purpose is to expand, strengthen, and sustain community-based approaches to conservation and natural resource management.

Fanamby, INDRI and MV are talented, motivated, and committed local organisations, and as we work with their teams and leaders, we expect that they will become more effective as key agents of change in the design, facilitation, and support of community-based conservation approaches that drive community stewardship and benefits from land and resources. By strengthening these organisations and leadership teams, we also expect that they will be able to increase their individual and collective voice and influence, achieving more sustainable conservation outcomes and in turn benefitting the thousands of communities which their work supports. Our hope is that over time this will shift greater power and resources to local organisations and ultimately accelerate community-based conservation success and impact.

The outcomes we seek are 1) Stronger local organisations that have become more capable and resilient; 2) Outstanding Leaders, with the skills to guide their organisations' work, and the self-awareness and empathy to support themselves and their team members, and foster partnerships necessary to grow their work; 3) Greater local influence and resources. As we work to amplify our partners' voices, we expect they will have more access to resources and ultimately to catalyse shifts in power, influence, and funding towards our partners and other local organisations.

During this project period, Maliasili will design and implement (with co-financing from other partners) more efficient methods of upscaling our organisational development support and the number of partners we serve.

Q17. Exit Strategy

How will the project reach a sustainable point and continue to deliver benefits post-funding?

How will the built capability and capacity be maintained in-country? How will the new capability and capacity be replicated to strengthen additional future environmental leaders beyond the project? How will the benefits be scaled? Are there any barriers to scaling and if so, how will these be addressed? How will the materials developed during the project be made more widely accessible during and after the project?

Maliasili has been working for the past 12 years to refine our organisational development support processes and methods, with the objective to develop a systematic approach to strengthening African civil society organisations working on conservation, natural resource governance, and land rights at the grassroots and national levels. Through careful design, experimentation, and refinement, Maliasili has facilitated over a dozen strategic plans for partners to clarify their focus, establish their priorities, and chart pathways to improve their impact and effectiveness, including improving their understanding of their organisational development needs. Maliasili's focus on communications, networking, and a strategic approach to fundraising has helped partners raise more funding and grow from founding start-ups to becoming

established organisations. Maliasili helps partners to develop strong communications products that showcase their work and achievements and provide a foundation for fundraising efforts. All of these interventions are ultimately aimed at building a strong foundation for partners and ensuring that they no longer need an intensive level of support from Maliasili after the first 3-4 years of our support. Partners then enter into an 'advisory' phase, that does not require much of Maliasili's intervention, which allows Maliasili to take on new partners.

If necessary, please provide supporting documentation e.g. maps, diagrams, references etc., as a PDF using the File Upload below:

No Response

Section 7 - Risk Management

Q18. Risk Management

Please outline the 6 key risks to achievement of your Project Outcome and how these risks will be managed and mitigated, referring to the [Risk Guidance](#). This should include at least one Fiduciary, one Safeguarding, and one Delivery Chain Risk.

Projects should also draft their initial risk register, using the [Risk Assessment template](#), and be prepared to submit this when requested if they are recommended for funding. Do not attach this to your application.

Risk Description	Impact	Prob.	Gross Risk	Mitigation	Residual Risk
Fiduciary (financial) This does not constitute a risk - Maliasili's financial management systems are extremely rigorous, and funds will be managed entirely by Maliasili.	Severe	Rare	Major	Ensure rigorous application of Maliasili's financial management policies and procedures.	Minor
Safeguarding Participant in large workshop or other training event experiences harassment from other participant/s	Severe	Unlikely	Major	Maliasili's Code of Conduct outlines a process of addressing harassment, in order to protect victims, including a whistleblower clause.	Minor
Delivery Chain Partner organisations do not invest the level of time and effort needed to benefit and fully maximise on Maliasili's service offerings	Moderate	Possible	Major	Provide clear guidelines and agreed upon timeframes and expectations during the annual development of the Organisational Strengthening Plan	Moderate
Risk 4 Political instability in Madagascar: Presidential elections in Madagascar in August 2023 may provoke political instability which could hamper the delivery of this project	Moderate	Possible	Moderate	By working with international donors, national NGOs, and relevant stakeholders, our activities are not dependent on the government and can easily be adapted.	Minor

Risk 5 Level of COVID: Levels of COVID and/or COVID restrictions in Madagascar could disrupt the project's activities, especially overseas travel.	Moderate	Likely	Major	Maliasili developed a COVID policy and gained valuable experience of how to adapt and safely conduct activities, including through shifting meetings/workshops online. Timing of required overseas travels will be kept flexible to work around restrictions	Moderate
Risk 6 Maliasili is unable to successfully fundraise for the balance of its staff time	Severe	Low	Moderate	Maliasili has secured significant unrestricted funds which can be allocated to the balance of staffing costs if additional funding is not secured.	Minor





Section 8 - Implementation Timetable

Q19. Provide a project implementation timetable that shows the key milestones in project activities

Provide a project implementation timetable that shows the key milestones in project activities, linking them to your Outputs. Complete the Word template as appropriate to describe the intended workplan for your project.

[Implementation Timetable Template](#)

Please add/remove columns to reflect the length of your project. For each activity (add/remove rows as appropriate) indicate the number of months it will last, and fill/shade only the quarters in which an activity will be carried out.

 [Maliasili project implementation timetable](#)
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Section 9 - Monitoring and Evaluation

Q20. Monitoring and evaluation (M&E)

Describe how the progress of the project will be monitored and evaluated, making reference to who is responsible for the project's M&E.

Darwin Initiative projects are expected to be adaptive, and you should detail how the monitoring and evaluation will feed into the improved delivery of the project including its management. M&E is expected to be built into the project and not an 'add' on. It is as important to measure for negative impacts as it is for positive impact. Additionally, please indicate an approximate budget and level of effort (person days) to be spent on M&E (see Finance Guidance).

Maliasili's M&E systems are based on collecting information to answer the following questions:

Are Maliasili's partners stronger and more effective organisations as a result of our support?

Are Maliasili's partners achieving more impact and delivering meaningful conservation outcomes?

To answer these questions Maliasili uses several tools and monitoring frameworks.

An annual Organisational Strengthening Plan (OSP) is developed and reviewed regularly with each partner. This provides a

tool for adaptive planning and managing work with each partner, setting clear goals that conform with their priorities, while incorporating Maliasili's analysis of their organisational needs.

Collection of basic quantitative data on partners, which provides a very simple but quantifiable snapshot of organisational growth. These metrics include the number of staff in the organisation, total annual budget (expenditure), total core or unrestricted funding and proportion of annual revenue contributed by the single largest funder.

Maliasili also uses its online Organisational Capacity Assessment survey tool that has been developed to identify areas of strength, as well as areas in need of improved function and capacity. This survey provides a framework for tracking changes in organisational capacity across all the key organisational domains.

To track and measure partners' impact on conservation, Maliasili uses key impact metrics that best align with the partners' core mission, strategy, and goals. These metrics are usually drawn from strategic plans and related M&E frameworks. M&E is completely integrated in all activities, so there is no separate budget provision for M&E.

Total project budget for M&E in GBP (this may include Staff and Travel and Subsistence costs) £0.00

Percentage of total project budget set aside for M&E 0

Number of days planned for M&E 14

Section 10 - Indicators of Success

Q21. Indicators of success

Please outline the Outcome and Outputs of the project and how you will show that they have been achieved by using SMART indicators and milestones.

See the Monitoring, Evaluation and Learning Guidance for advice on selecting SMART indicators and milestones.

Please note that the number of participants in training is not an output, please consider how to measure the success of the training rather than participation in training.

In the table below please outline your Outcome and between 1-4 Outputs. Each statement should have between 2-3 SMART indicators and end target (figure/state/quality) including how you would evidence achievement - i.e. "Means of Verification".

SMART Indicator

Means of Verification

Outcome

Stronger, more capable, and resilient Malagasy local organisations with outstanding leadership able to have greater influence and access more resources

Number of staff in the organisation maintained or increased
 Total annual expenditure increased in line with strategic plan targets
 Increase in total core funding (staffing, overheads) or unrestricted funding (i.e., funding that is not restricted to project or programme activities)
 Decreased proportion of annual revenue contributed by single largest funder.
 Achievement of key organisational impact metrics aligned to the organisations' core mission, strategy, and goals.

Human resource records
 Annual financial reports
 Annual budgets
 Annual reports
 Financial systems

Output 1

Three Malagasy organisations receive organisational development through a holistic, multi-year partnership that enhances their strategy, people-management, and implementation

Achievement of impacts outlined in strategic plan and annual plans
 Organisational assessment processes diagnose and measure organisational strengthening needs and growth
 Organisations survives leadership transitions and other internal and external transitions
 INDRI and MV develop and adopt new strategic plans providing clear goals, refined value propositions, and operational priorities to guide their work (note: Fanamby already developed its strategic plan in 2021/2)
 Monitoring, Evaluation and Learning plans are developed, maintained and guide decision-making
 Communications strategy and new communications products result in improved ability to connect with international audiences, better articulation of the organisations' work and impact, and more funding

Strategic plans
 Annual plans
 Monitoring, Evaluation and Learning plans and records
 Communication strategies
 Communication products
 Financial systems
 Annual budgets
 Donor pipeline

Output 2

Three Malagasy organisations improve their organisational leadership skills to better guide their organisations and build strategic collaborations and networks

Leaders with increased self-awareness and empathy to support themselves and their team members
 Increase in peer learning and sharing between Malagasy environmental organisations
 Leaders with improved ability to foster partnerships necessary to grow their work

Evaluations of leadership interventions
 Adoption of self-awareness and management frameworks and tools
 Peer learning events
 Reports of strategic collaborations and partnerships

Output 3

The voice and influence of three Malagasy organisations amplified leading to more resources and shifts in funding towards local organisations

New fundraising strategies that enable organisations to better cope with changes in the external funding environment and successfully implement their strategic plans
Through showcasing their work with flagship communications products, organisations have an increased international profile resulting in increased funder interest in their work

Increase in number of donors and size of grants secured
Funding pipeline
Communication products

Output 4

No Response

No Response

No Response

Activities

Each activity is numbered according to the Output that it will contribute towards, for example, 1.1, 1.2, 1.3 are contributing to Output 1.

Activities (each activity is numbered according to the Output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1). Each activity should start on a new line and be no more than approximately 25 words.

Facilitate strategic planning processes with INDRI and MV to bring increased focus and purpose
Complete organisational assessment processes and create a prioritised set of organisational strengthening needs
Refine management systems (e.g., financial management, annual planning, organograms, and performance management)
Build resilient teams with people in the right roles working together effectively
Develop and refine Monitoring, Evaluation and Learning systems and impact models
Develop communication strategies
Develop suite of new communications products (e.g., website/s, video/s about their work)
Strengthen systems to effectively manage funds accountably and strategically
Facilitate board governance training

2.1 Catalyse self-aware, brave, and capable leaders through systematic mentoring in response to leadership pressures and needs

2.2 Increase peer learning and exchange between Malagasy organisational leaders, and between Malagasy leaders and organisations in East and Southern Africa

3.1 Advise and facilitate the development of strong partnerships, collaborations, and networks for greater influence of local Malagasy partners and leveraging of resources

3.2 Support Malagasy partner organisations to mobilise resources for their work

3.3 Facilitate new collaborations, and participation in strategic events, to advocate for greater and better funding of local Malagasy organisations

Important Assumptions:

Please describe up to 6 key assumptions that, if held true, will enable you to deliver your Outputs and Outcome.

Local organisations are key agents in driving change with local community beneficiaries

When the leadership teams of local organisations are better skilled, more connected in strategic networks, and have more access to resources, their conservation impacts will be greatly increased

Local organisations can be successful in advocating for change at government level

Section 11 - Budget and Funding

Q22. Budget

Please complete the appropriate Excel spreadsheet, which provides the Budget for this application. Some of the questions earlier and below refer to the information in this spreadsheet.





Note that there are different templates for projects requesting under £100,000 and over £100,000. Please refer to the [Finance Guidance](#) for more information.

- [Budget form for projects under £100,000](#)
- [Budget form for projects over £100,000](#)

Please ensure you include any co-financing figures in the Budget spreadsheet to clarify the full budget required to deliver this project.

NB: Please state all costs by financial year (1 April to 31 March) and in GBP. The Darwin Initiative cannot agree any increase in grants once awarded.

Please upload the Lead Partner's accounts (or other financial evidence – see Finance Guidance) at the certification page at the end of the application form.

 [Maliasili-Budget-over-£100k-FINAL](#)
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 xlsx 92.3 KB

Q23. Funding

Q23a. Is this a new initiative or does it build on existing work (delivered by anyone and funded through any source)?

- Development of existing work

Please provide details:

The initiative to deepen and expand Maliasili's portfolio in Madagascar builds on an initial grant from the MacArthur Foundation to provide organisational development support to Fanamby and the MIHARI network. Maliasili has also received funding from TIDES, LCAOF, Re:Wild and Rainforest Trust to develop the Madagascar Environmental Leadership Programme which has taken conservation leaders through a journey towards conscious leadership and management. Maliasili has used the programme to identify outstanding organisations and leaders to take some organisations to the next level of Maliasili's organisational development work.

Q23b. Are you aware of any current or future plans for similar work to the proposed project?

- No

Q24. Capital items

If you plan to purchase capital items with Darwin funding, please indicate what you anticipate will happen to the items following project end. If you are requesting more than 10% capital costs, please provide your justification here.

No purchase of capital items is planned.

Q25. Value for Money

Please demonstrate why your project is good value for money in terms of impact and cost-effectiveness of each pound spend (economy, efficiency, effectiveness and equity). Please make sure you read the guidance documents, before answering this question.

Maliasili's staff are all experts in community-based conservation, in addition to having developed organisational development expertise whilst providing these services to leading African organisations. This project builds on years of field experience, and benefits from Maliasili's three years already invested in building partnerships and pioneering a conservation leadership programme in Madagascar. We are adapting our approach to providing more clustered, collective organisational support which will benefit these three in-country partners (and further Malagasy organisations) in a more cost-effective way. We have experience in delivering training events in Madagascar - having designed and facilitated the Madagascar Environmental Leadership Program - where we have become familiar with in-country logistics and learned how to organise and host efficient workshops. We have a decade of track record in meeting project deadlines and achieving beyond donor expectations, demonstrated in our organisation's growth and expansion of its team and reach. This project's theory of change, and indicators, are realistic based upon our experience in delivery of similar deliverables in other places. This project, a unique needs-based opportunity for three Malagasy organisations, will benefit from the learnings of our broader work in this field in East and Southern Africa, and lessons will be documented in our communication products.

Section 12 - Safeguarding and Ethics

Q26. Safeguarding

Projects funded through the Darwin Initiative must fully protect vulnerable people all of the time, wherever they work. In order to provide assurance of this, projects are required to have appropriate safeguarding policies in place.

Please confirm the Lead Partner has the following policies in place and that these can be available on request:

Please upload the Lead Partner's Safeguarding Policy as a PDF on the certification page.

We have a safeguarding policy, which includes a statement of our commitment to safeguarding and a zero tolerance statement on bullying, harassment and sexual exploitation and abuse	Checked
We have attached a copy of our safeguarding policy to this application (file upload on certification page)	Checked
We keep a detailed register of safeguarding issues raised and how they were dealt with	Unchecked
We have clear investigation and disciplinary procedures to use when allegations and complaints are made, and have clear processes in place for when a disclosure is made	Checked
We share our safeguarding policy with all partners	Checked
We have a whistle-blowing policy which protects whistle blowers from reprisals and includes clear processes for dealing with concerns raised	Checked
We have a Code of Conduct for staff and volunteers that sets out clear expectations of behaviours - inside and outside the work place - and make clear what will happen in the event of non-compliance or breach of these standards	Checked

Please outline how you will implement your safeguarding policies in practice and ensure that all partners apply the same standards as the Lead Partner. If any of the responses are "no", please indicate how it is being addressed.

It is the intent of Maliasili to adhere to all laws and regulations that apply to the organisation and projects, and the purpose of our policies is to support the organisation's goal of legal compliance. All policies are provided to employees, contractors and partners.

To date, we have not needed a register of safeguarding issues because none have been raised. In such an event, a register would be created.

Section 13 - FCDO Notifications

Q27. FCDO Notifications

Please state whether there are sensitivities that the Foreign Commonwealth and Development Office will need to be aware of should they want to publicise the project's success in the Darwin Initiative in any country.


No

Please indicate whether you have contacted FCDO Embassy or High Commission to discuss the project and attach details of any advice you have received from them.

Yes, advice attached

Please attach details of any advice you have received.

 [Maliasili UK embassy - Darwin Initiative Capability and Capacity Project - lday@maliasili.org - Maliasili Mail \(1\)](#)

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Section 14 - Project Staff

Q28. Project staff

Please identify the core staff (identified in the budget), their role and what % of their time they will be working on the project.

Please provide 1-page CVs or job description, further information on who is considered core staff can be found in the Finance Guidance.

Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
Liz Day	Project Leader	5	Checked
Josia Razafindramanana	Portfolio Manager - trainer, facilitator	20	Checked
Marianne Randriamihaha	Portfolio Associate - trainer, facilitator	20	Checked
<i>No Response</i>	<i>No Response</i>	0	Unchecked

Do you require more fields?


No

Please provide 1 page CVs (or job description if yet to be recruited) for the project staff listed above as a combined PDF.

Ensure the file is named clearly, consistent with the named individual and role above.

 [CVs Maliasili Team Darwin Proposal Nov 2022](#)

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Have you attached all project staff CVs?

Yes

Section 15 - Project Partners

Q29. Project Partners

Please list all the Project Partners (including the Lead Partner) - i.e. the partner who will administer the grant and coordinate the delivery of the project), clearly setting out their roles and responsibilities in the project and the extent of their engagement so far and planned.

This section should demonstrate the capability and capacity of the Project Partners to successfully deliver the project. Please provide Letters of Support for all project partners or explain why this has not been included.

Lead Partner name: Maliasili

Website address: <https://www.maliasili.org>

Why is this organisation the Lead Partner, and what value to they bring to the project? (including roles, responsibilities and capabilities and capacity):

Maliasili is the Lead Partner on this project because Maliasili is providing a comprehensive set of organisational support services to the partners on this grant. Maliasili has developed these support services through over a decade of working with local conservation organisations to grow their work and scale their conservation impact. In view of the fact that Maliasili offers organisational development services to our partners, the budget allocated to the partners below is to cover costs for workshops and specialist consultants. Maliasili chooses not to burden its partners with the management of the allocated budget, and will therefore manage the totality of the grant, which will cover its costs in supporting organisational development of these three in-country partners.

International/In-country Partner International

Allocated budget (proportion or value): ██████████

Represented on the Project Board (or other management structure) Yes

Have you included a Letter of Support from this partner? Yes

Do you have partners involved in the Project?

Yes

1. Partner Name: Fanamby

Website address: <https://association-fanamby.org/>

What value does this Partner bring to the project?

(including roles, responsibilities and capabilities and capacity):

Fanamby is one of the largest Malagasy conservation NGOs managing four PAs covering approximately 580,000 ha. It was founded on the backdrop of initiatives by the state to make conservation more inclusive of local communities when NGOs were invited to be co-managers of PAs with local communities living in and around newly established PAs. However, including communities in PA management presented challenges due to unclear land rights laws, chronic poverty, and inadequate fostering of the local institutions required for community based natural resource management. Despite these challenges, Fanamby focussed on rendering PAs financially viable, and offering better economic prospects to local communities through agricultural development. This model saw Fanamby grow into the most entrepreneurial and innovative conservation NGO in Madagascar. Maliasili has already supported Fanamby in the development of a five year strategy focussing on four main goals to consolidate its entrepreneurial approach to conservation. During this process, it was highlighted that to implement its ambitious strategy, Fanamby will need to considerably strengthen its organisational structure, and find funds to employ critical people to support the executive director. Maliasili will facilitate this process for Fanamby as well as provide support with communication products and other fundraising ventures.

International/In-country Partner In-country

Allocated budget: ██████████

Representation on the Project Board (or other management structure) Yes

Have you included a Letter of Support from this partner? Yes

2. Partner Name: Madagasikara Voakajy

Website address: <https://www.madagasikara-voakajy.org/>

What value does this Partner bring to the project?

(including roles, responsibilities and capabilities and capacity):

Madagasikara Voakajy is a local association, registered in 2005, initially aiming only to conduct research on flying foxes and frogs. Since then, MV has grown from 6 to 54 employees. Their focus is now: 1) livelihoods and exploitation, 2) applied research and conservation science, 3) education and capacity building and 4) site-based conservation. They currently apply community-based conservation principles through the creation and management of seven Protected Areas, and conduct species conservation in various areas in Madagascar.

MV has remained committed to a bottom-up and human rights-based approach to development and works closely with communities and the local and regional authorities to bring effective and sustained outcomes. Its Executive Director (ED) Julie Razafimanahaka was awarded with the Tusk Award in 2022.

MV has been involved in the MELP programme and is keen to begin working on a strategic planning process facilitated by Maliasili. It will also benefit from Maliasili expertise to bolster its financial management mechanisms inline with the growth of the organisation, as well as communications products and support with fundraising.

International/In-country Partner In-country

Allocated budget: ██████████

Representation on the Project Board (or other management structure) Yes

Have you included a Letter of Support from this partner? Yes

3. Partner Name: INDRI

Website address: <https://indri.solutions/>

What value does this Partner bring to the project?

(including roles, responsibilities and capabilities and capacity):

INDRI (Initiative for Development, Ecological Restoration and Innovation) is a think-and-do-tank institution based in Madagascar. It was initiated because of a chronic lack of coordination between stakeholders at a national level leading to a lack of strategic implementation of projects and use of funds. INDRI's raison d'être is to tap into the vast yet dispersed knowledge which exists in Madagascar in the field of conservation, environment and natural resource management, in order to design state level guidelines. Created in 2020, by 12 influential leaders in Madagascar, INDRI very quickly began gaining traction through the creation through the launch of the Alamino Initiative (Agora of Forests and Landscapes of Madagascar). 300 stakeholders were brought together, and through a participatory process (led by Dreamocracy) produced guidelines and principles for the management of forests which was then endorsed by the government. INDRI is now keen to replicate this model to urban and seascapes in Madagascar.

INDRI has been a participant in the MELP. As a young organisation, it is keen to begin working on a strategic planning process facilitated by Maliasili, and receive support in the design of multiple systems to make the organisation stronger.

International/In-country Partner

In-country

Allocated budget:

██████████

Representation on the Project Board (or other management structure)

Yes

Have you included a Letter of Support from this partner?

Yes

4. Partner Name:

No Response

Website address:

No Response

What value does this Partner bring to the project?

No Response

(including roles, responsibilities and capabilities and capacity):

International/In-country Partner

International
 In-country

Allocated budget:

£0.00

Representation on the Project Board (or other management structure)

Yes
 No

Have you included a Letter of Support from this partner?

Yes
 No

5. Partner Name: *No Response*

Website address: *No Response*

What value does this Partner bring to the project? *No Response*

(including roles, responsibilities and capabilities and capacity):

International/In-country Partner International
 In-country

Allocated budget: £0.00

Representation on the Project Board (or other management structure) Yes
 No

Have you included a Letter of Support from this partner? Yes
 No

6. Partner Name: *No Response*

Website address: *No Response*

What value does this Partner bring to the project? *No Response*

(including roles, responsibilities and capabilities and capacity):

International/In-country Partner International
 In-country

Allocated budget: £0.00


Representation on the Project Board (or other management structure) Yes
 No

Have you included a Letter of Support from this partner? Yes
 No


If you require more space to enter details regarding Partners involved in the project, please use the text field below.


No Response

Please provide a combined PDF of all letters of support.

 [Letters of Support Maliasili Darwin Proposal Nov 202](#)

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Section 16 - Lead Partner Capability and Capacity

Q30. Lead Partner Capability and Capacity

Has your organisation been awarded Darwin Initiative, Darwin Plus or Illegal Wildlife Trade Challenge Fund funding before (for the purposes of this question, being a partner does not count)?

No

If no, please provide the below information on the lead partner.

What year was your organisation established/ incorporated/ registered? 01 January 2010

What is the legal status of your organisation? NGO

How is your organisation currently funded? Maliasili is funded through a diverse revenue strategy which includes contributed and earned revenue through grants, individual donations, and consulting fees. We are always working to broaden and deepen relationships with philanthropic funders with interests in African conservation, climate change, livelihoods and poverty reduction, while also expanding the scope of funding from current donors. We also continue to work with partners to secure funding to cover costs of our organisational development support and we work with partners to identify potential sources of funding.

Describe briefly the aims, activities and achievements of your organisation. Large organisations please note that this should describe your unit or department.

Aims Our vision is to see more outstanding African organisations with the resources, leadership, and capabilities to drive conservation solutions that work for people and nature. We want to see more funding being invested in local organisations and to see our partners become increasingly influential at national, regional, and global scales.

Activities We provide multi-year, intensive organisational support delivered through tailored organisational support services and a cohort-based leadership program that are built upon our understanding of community-based conservation. Our tools and methods include work planning, budgeting, board governance, fundraising, and communications, customised for the context of African organisations.

Achievements We have supported the growth and impact of 30+ leading African conservation organisations. We have created comprehensive organisational support services and methods; developed a leadership program; helped secure \$15+ million in funding for our partners; and watched many of those organisations grow, mature, and achieve greater impact as African leaders.

Provide detail of 3 contracts/projects held by the Lead Partner that demonstrate your credibility as an organisation and provide track record relevant to the project proposed.

These contracts/awards should have been held in the last 5 years and be of a similar size to the grant requested in your application.

Contract/Project 1 Title Liz Claiborne and Art Ortenberg Foundation (LCAOF) for Maasai Landscape Conservation Fund

Contract Value/Project budget (include currency)

██████████

Duration (e.g. 2 years 3 months)

3 years

Role of organisation in project

LCAOF is one of the two lead seed funding partners and serves on the Advisory Committee of the Fund.

Brief summary of the aims, objectives and outcomes of the project

The Maasai Landscape Conservation Fund (MLCF) was created by Maliasili in 2019 designed to deliver enabling capital to high-performing African conservation organisations working in southern Kenya and northern Tanzania's transboundary savannah landscape, one of the world's most important conservation areas. Ultimately, the goal of the MLCF is to strengthen and scale leading community conservation models in the target landscape, but also to create a scalable mechanism for pooled philanthropic capital that can support the work of leading local organisations in Africa.

Client/independent reference contact details (Name, e-mail)

Lillian Cheng, lcheng@lcaof.org

Contract/Project 2 Title BAND Foundation for Maasai Landscape Conservation Fund

Contract Value/Project budget (include currency)

██████████

Duration (e.g. 2 years, 3 months)	3 years
Role of organisation in project	BAND Foundation is one of the two lead seed funding partners and serves on the Advisory Committee of the Fund
Brief summary of the aims, objectives and outcomes of the project	The Maasai Landscape Conservation Fund (MLCF) was created by Maliasili in 2019 designed to deliver enabling capital to high-performing African conservation organisations working in southern Kenya and northern Tanzania's transboundary savannah landscape, one of the world's most important conservation areas. Ultimately, the goal of the MLCF is to strengthen and scale leading community conservation models in the target landscape, but also to create a scalable mechanism for pooled philanthropic capital that can support the work of leading local organisations in Africa.
Client/independent reference contact details (Name, e-mail)	Nick Lapham, nick@bandfdn.org

Contract/Project 3 Title	Wellspring Philanthropic Fund/Advancing the Land Rights of Pastoral Women in Tanzania
Contract Value/Project budget (include currency)	██████████

Duration (e.g. 2 years, 3 months)	1 year
Role of organisation in project	Wellspring provided leadership funding for the project and has provided oversight through regular reports and updates.
Brief summary of the aims, objectives and outcomes of the project	<p>The project will expand the movement of pastoralist women by changing negative social norms and practices. This project continues building the capacity of women, amplifying their voices and strengthening unity amongst them for mobilization and social cohesion. The project also aims to strengthen women's social networks so that women access additional knowledge and support to address issues that oppress and disadvantage them.</p> <p>The long-term goal is to secure the land rights and tenure security of women in pastoralist communities in northern Tanzania through social mobilization, empowerment, and changes in gender and power relations.</p>
Client/independent reference contact details (Name, e-mail)	Gaby Oré Aguilar, goreaguilar@wpfund.org

Have you provided the requested signed audited/independently examined accounts (or other financial evidence - see Finance Guidance)?

If yes, please upload these on the certification page. Note that this is not required from Government Agencies.

Yes

Section 17 - Certification

Q30. Certification

On behalf of the

Trustees

of

Maliasili

I apply for a grant of

[REDACTED]

I certify that, to the best of our knowledge and belief, the statements made by us in this application are true and the information provided is correct. I am aware that this application form will form the basis of the project schedule should this application be successful.





(This form should be signed by an individual authorised by the applicant institution to submit applications and sign contracts on their behalf.)

- I have enclosed CVs for key project personnel, a cover letter, letters of support, a budget, Safeguarding Policy and project implementation timetable
- Our last two sets of signed audited/independently verified accounts and annual report (or other financial evidence – see Finance Guidance) are also enclosed.

Checked



Name Karine Nuulimba

Position in the organisation Director - Southern Africa





Signature (please upload e-signature)  [Karine Nuulimba](#)
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Date 07 November 2022

Please attach the requested signed audited/independently examined accounts or other financial evidence (see Finance Guidance)

 [Maliasili Audited Financial Statements 2021 and 2020](#)
 07/11/2022
 19:41:01
 pdf 1.03 MB

Please upload the Lead Partner's Safeguarding Policy as a PDF

 [Copy of Maliasili Partner MOU Template +Addedum+Code of conduct](#)
 07/11/2022
 19:51:16
 pdf 286.35 KB

 [Contractors Personnel Manual January 2021](#)
 07/11/2022
 19:43:42
 pdf 429.25 KB

Section 18 - Submission Checklist

Checklist for submission

	Check
I have read the Guidance, including the “Darwin Initiative Guidance”, “Monitoring Evaluation and Learning Guidance”, “Risk Management Guidance”, and “Finance Guidance”.	Checked
I have read, and can meet, the current Terms and Conditions for this fund.	Checked
I have provided actual start and end dates for the project.	Checked
I have provided my budget based on UK government financial years i.e. 1 April – 31 March and in GBP.	Checked
I have checked that our budget is complete, correctly adds up and I have included the correct final total at the start of the application.	Checked
The application been signed by a suitably authorised individual (clear electronic or scanned signatures are acceptable).	Checked
I have attached the below documents to my application:	Checked
<ul style="list-style-type: none">• My budget (which meets the requirements above)	
<ul style="list-style-type: none">• My completed implementation timetable as a PDF using the template provided	Checked
<ul style="list-style-type: none">• I have included a 1 page CV or job description for all the Project Staff identified at Question 28, including the Project Leader, or provided an explanation of why not.	Checked
<ul style="list-style-type: none">• A letter of support from the Lead Partner and partner(s) identified at Question 29, or an explanation of why not.	Checked
<ul style="list-style-type: none">• I have included a cover letter from the Lead Partner, outlining how any feedback received 1 has been addressed where relevant.	Checked
<ul style="list-style-type: none">• I have included a copy of the Lead Partner’s safeguarding policy, which covers the criteria listed in Question 26.	Checked
<ul style="list-style-type: none">• I have included a signed copy of the last 2 annual report and accounts for the Lead Partner (or other financial evidence – see Finance Guidance), or provided an explanation if not.	Checked

(If copying and pasting into Flexi-Grant) I have checked that all my responses have been successfully copied into the online application form. Checked

I have been in contact with the FCDO in the project country/ies and have included any evidence of this. If not, I have provided an explanation of why not. Checked

I have checked the Darwin Initiative website immediately prior to submission to ensure there are no late updates. Checked

I have read and understood the Privacy Notice on the Darwin Initiative website. Checked

We would like to keep in touch!

Please check this box if you would be happy for the lead applicant (Flexi-Grant Account Holder) and project leader (if different) to be added to our mailing list. Through our mailing list we share updates on upcoming and current application rounds under the Darwin Initiative and our sister grant scheme, the IWT Challenge Fund. We also provide occasional updates on other UK Government activities related to biodiversity conservation and share our quarterly project newsletter. You are free to unsubscribe at any time.

Checked

Data protection and use of personal data

Information supplied in the application form, including personal data, will be used by Defra as set out in the **Privacy Notice**, available from the [Forms and Guidance Portal](#).

This **Privacy Notice must be provided to all individuals** whose personal data is supplied in the application form. Some information may be used when publicising the Darwin Initiative including project details (usually title, lead partner, project leader, location, and total grant value).

Maliasili project implementation timetable

	Activity	No. of months	Year 2 (24/25)			Year 2 (24/25)			Year 3 (25)	
			Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Output 1	Three Malagasy organisations receive organisational development through a holistic, multi-year partnership that enhances their strategy, people-management, and implementation	24								
1.1	Facilitate strategic planning processes with INDRI and MV to bring increased focus and purpose	12								
1.2	Complete organisational assessment processes and create a prioritised set of organisational strengthening needs	1								
1.3	Refine management systems (e.g., financial management, annual planning, organograms, and performance management)	2								
1.2	Build resilient teams with people in the right roles working together effectively	2								
1.3	Develop and refine Monitoring, Evaluation and Learning systems and impact models	2								
1.4	Develop communication strategies	2								
	Develop suite of new communications products (e.g., website/s, video/s about their work,	6								
1.5	Strengthen systems to effectively manage funds accountably and strategically	3								
1.6	Facilitate board governance training	4								
Output 2	Three Malagasy organisations improve their organisational leadership skills to better guide their organisations and build strategic collaborations and networks	24								
2.1	Catalyse self-aware, brave, and capable leaders through systematic mentoring in response to leadership pressures and needs	24								
2.4	Increase peer learning and exchange between Malagasy organisational leaders, and between Malagasy leaders and organisations in East and Southern Africa	2								
Output 3	The voice and influence of three Malagasy organisations amplified leading to more resources and shifts in funding towards local organisations	24								
3.1	Advise and facilitate the development of strong partnerships, collaborations, and networks for greater influence of local Malagasy partners and leveraging of resources	24								
3.2	Support Malagasy partner organisations to mobilise resources	24								
3.3	Facilitate new collaborations, and participation in strategic events, to advocate for greater and better funding of local Malagasy organisations	4								