



Department
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Darwin Initiative Capability & Capacity: Final Report

To be completed with reference to the “Project Reporting Information Note”:
(<https://www.darwininitiative.org.uk/resources/information-notes/>).

It is expected that this report will be a **maximum of 20 pages** in length, excluding annexes.

Submission Deadline: no later than 3 months after agreed end date.

Submit to: BCF-Reports@niras.com including your project ref in the subject line.

Darwin Initiative Project Information

Project reference	DARCC021
Project title	Strengthening conservation organisations in Madagascar
Country(ies)	Madagascar
Lead Organisation	Maliasili
Project partner(s)	INDRI, GERP Madagascar, Madagasikara Voakajy (MV), Association Tsimoka, Association Famelona, Association Fanamby
Darwin Initiative grant value	200000 GBP
Start/end dates of project	1 April 2023 - 31 March 2025
Project Leader's name	Karine Nuulimba
Project website/blog/social media	Maliasili.org
Report author(s) and date	Josia Razafindramanana, Karine Nuulimba, Liz Day, Guadalupe Dickerson 31 May 2025

1 Project Summary

This project was designed to address critical *capability and capacity needs* of six Malagasy conservation organisations—Fanamby, INDRI, Madagasikara Voakajy, GERP Madagascar, Association Tsimoka, and Association Famelona. These organisations play key roles in protecting Madagascar's unique biodiversity but face significant internal challenges that limit their effectiveness, such as weak strategic planning, inadequate leadership structures, limited fundraising capacity, and underdeveloped monitoring and evaluation systems.

The project also responded to pressing *biodiversity challenges*. Madagascar is one of the world's most important biodiversity hotspots, with extremely high levels of species endemism. However, its ecosystems are increasingly threatened by habitat loss, deforestation, unsustainable resource use, and climate change. These pressures are often intensified by weak governance and the absence of strong local institutions capable of ensuring long-term, community-led conservation.

In parallel, the project addressed *human development and wellbeing challenges*, particularly the links between poverty and environmental degradation. Many communities living around protected areas rely heavily on natural resources for subsistence. Weak institutional support and lack of livelihood alternatives contribute to unsustainable practices. Strengthening local organisations' ability to promote sustainable livelihoods, inclusive governance, and community-led natural resource management was therefore central to improving both conservation and poverty outcomes.

These ***challenges are highly relevant*** to the organisations themselves, the communities they serve, and the national and global effort to protect biodiversity. The organisations targeted by the project are frontline actors, working in difficult social and environmental contexts, often without the long-term support needed to strengthen their institutional foundations.

The ***problems were identified*** through Maliasili's long-term engagement in Madagascar, informed by baseline assessments, ongoing partnerships, and the insights from organisational self-assessments and diagnostics. These revealed consistent needs across partners for targeted organisational development to enhance their leadership, strategy, systems, and sustainability.

To address these challenges, the project provided ***tailored organisational development (OD) support*** over a four-year period. Maliasili worked closely with each organisation to co-develop annual Organisational Strengthening Plans (OSPs), and delivered a mix of high-quality in-person workshops, one-on-one coaching, and advisory services. The support focused on improving leadership, staffing and organisational structures, board governance, strategic clarity, fundraising, communications, and monitoring and evaluation. This intensive, embedded support aimed to build more resilient, effective, and locally driven conservation organisations that can scale impact and secure long-term biodiversity and community benefits.

2 Project Partnerships

This project was built in direct response to a locally identified need: the lack of organizational structure, governance and leadership skills within Malagasy conservation organisations to meet the challenges posed by biodiversity loss and climate change. Maliasili, through its Madagascar Environmental Leadership Program (MELP), convened a cohort of organisational leaders to strengthen their capabilities and foster collaboration in advancing community-led conservation. While the initial proposal focused on three formal partners - Fanamby, INDRI, and Madagascar Voakajy - a subsequent change request allowed the project to double its reach, expanding to include three additional organisations: GERP Madagascar, Association Tsimoka, and Association Famelona. All six leaders had previously participated in MELP (cohort 1), which provided a strong foundation of trust and peer learning. This shared experience enabled them to openly discuss organisational challenges and pursue collective solutions.

All partners have been fully involved in the project's planning, implementation, monitoring, and adaptive decision-making. The expanded partnership has demonstrated that greater impact can be achieved than originally anticipated, with the same budget and timeline, making the project more cost-effective. All six organisations actively contributed to the preparation of this final report, reflecting a high level of ownership and commitment.

The partnership has already produced tangible outcomes: Tsimoka has initiated new collaborations with Fanamby, GERP, and Madagascar Voakajy to expand its dynamic agroforestry programme; Tsimoka and Madagascar Voakajy have jointly secured new funding to conserve endangered baobab species in northern Madagascar; and Fanamby and INDRI are leading advocacy efforts to halt the construction of a motorway that threatens ecologically sensitive areas. These outcomes reflect a key strength of the project - its ability to catalyse ongoing collaboration among partners beyond the scope of the original grant.

Participant selection for the leadership and organisational development activities was based on prior engagement in MELP and a demonstrated commitment to strengthening institutional capacity. The process was demand-driven, rooted in local leadership interest, and focused on organisations managing protected areas and working closely with communities.

Additionally, a representative from the British Embassy in Madagascar (Policy and Climate Change Manager) participated in a strategic planning workshop with three of the organisations - Tsimoka, GERP, and INDRI - offering valuable engagement and showing interest in better understanding and supporting Malagasy conservation leaders.

3 Project Achievements

3.1 Outputs

1. **Output 1: Six Malagasy organisations receive organisational development through a holistic, multi-year partnership that enhances their strategy, people-management, and implementation**

1. **Baseline:**

At project start, only Fanamby had a strategic plan in place, and none of the other five organisations had fully developed organisational frameworks such as strategic plan, MEL systems, or updated communication strategies.

2. **Progress and Achievements:**

1. Strategic Planning and Implementation:

Five organisations (INDRI, Madagasikara Voakajy, GERP, Tsimoka, and Famelona) developed Strategic Plans with Maliasili's support. All are bilingual (French/English) and incorporate tailored visuals and branding. Three organisations, INDRI, GERP, and Tsimoka followed a clustered strategic planning approach, which enhanced cost-effectiveness and fostered collaboration by identifying shared challenges and reinforcing each organisation's unique positioning.

2. Strategy Launch and Visibility:

Four organisations (Tsimoka, INDRI, GERP, and Madagasikara Voakajy) jointly launched their strategies in

June 2024. The event attracted over 60 stakeholders, including nine donors and INGOs. Supporting videos were produced to share strategic visions via social media, helping to increase visibility and donor engagement.

3. Monitoring, Evaluation, and Learning (MEL):

A cluster MEL workshop (with INDRI, Tsimoka, GERP and MV) in March 2025 introduced foundational MEL concepts and led to the development of initial impact indicators aligned with each organisation's strategic goals. This peer-learning space helped partners clarify MEL needs and initiate tailored frameworks. Fanamby refined its MEL system earlier in the project and began revising its Strategic Plan in Q1 2025 as part of adaptive management.

4. Organisational Restructuring:

Four organisations (Madagasikara Voakajy, Fanamby, GERP, and Tsimoka) revised their internal structures to better implement their strategies. New senior management teams were formed to improve operational delivery and foster leadership development.

5. Communications Development:

Three organisations (INDRI, Tsimoka, and GERP) completed communication strategies following a peer-learning workshop that addressed common challenges such as unclear messaging and weak coordination. Additionally, four organisations (MV, Tsimoka, GERP, and Famelona) received branding materials including style guides, photographs, and videos.

6. Grant Management Tools:

Tsimoka, GERP, and INDRI each received tailored grant management tools following a capacity assessment, enhancing their ability to manage funding effectively during their growth phase.

7. Work Planning:

Four organisations (Fanamby, Madagasikara Voakajy, INDRI, and GERP) conducted annual work planning processes in 2023–2024 to align operations with strategic goals. A clustered workshop for INDRI and GERP supported collaboration in advocacy, a shared priority area.

3. Assessment Against Indicators of Success:

- Organisational Capability Improved: All six organisations now demonstrate enhanced capacity, with each developing at least three key organisational frameworks (e.g., Strategic Plan, MEL, Communication Strategy, Work Plan, Structure).
- Organisational Frameworks Developed:
 - Fanamby: MEL framework, updated org structure, communication strategy, and ongoing revised strategic plan.
 - MV, INDRI, GERP, Tsimoka: Each has a Strategic Plan, draft MEL framework, revised org structure, communication strategy, and communication products.
 - Famelona: Strategic Plan in final design, style guide, communication products.
- Area Under Management Maintained or Expanded:
 - Fanamby: 574,731 ha maintained
 - Tsimoka: 1,648 ha + 20 ha restored via DAF
 - Famelona: 165,995 ha maintained
 - GERP: Increased from 5,620 ha to 41,458 ha (2 to 3 sites)
 - MV: 112,946 ha maintained

4. **Challenges Encountered:** Some delays occurred in finalising Famelona's Strategic Plan due to design and formatting. These delays did not compromise content development and were resolved.

2. **Output 2: Six Malagasy organisations improve their organisational leadership skills to better guide their organisations and build strategic collaborations and networks**

1. **Baseline:**

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

2. **Progress and Achievements:**

3. 1. Organisational Strengthening Plans (OSPs) build the organisations

Maliasili supported six Malagasy conservation organisations in developing tailored Organisational Strengthening Plans (OSPs), each year. These plans are co-created through end-of-year discussions and serve as a roadmap for organisational development (OD), with quarterly check-ins to monitor progress. Each OSP outlines specific annual priorities for leadership, systems improvement, and long-term impact. Mid-year reviews conducted with each partner enabled timely course corrections and highlighted areas for support in the second semester.

4. 2. Data-Driven Guidance Enhances Organisational Performance

Maliasili collects and analyses annual data on each partner's operations and impact. This includes key metrics such as: revenue growth and donor diversification; trends in forest cover within partner-managed protected areas and other organisational maturity and performance (number of staff, annual expenditure, threats abundance etc.).

Findings are shared through visual dashboards and tailored feedback sessions. Partners reported that this process helped them to understand the link between monitoring, evaluation, and learning (MEL) and external communications, recognise gaps in their systems, and better communicate impact to donors and stakeholders

All six organisations found the data presentations insightful, enabling rapid identification of strengths and areas for improvement. The visual nature of the analysis strengthened learning and decision-making and enhanced each organisation's ability to tell its impact story.

Leadership Development (MELP2):

Mid- and senior-level staff from partner organisations participated in the Madagascar Environmental Leadership Programme (MELP2) to deepen leadership capacity. While MELP2 is not funded by the Darwin grant, it complements and reinforces the OD work delivered through this project.

5. **Assessment Against Indicators of Success:**

- **Organisational Strengthening Plans (OSPs) Developed and Implemented:**
A total of 12 OSPs were co-developed and implemented with the leadership of each organisation - 6 for Year 1 and 6 for Year 2 - fully meeting the targets for both years.
- **Organisational -Assessments Integrated into Strategic Planning:**
All six organisations conducted an internal organisational assessment at the start of their strategic planning process to establish a clear understanding of their strengths and capacity needs. This serves as a status of each organisation's development areas.
- **Partner Satisfaction Surveys Conducted Annually:**
To track progress and perceived change in the OD areas, Maliasili facilitated end-of-year satisfaction surveys with each partner. Results were collected from all six organisations in December 2023 and again in December 2024, successfully meeting the planned targets for both years.

6. **Challenges Encountered: None**

Output 3: The voice and influence of three Malagasy organisations amplified, leading to more resources and shifts in funding towards local organisations

7. **Progress and Achievements:**

1. Amplifying reports: To elevate the visibility and credibility of local conservation organisations, Maliasili produced two high-impact advocacy publications: "Seeding Solutions" and "From Pledges to Practice". These reports showcased the effectiveness of community-led conservation efforts, highlighted the leadership of conservation organisations, and advocated for increased direct and long-term funding to local actors. They have been used to influence donor strategies and discussions around localisation, strengthening the positioning of Malagasy organisations as key players in sustainable development.

2. Maliasili organised the African Community Conservation Forum in Kenya, a landmark event convening 157 African conservation leaders. This forum served as a critical platform for: Peer learning and exchange; Donor engagement, and Co-creation of a shared vision for community-led conservation. Six Malagasy organisations participated, involving 19 Malagasy leaders. The forum resulted in the development of a set of African principles on community rights, conservation partnerships, funding models, CSO strengthening, and ethical commercial engagement. These principles now serve as a framework for equitable and impactful partnerships.

3. Catalysing funding shifts through the Maliasili Conservation Fund

To bridge critical funding gaps and build long-term resilience, Maliasili launched the Maliasili Conservation Fund (MCF). Six Malagasy organisations received flexible, core support through MCF, with grants ranging from [REDACTED] representing 6% to 30% of their annual revenues.

This funding was catalytic - not only stabilising operations during a volatile period, but also enabling long-term planning and organisational strengthening. The following testimonials capture this impact:

"It's the first time we've had the freedom to think and act long-term. We're now building the foundation, not just responding to emergencies." - Malagasy partner, MCF recipient

"This grant gave us stability in a very unstable year. We didn't just survive – we built something stronger." - Organisational leader in Madagascar

4. Improved strategic communications : Throughout the project, communications capacity significantly improved. Five Malagasy organisations produced five new strategic plans, three communication strategies, five additional communications products, including a style guide, video, and high-quality photography. This total of 13 products exceeded the original target of ten, and helped partners tell their story more effectively to funders and stakeholders.

5. Impact Festival: Showcasing Malagasy Leadership: Maliasili's Impact Festival, held online, brought together over 300 participants, including 20 donor representatives, and created a platform for 12 local partners to present their work. Three Malagasy organisations - GERP, Tsimoka, and Fanamby - presented strong impact data and compelling stories linking their Theory of Change to effective monitoring, communications, and fundraising strategies. This platform not only amplified their voice but also demonstrated how effective data use and storytelling can attract sustained funding.

1. Assessment Against Indicators of Success:

- Two reports aimed at increasing the visibility and fundraising capacity of Malagasy organisations produced and published (Target: 1 report)
- This total of 13 products exceeded the original target of 10, and helped partners tell their story more effectively to funders and stakeholders.
- Funding per organisation increased by 5–20% (Target: 3–5% increase per organisation).

According to Maliasili's monitoring dashboard, the six participating Malagasy organisations reported overall funding increases of 5% to over 20% since 2022. Examples include: Madagasikara Voakajy: 10–13% increase (2022–2023); Tsimoka: 8–18% increase (2022–2023); Fanamby: 7–13% increase (2022–2023); Famelona: 24% increase (2023).

3.2 Outcome

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

The project successfully achieved its intended Outcome, as measured against the revised indicators of success and verified through multiple sources. At the start of implementation, the Monitoring and Evaluation (M&E) framework - including indicators, targets, and means of verification - was thoroughly revised to reflect the updated scope (from 3 to 6 organisations), thereby, doubling the impact of the project.

Evidence of Achievement

The achievement of this outcome is demonstrated through significant progress in strengthening the leadership, organisational development skills, and resource mobilisation of six Malagasy conservation organisations. Key accomplishments aligned with the original indicators of success include:

1. Strategic and Organisational Strengthening (Output 1)

- All six organisations developed and began implementing strategic plans, organisational strengthening plans, and at least three core frameworks from the organisational development (OD) process (baseline: 0; target: three frameworks per organisation). These include: strategic plans, communication strategies, team optimisation tools, M&E frameworks, fundraising strategies, and/or improved management systems.
- Each organisation also developed a branded communication product and/or style guide to support external engagement and fundraising efforts (target: at least five communication

products; achieved).

2. Organisational Strengthening Plan development and implemented:

- Six organisational assessments were conducted ahead of the strategic planning process, to assess the baseline status of each organisation's development areas. The findings informed the development of tailored Organisational Strengthening Plans (OSPs) for the year ahead. A total of 12 OSPs were co-developed and implemented with the leadership of each organisation - six for Year 1 and six for Year 2 - fully meeting the targets for both years.

3. Increased Access to Resources:

- By the end of the reporting period, all six organisations reported an increase in total revenue ranging from 3% to 5% compared to 2022.
- Each organisation secured at least one new donor (target: +1 donor per organisation), either through the Maliasili Conservation Fund or external grants such as CEPF (e.g., Tsimoka Association).
- Unrestricted/core funding per organisation increased by 7% to 15% (exceeding the 3%–5% target), indicating improved financial health and greater operational flexibility.

4. Influence and Visibility

- Two reports analysing the trends, challenges, and constraints in Conservation CSO fundraising was completed (one report targeted; two achieved). These documents have contributed to sector-wide understanding and informed future donor engagement strategies.

Challenges and Contextual Factors

The project did not encounter significant setbacks that prevented the achievement of its Outcome. Minor delays due to partner availability or contextual constraints (e.g., travel logistics or shifts in internal priorities) were addressed through adaptive planning and flexibility within the partnership. These risks had been anticipated in the project's original assumptions and were mitigated through continuous coordination and responsiveness from both Maliasili and the local partners.

3.3 Monitoring of assumptions

We reaffirm our underlying assumptions, which can be summarised as follows:

Assumption 1: Local organisations are key agents in driving change with local community beneficiaries, when their leaders have outstanding leadership and are equipped with appropriate tools and resources for management.

Comments: Our first assumption underscores the pivotal role of local organisations as primary drivers of change with local community beneficiaries. Through strategic planning workshops, organisational assessments, and leadership skill-building activities, these organisations have strengthened their internal structures and enhanced their ability to effectively manage their team and their conservation programmes. Furthermore, the participation of these organisations in forums and the Impact Festival webinar, demonstrates their commitment to showcasing their conservation impact and engaging with local communities and potential donors. By effectively communicating their achievements and engaging with stakeholders, local organisations can mobilize support and resources to drive meaningful change at the grassroots level.

Assumption 2: 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

Comments: The second assumption emphasises that by enhancing the skills, fostering strategic networks, and facilitating access to resources for the leadership teams of local organisations, we can significantly

magnify their conservation impact. During the end-of-year dialogues, the senior leaders in each organisation discussed how much they have embraced and applied the organisational frameworks and their leadership abilities from the Maliasili interventions.

Comments: The second assumption emphasises that by enhancing the skills, fostering strategic networks, and facilitating access to resources for the leadership teams of local organisations, we can significantly magnify their conservation impact. During the end-of-year dialogues, the senior leaders in each organisation discussed how much they have embraced and applied the organisational frameworks and their leadership abilities from the Maliasili interventions.

However, the situation in Mangabe stands out as a concerning exception to this assumption. Despite efforts to strengthen organisational capacity, Mangabe has experienced a dramatic decline in forest cover: since 2021, 3,760 hectares have been lost, including 2,550 hectares in 2023 alone. Sixty-seven percent (67%) of the core conservation zone has disappeared in just three years, according to satellite data from Global Forest Watch. This situation was due to illegal logging, charcoal production, and an increased demand for resources driven by climate-induced migration from southern Madagascar. Maliasili plans to work with MV beyond this project period, in order to better understand how they can mitigate further decline.

Assumption 3: Local organisations can be successful in advocating for change in the fundraising landscape in Madagascar.

Comments:

Local organisations in Madagascar have demonstrated significant potential to influence the fundraising landscape in the conservation sector. These organisations have actively participated in forums and events such as the Impact Festival webinar, where they showcased tangible conservation outcomes to engage potential donors and stakeholders. The establishment of the Maliasili Conservation Fund further illustrates the potential for local organisations to access additional funding to address their financial gaps. Five Malagasy organisations have already secured support from this fund, with another organisation in the process of securing similar funding.

4 Contribution to Darwin Initiative Programme Objectives

4.1 Project support to the Conventions, Treaties or Agreements

During the project timeline, there was no interaction with the convention focal points. However, there have been engagements with the British embassy, where the Climate & Nature Policy Manager was invited to participate in the strategic planning workshop. The purpose was to observe the strategic planning process and engage with the project partners.

The project contributes to Madagascar's national policy objectives by building organisational capacity, enhancing conservation efforts, and aligning with international commitments and SDGs for sustainable development:

- **CBD Commitments and NBSAPs:** Madagascar has expanded its Protected Area network to meet CBD targets, requiring involvement of grassroots organisations and improved governance. Maliasili's project with INDRI, Fanamby, and Madagasikara Voakajy strengthens their capabilities to meet CBD conservation impacts and government requirements outlined in National Adaptation Plans (NAP) and National Biodiversity Strategies and Action Plans (NBSAP).
- **UNFCCC Nationally Determined Contributions (NDCs):** Conservation of terrestrial and marine habitats is integral to Madagascar's NDCs to reduce climate change vulnerability and promote adaptation. While the project may not directly affect NDC targets, it enhances technical, managerial, and leadership abilities crucial for achieving these goals, specifically through Protected area management and ecological restoration.
- **Sustainable Development Goals (SDGs):** The project contributes to multiple SDGs:
 - SDG 3 (Good Health and Well-being), by providing education and skills to implement resilient organisational structures.
 - SDG 4 (Quality Education), by imparting new skills and knowledge.
 - SDG 8 (Decent Work and Economic Growth), by enhancing organisational effectiveness for employment.
 - SDG 15 (Life on Land), by indirectly promoting conservation and sustainable management of natural habitats.
 - SDG 16 (Peace, Justice, and Strong Institutions), by strengthening institutions through capacity-building, governance, and monitoring.

- SDG 17 (Partnerships for the Goals), by fostering partnerships, access to capital, and accountability mechanisms.

4.2 Project support to biodiversity conservation and multidimensional poverty reduction

The multi-year partnership between the local organisations and Malaisili will enhance their strategy for biodiversity conservation, their people-management, and their on-the-ground implementation. Five organisations (Fanamby, GERP, Tsimoka, Madagasikara Voakajy and Famelona) maintain the surface area they manage. By maintaining these protected areas, these organisations contribute to the conservation of diverse ecosystems, including forests, wetlands, coastal and grasslands. This helps preserve the habitats of numerous plant and animal species, promoting biodiversity conservation. Their implementation strategy involves habitat restoration, community engagement, and sustainable land management practices. This helps mitigate habitat fragmentation and loss, supporting the survival of endemic species and ecosystem resilience.

An exception to this positive trajectory is the Mangabe Protected Area, managed by Madagasikara Voakajy. Since 2021, the Mangabe protected area has experienced a severe degradation of its forest ecosystem, with a total loss of 3,760 hectares of forest cover. In 2023 alone, satellite data from Global Forest Watch recorded the disappearance of 2,550 hectares - equivalent to 67% of the core conservation zone. This decline has been driven primarily by illegal logging, charcoal production, and increased pressure on natural resources due to climate-induced migration from southern Madagascar. Despite this alarming trend, the protected area status remains intact, offering a vital opportunity for habitat restoration and long-term ecological recovery. This situation in Mangabe underscores a critical gap: the need to more effectively transfer leadership and strategic management skills from central leadership teams to site-level staff. Strengthening the capacity of local site managers - those on the frontlines of conservation - is essential to ensure that improved organisational leadership translates into concrete impact on the ground. With targeted support, better coordination, and a strong restoration plan, Mangabe can still serve as a model for reversing ecosystem degradation and rebuilding resilience in threatened forest landscapes.

Specifically, for GERP and Tsimoka Association, there was an increase in their influence and in the size of the areas they managed. GERP has extended their protected areas into a third site. Tsimoka has expanded their work on dynamic agroforestry into 13 new sites that impacted about 30 Ha+ of ongoing restored land. Moreover, a core pillar of their strategic plans includes components focused on improving community livelihoods - either by adding value to endemic species through value chain development or by promoting dynamic agroforestry to enhance the living conditions of communities surrounding protected areas. Maliasili has initiated a partnership with the Livelihood Impact Fund to collaboratively strengthen the capacities of these organisations to deliver and measure improvements in household income, as well as to increase the return on investment in livelihood initiatives. These efforts are expected to directly contribute to human development, improve wellbeing, and support poverty reduction.

4.3 Gender Equality and Social Inclusion (GESI)

Please quantify the proportion of women on the Project Board ¹ .	100% of the project board are women
Please quantify the proportion of project partners that are led by women, or which have a senior leadership team consisting of at least 50% women ² .	33% (MV and Fanamby) of the project partners are led by women. 33% (GERP, INDRI and Tsimoka) have a senior leadership team consisting of 50% women.

GESI Scale	Description	Put X where you think your project is on the scale

¹ A Project Board has overall authority for the project, is accountable for its success or failure, and supports the senior project manager to successfully deliver the project.

² Partners that have formal governance role in the project, and a formal relationship with the project that may involve staff costs and/or budget management responsibilities.

Not yet sensitive	The GESI context may have been considered but the project isn't quite meeting the requirements of a 'sensitive' approach	
Sensitive	The GESI context has been considered and project activities take this into account in their design and implementation. The project addresses basic needs and vulnerabilities of women and marginalised groups and the project will not contribute to or create further inequalities.	
Empowering	The project has all the characteristics of a 'sensitive' approach whilst also increasing equal access to assets, resources and capabilities for women and marginalised groups	
Transformative	The project has all the characteristics of an 'empowering' approach whilst also addressing unequal power relationships and seeking institutional and societal change	X

In designing our approach, we've prioritised the integration of facilitation techniques that promote inclusion and elevate the voices of leaders and grassroots organisations. Active listening lies at the core of our methodology, ensuring that every participant feels heard and valued within a safe and supportive environment. Structured participation, through methods like paired discussions and small group activities, guarantees equal opportunity for all to contribute, regardless of background or position. Moreover, we actively seek out diverse representation, inviting women leaders and grassroots organisations to become our partners.

Collaborative planning processes enhance participation by involving stakeholders in co-designing activities (such as the Organisational Strengthening Plans) and strategies, fostering a sense of ownership and commitment. Transparent feedback mechanisms are established, enabling ongoing input and suggestions from participants throughout the project lifecycle, ensuring their perspectives remain integrated into the planning process.

Here is a testimony from the president of Tsimoka association (Razafintsalama Lalao Jeremi), sent to Maliasili on June 21st, 2024: *"On behalf of the Tsimoka team, I'd like to thank you for all the help, advice, support and assistance you've given us. Sincerely, thanks to our collaboration, our organisation has really grown. You have made our dreams come true, our team has received a lot of reinforcement, and we now have our strategic plan, which is well-founded, well-structured, attractive and very easy to consult. Thanks to you, we have reached an essential milestone in Tsimoka's future. Thanks to your support, we have regained our serenity, confidence and motivation. For our part, we can assure you that the fruits of our collaboration will materialise into good results with much greater impact on communities and biodiversity."*

4.4 Transfer of knowledge

The project has actively contributed to the transfer of knowledge by producing and widely sharing two key reports: *Seeding Solutions* and *From Pledges to Practices*. These publicly accessible publications synthesize lessons, insights, and practical strategies derived from the organisational development work with African and Malagasy conservation organisations. Designed to inform both practitioners and policy makers, the reports have been disseminated through online platforms and professional networks to ensure broad accessibility. They serve as tools for other locally led conservation organisations, donors, and capacity-building partners seeking to address practical challenges in leadership, sustainability, and impact. By making these resources openly available, the project promotes peer learning and encourages the integration of proven approaches into wider conservation efforts.

4.5 Capacity building

Over the reporting period, staff from Malagasy partner organisations have gained increased visibility and recognition both regionally and internationally, reflecting their growing leadership status in the conservation and climate change arenas.

A key example is the participation of Fanamby’s Executive Director in New York Climate Week, facilitated by Maliasili. This high-profile international event provided a platform for grassroots voices from Madagascar to engage in global climate discussions. It significantly elevated Fanamby’s profile, enabling access to new funding opportunities, strategic networking, and international collaborations.

In addition, Maliasili hosted the Impact Festival, which convened over 300 participants, including representatives from 20 funding institutions. The event enabled 12 African conservation organisations to present their achievements. Among them, three Malagasy organisations - GERP, Tsimoka, and Fanamby - showcased strong impact results and shared powerful stories from the field. Their presentations highlighted how robust monitoring and evaluation systems, grounded in a clear Theory of Change, can drive effective communications and attract donor interest. This platform enhanced their credibility and visibility, reinforcing their leadership roles in the conservation sector.

In total, these events supported professional growth, visibility, and potential influence for participating staff. Of the Malagasy representatives involved, two were women and three were men, reflecting a continued commitment to inclusive leadership development.

Alongside these external opportunities, the internal organisational development processes have also led to significant capacity gains. Five partner organisations restructured their teams to reflect clearer roles and strategic focus, which resulted in the promotion of mid-level staff into leadership positions. Some of these emerging leaders are now being supported through the second cohort of the Maliasili Emerging Leaders Program (MELP2), strengthening their leadership skills and strategic thinking. In addition, one-on-one coaching and tailored organisational development workshops have supported individual growth while reinforcing team development. These combined efforts have contributed to building more cohesive, resilient teams and a stronger pipeline of future leaders within the Malagasy conservation movement.

Table illustrating staff promotions by some of our partner organizations:

Organizations	Women	Men
Madagasikara Voakajy	2	5
Fanamby	1	0
Association Tsimoka	1	2

5 Monitoring and evaluation

The Monitoring and Evaluation (M&E) process for the project begins by establishing OSPs (Organisational Strengthening Plans) for each involved organisation. These plans serve as a tool for adaptive planning and managing work with each partner, setting clear goals that align with their priorities and incorporate Maliasili’s analysis of their organisational needs. Within these plans, detailed interventions and target deliverables are outlined, encompassing both process completion and final products, along with anticipated changes. These deliverables and changes are in line with the activities and SMART indicators listed in this grant logframe.

Progress towards these activities and interventions is monitored and reported quarterly using a newly implemented system on Salesforce. Basic quantitative data on partners is collected, offering a simple yet quantifiable snapshot of organisational growth. These metrics encompass the number of staff in the organisation, total annual budget (expenditure), total core or unrestricted funding, and the proportion of

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annual revenue contributed by the single largest funder. Quantitative indicators of success or progress are based on the documented services received by the partner organisations, as outlined in the OSP.

In addition, qualitative indicators assess the performance of each partner organisation, aiming to capture ongoing developments and progress towards achieving their impacts. Maliasili also utilises its online organisational capacity assessment survey tool to identify areas of strength and areas in need of improvement. This survey provides a framework for tracking changes in organisational capacity across all key domains. The target indicators outlined in the revised logframe for the grant are suitable for demonstrating the attainment of each output and are consistent with the OSP tailored for each organisation.

Overall, the M&E system was closely aligned with the output indicators outlined in the grant's revised logframe, as each Organisational Strengthening Plan (OSP) was directly structured around the outputs and activities defined in the logframe. The OSPs translated these outputs into specific, partner-level deliverables and milestones, enabling targeted tracking of progress. Both quantitative and qualitative data collected - such as the type of support activities delivered, changes in core funding levels, or shifts in organisational capacity - were mapped to the relevant indicators to demonstrate achievement. This alignment ensured that monitoring focused not only on activity completion but also on meaningful organisational outcomes, as specified by the grant's expected results.

6 Lessons learnt

Prior participation of these organisational leaders in the Madagascar Environmental Leadership Programme, built the trust and vulnerability between leaders that helped them feel comfortable sharing their organisational struggles with each other during the clustered strategic planning workshops. We learned that the Leadership Program is an essential 'first phase' of OD support. Once we complete the strategies, we will have several organisations at similar phases in their OD journey.

Maliasili has pioneered a unique and innovative clustered approach to strategic planning, where we facilitated a strategic planning process that included two large workshops for three organisations. The primary objective of this approach is twofold: to optimise the cost-effectiveness of Maliasili's services and broaden their accessibility to a wider range of organisations, all while nurturing a culture of trust and collaboration among these entities. This clustered approach has been extended to other OD services such as annual work planning workshops and communication strategy workshops and have been successful. The cohort approach will create a community of practice where leaders can continue to draw on each other and build a peer support network.

This method has proven highly effective in enabling organisations to identify and leverage their unique qualities, supported by valuable peer feedback. Through this process, they can take steps toward meaningful collaboration. Within the framework of the clustered approach, organisations converge to address common challenges and collectively envision their future. It is within this collaborative space that they meticulously outline their strategic objectives, ensuring a harmonised approach that minimises duplication of efforts.

Another key lesson learned in developing Maliasili's new strategy is the importance of a stronger focus on national-level impact. While our previous strategy emphasized portfolio growth, we have come to recognize that driving systemic change requires developing clear country strategies with measurable national-level outcomes. Over the next five years, we will continue providing long-term, targeted support to high-potential local organizations, but with a greater emphasis on the collective change we aim to achieve through them. This includes expanding the reach and effectiveness of community-led conservation, strengthening civil society ecosystems, and improving policy and funding environments. A critical element will be supporting partners to better track and communicate their own impact, enabling both greater investment in their work and a clearer understanding of Maliasili's overall contribution to conservation and community development across Africa.

This approach exemplifies the power of collective action, as organisations unite to navigate shared challenges and pursue common objectives while acknowledging the distinctiveness each brings to the table. This innovation will reshape how conservation initiatives are planned and executed, leading to a more efficient, cohesive, and impactful conservation community.

Given the myriad benefits and outcomes observed, such as time savings for Maliasili staff and peer learning opportunities among leaders and organisations, the adoption of this cluster-based approach in organisational development services is strongly recommended for future endeavors.

Maliasili has learned that language can be a major barrier to meaningful participation, particularly for Malagasy, Francophone (and Portuguese) partners. While we are still working toward full bilingual capacity, we recognize the need to make our tools and communications more accessible by producing more materials in French. We've taken steps such as hiring interpreters for events like the [African Community Conservation Forum](#), and plan to translate most of our key materials into French, to ensure all participants can fully engage. This experience has highlighted how lack of English proficiency can be disempowering for local organizations, and reinforced the importance of intentional, inclusive language strategies to support their active participation in international spaces and conversations.

7 Actions taken in response to Annual Report reviews

The feedback received from Annual reports have been addressed during the Half-Year report submitted in October 2024. The comments and reviews were discussed with the partners when relevant.

8 Sustainability and legacy

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 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 is currently helping these partner organisations 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.

In Madagascar, Maliasili is currently in the preparatory phase for selecting new partner organisations through the Madagascar Environmental Leadership Programme, scheduled to commence at the end of 2024. This marks the initiation of a new cycle wherein new leaders and their organisations will join as partners to receive organisational development support for a period of 4 years.

9 Darwin Initiative identity

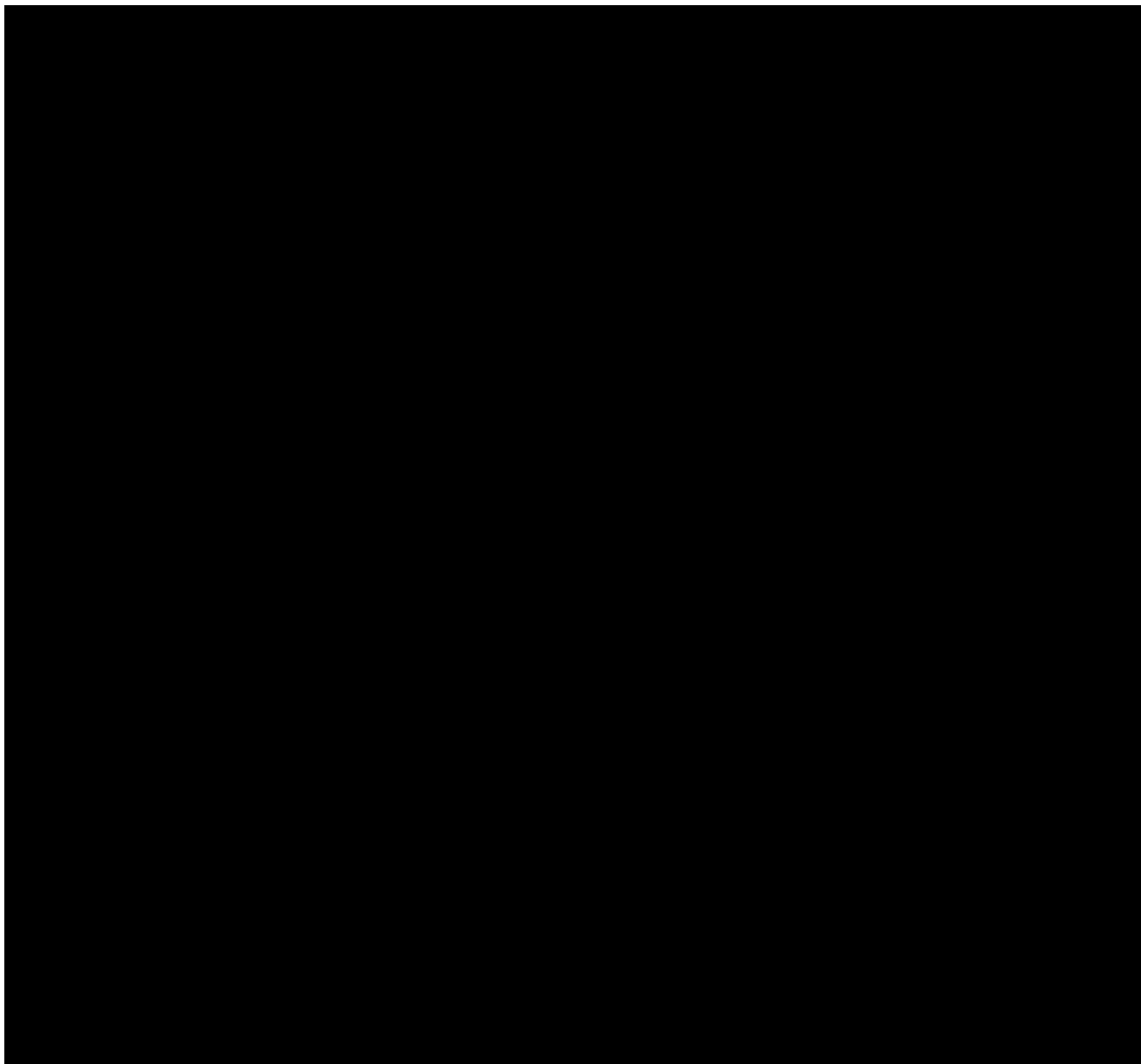
Utilisation of the Darwin Initiative logo in the Strategic Plans of the five partner organisations (both English and French versions)

The Darwin Initiative funding has been recognised as a specific source supporting the strategic planning processes of the five organisations, as well as the organisational development services of the six partners. The Darwin Initiative has significant recognition within the country and is highly supported by the UK embassy, which has been sending its representatives to Maliasili's workshops to observe the process. Several of our partner organisations, including Madagasikara Voakajy and INDRI, have previously received grants from the Darwin Initiative.

10 Risk Management

No risks arose during the first year of this project, and there were no significant adaptations made except for the successful implementation of the innovative clustered approach in the strategic planning workshops.

11 Safeguarding



12 Finance and administration

12.1 Project expenditure

Project spend (indicative) since last Annual Report	2024/25 Grant (£)	2024/25 Total actual Darwin Initiative Costs (£)	Variance %	Comments (please explain significant variances)
Staff costs (see below)				
Consultancy costs				
Overhead Costs				
Travel and subsistence				
Operating Costs				
Capital items (see below)				
Others (see below)				
Audit				
TOTAL	£34,677.38	£36,533.73		

Staff employed (Name and position)	Cost (£)
Karine Nuulimba - former Director Southern Africa now Chief Portfolio Officer	
Liz Day - Deputy Director Madagascar - Project Leader	
Josia Razafindramanana - Portfolio Manager [Sr. Portfolio Manager Jan 2025]	
Marianne Randriamihaja - Portfolio Associate [Portfolio Manager starting Jan 2025]	
Alihasina Rakotondramanana - Portfolio Associate	
Kasmira Cockerill - Deputy Director - Monitoring, Evaluation, and Learning	
Wanjiku Kinuthia - Sr. Manager - Communications	
Ellen Mndima - Manager - Communications	
Martin Muir - Sr. Manager - Design & Communications	
TOTAL	

Capital items – description	Capital items – cost (£)
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TOTAL	

Other items – description	Other items – cost (£)
MADA CLUSTER comms strategy-facilitation materials-3 masking tapes large size	
MADA CLUSTER comms strategy-facilitation materials-8 scroll flipcharts, scotch etc	
Office Supplies, MADA	
MEL CLUSTER Workshop-complementary 1st aid kit-face mask 50 units	
MEL CLUSTER workshop-complementary facilitation equipment-50 pens, 10 notebooks, 6 flipchart rolls, 4 pencil-sharpeners, 7 masking tape, 2 staplers, 3 scissors	
MEL CLUSTER Workshop-complementary 1st aid kit-1 efferalgan, 1 vit C & 1 Maalox & 1 fervex	
TOTAL	

12.2 Additional funds or in-kind contributions secured

Matched funding leveraged by the partners to deliver the project	Total (£)
N/A	
TOTAL	

Total additional finance mobilised for new activities occurring outside of the project, building on evidence, best practices and the project	Total (£)
N/A	
TOTAL	

12.3 Value for Money

Indeed, this project delivered a high return on investment. We successfully provided customized organizational development (OD) support to address critical capability and capacity requirements of six Malagasy conservation organizations: Fanamby, INDRI, Madagasikara Voakajy, GERP Madagascar, Association Tsimoka, and Association Famelona as well as helping them become

As a result, we successfully achieved the desired outcome by facilitating the strengthening, enhancement of capabilities, and resilience of these six Malagasy local organizations. These organizations, distinguished by their leadership, gained increased

influence and access to more resources, as detailed in section “3 Project Achievements.”

In addition to tangible outcomes, we also strengthened community relationships, fostering a sense of belonging and empowerment. Our team executed the project efficiently, ensuring that resources were utilized effectively. We are proud of the substantial impact this project has had and are confident that it constitutes a valuable investment for both the organization and the community

The *evidence* of achieving the outcomes is presented in section 3, Project Achievements.

Furthermore, as evident in the budget variance comments, the funds were utilized responsively by reducing the cost of workshops through the implementation of our Cluster approach by organizing workshops around specific thematic areas, fostering collaboration and knowledge sharing among the organizations. This approach aims to address shared challenges, leverage collective expertise, and enhance the overall impact of the workshop. This approach also enhanced staff participation, thereby facilitating the transfer of invaluable knowledge.

13 Other comments on progress not covered elsewhere

While Maliasili has responded to all Darwin Initiative’s requests and requirements related to financial reporting and auditing, the requirements were a significant administrative burden and out of proportion for the amount of the grant. The administrative burdens were both in the amount of time it took to complete the requests as well as the lack of adequate time to respond given other financial and administrative responsibilities within the organization. Requiring a “spot” audit (which doesn’t seem to be appropriately named since it was significant in its scope) in addition to a single audit (that the grant only provided 50% of the cost on top of requiring approval of the auditor), is unreasonable. The “spot” audit alone required 35-40 hours of time from four people on our team, even with significant process planning for reporting at the launch of the grant. The grant does not provide the financial resources adequate to cover the administrative costs related to your oversight requirements.

The enhancement of the approaches designed for this project, has been presented on part 6. and 5. (Monitoring & Evaluation) and implemented without difficulties.

14 OPTIONAL: Outstanding achievements of your project (300-400 words maximum). This section may be used for publicity purposes

I agree for the Biodiversity Challenge Funds Secretariat to publish the content of this section (please leave this line in to indicate your agreement to use any material you provide here).

File Type (Image / Video / Graphic)	File Name or File Location	Caption, country and credit	Online accounts to be tagged (leave blank if none)	Consent of subjects received (delete as necessary)
Image	MV strategic planning workshop		Madagasikara Voakajy - LinkedIn page	Yes / No
Image	Cluster strategic planning workshop	November 2023 - Tsimoka presenting their progress during	Maliasili LinkedIn page , INDRI LinkedIn page ,	Yes / No

		the 2nd Cluster strategic planning workshop with GERP and INDRI Ambatofotsy, Madagascar, © Maliasili	Jonah Ratsimbazafy LinkedIn page	
Image	Fanamby MEL workshop		Fanamby LinkedIn page	Yes / No
Image	African Community Conservation Forum		Maliasili LinkedIn page	Yes / No
Image	Famelona strategic planning workshop		Famelona LinkedIn page	Yes / No
Image	MELP2 live week2	Our partners' senior and middle managers took part in leadership sessions during week 2 of the Madagascar Environmental Leadership Programme (MELP). March 2025, Ampefy Madagascar, © Maliasili	Social media: https://www.linkedin.com/feed/update/urn:li:activity:7265288355775455232/	Yes
Image	MV Organizational structure launch	Madagasikara Voakajy shares its new organizational structure January 2025, © Madagasikara Voakajy	Social media: https://www.facebook.com/madagasikaravoakajy/posts/pfbid029qKEjBrgZPPd6c32nwsQR5PvHzBsidkANTpsUcsXh8c42e2o5LRFLrRXpGyW3Ttil?locale=fr_FR	No
Image	2024 Cluster communication strategy workshop	July 2024, GERP, MV and Fanamby took part in the workshop to develop their communication strategies.	INDRI LinkedIn page , Madagasikara Voakajy - LinkedIn page Jonah Ratsimbazafy LinkedIn page	Yes

		July 2024, Antananarivo Madagascar, © Maliasili		
Image	2025 Cluster MEL workshop	March 2025, GERP, MV and INDRI take part in workshop to develop monitoring and evaluation systems March 2025, © Maliasili	INDRI LinkedIn page, Madagasikara Voakajy - LinkedIn page Jonah Ratsimbazafy LinkedIn page	Yes

Annex 1 Report of progress and achievements against final project indicators of success for the life of the project

Project summary	Progress and achievements
Outcome: Stronger, more capable, and resilient Malagasy local organisations with outstanding leadership able to have greater influence and access more resources	
<p>Outcome indicator 0.1: By the end of the project timeline, the six organisations will reach at least the following (compared to 2022):</p> <ul style="list-style-type: none"> - An increase of the total revenue per organisation between 3 - 5%, - an increase of at least 1 donor will be recorded per organisation - an increase between 3 - 5% of core/ unrestricted funding per organisation 	<ul style="list-style-type: none"> - By the end of the reporting period, all six organisations reported an increase in total revenue ranging from 3% to 5% compared to 2022. - Each organisation secured at least one new donor (target: +1 donor per organisation), either through the Maliasili Conservation Fund or external grants such as CEPF (e.g., Tsimoka Association). - Unrestricted/core funding per organisation increased by 7% to 15% (exceeding the 3%–5% target), indicating improved financial health and greater operational flexibility.
<p>Outcome indicator 0.2: By the end of the project timeline , the six organisations have fully embraced and adopted the use of at least 3 frameworks from the OD process (baseline: 0, target: 3 frameworks per organisation, amongst the following Strategic plan, communication strategy, team optimization, Monitoring & Evaluation framework, fundraising strategy, management systems)</p>	<p>All six organisations developed and began implementing strategic plans, organisational strengthening plans, and at least three core frameworks from the organisational development (OD) process (baseline: 0; target: 3 frameworks per organisation). These include: strategic plans, communication strategies, team optimisation tools, M&E frameworks, fundraising strategies, and/or improved management systems.</p> <p>Each organisation also developed a branded communication product and/or style guide to support external engagement and fundraising efforts (target: at least 5 communication products; achieved).</p>
<p>Outcome indicator 0.3: By mid 2024, a report on the trends and challenges and constraints facing Malagasy CSOs fundraising will be produced (baseline: no report, target: 1 report).</p>	<p>2. Two amplifying reports produced and published : <i>Seeding Solutions</i> and <i>From <i>Pledges and Practices</i></i></p>
<p>Outcome indicator 0.4: By the end of the project timeline, the six organisations will have strategic plans and communication brand book (baseline : 2 - Fanamby Strategic Plan and Communication brochure; Target: 10 : 5 new Strategic Plans, 5 style guide/branding books)</p>	<p>3. By the end of the project timeline, the six organisations will have strategic plans and communication brand book: a total of 13 products exceeded the original target of 10, including 5 strategic plans, 3 communication strategy and 5 other communication products.</p>
Output 1: Six Malagasy organisations receive organisational development through a holistic, multi-year partnership that enhances their strategy, people-management, and implementation	

<p>Output indicator 1.1 : By the end of the project timeline, the six organisations will have improved capability and capacity as a result of project (baseline: 1 organisation - Fanamby, target: 5 organisations: Madagasikara Voakajy, GERP Madagascar, Tsimoka Association, Famelona Association and INDRI)</p>	<ul style="list-style-type: none"> Organisational Capability Improved: All six organisations now demonstrate enhanced capacity, with each developing at least three key organisational frameworks (e.g., Strategic Plan, MEL, Communication Strategy, Work Plan, Structure).
<p>Output indicator 1.2: By the end of the project timeline, the six organisations will receive at least 3 Organisational Development frameworks : Monitoring & Evaluation, Leadership transition, Management systems, communication products (baseline : 1 – Fanamby received its Monitoring & Evaluation Plan: Target: 3 per organisation)</p>	<ul style="list-style-type: none"> Organisational Frameworks Developed: Fanamby: MEL framework, updated org structure, communication strategy, and ongoing revised strategic plan. MV, INDRI, GERP, Tsimoka: Each has a Strategic Plan, draft MEL framework, revised org structure, communication strategy, and communication products. Famelona: Strategic Plan in final design, style guide, communication products.
<p>Output indicator 1.3: By the of the project timeline, the surface area managed by the five organisations will be maintained or increased :</p> <p>Fanamby Association: baseline; 574,731Ha, Target: $\geq 574,731$Ha Tsimoka Association: baseline; 1,648 Ha, Target: $\geq 1,648$ Ha Famelona Association: baseline; 165,995 Ha, Target: $\geq 165,995$ Ha GERP Madagascar: baseline; 5,620 Ha, Target: $\geq 5,620$ Ha Madagasikara Voakajy: baseline; 112,946 Ha, Target: $\geq 112,946$ Ha</p>	<ul style="list-style-type: none"> Area Under Management Maintained or Expanded: <ul style="list-style-type: none"> Fanamby: 574,731 ha maintained Tsimoka: 1,648 ha + 20 ha restored via DAF Famelona: 165,995 ha maintained GERP: Increased from 5,620 ha to 41,458 ha (2 to 3 sites) MV: 112,946 ha maintained
<p>Output 2. Six Malagasy organisations improve their organisational leadership skills to better guide their organisations and build strategic collaborations and networks</p>	
<p>Output indicator 2.1. Every year, an Organisational Strengthening Plan (OSP) will be developed with the Leaders of each organisation, and implemented (Baseline: 6 OSP Year 1, Target: 6 Year 2)</p>	<p>Six organisational assessments were conducted ahead of the strategic planning process, to assess the baseline status of each organisation's development areas. The findings informed the development of tailored Organisational Strengthening Plans (OSPs) for the year ahead. A total of 12 OSPs were co-developed and implemented with the leadership of each organisation - 6 for Year 1 and 6 for Year 2 - fully meeting the targets for both years.</p>
<p>Output indicator 2.2. By the end of each year during the project timeline, the six organisations will perform an institutional- level organisational development audit (Baseline: 0, Target : 6 by December 2023, 6 by December 2024).</p>	<p>Five organizational assessments were carried out at the outset of the strategic planning process. Additionally, two rounds of partner feedback surveys – serving as organizational development audits – were conducted over two years for each of the six organizations, resulting in a total of 12 surveys over the project period.</p>
<p>Output 3. The voice and influence of three Malagasy organisations amplified leading to more resources and shifts in funding towards local organisations</p>	
<p>Output indicator 3.1 By the end of the project timeline, one report raising the voice and influence of Malagasy organisations will be produced (Baseline: 0, target; 1)</p>	<p>4. Two amplifying reports produced and published : <i>Seeding Solutions</i> and <i>From Pledges and Practices</i></p>

<p>Output indicator 3.2 By the end of the project timeline, 5 strategic plans and 5 communications products will be published for the 5 organisations (baseline: 1 product [Strategic Plan of Fanamby], Target : 10 products)</p>	<p>5. By the end of the project timeline, 5 strategic plans (MV, INDRI, GERP, and TSIMOKA) and 5 communications products will be published for the 5 organisations (baseline: 1 product [Strategic Plan of Fanamby], Target : 10 products): A total of 13 products exceeded the original target of 10, including 5 strategic plans, 3 communication strategy and 5 other communication products.</p>
<p>Output indicator 3.3. By the end of the project timeline, the overall funding per organisation will increase at least 3 - 5% compared to Year 2022</p>	<p>Funding per organisation increased by 5–20% (Target: 3–5% increase per organisation). According to Maliasili's monitoring dashboard, the six participating Malagasy organisations reported overall funding increases of 5% to over 20% since 2022. Examples include: Madagasikara Voakajy: 10–13% increase (2022–2023); Tsimoka: 8–18% increase (2022–2023); Fanamby: 7–13% increase (2022–2023); Famelona: 24% increase (2023).</p>

Annex 2 Project's full current indicators of success as presented in the application form (unless changes have been agreed)

2.

Project summary	SMART Indicators	Means of verification
Outcome: Stronger, more capable, and resilient Malagasy local organisations with outstanding leadership able to have greater influence and access more resources	<p>By the end of the project timeline, the six organisations will reach at least the following (compared to 2022):</p> <ul style="list-style-type: none"> - An increase of the total revenue per organisation between 3 - 5%, - an increase of at least 1 donor will be recorded per organisation - an increase between 3 - 5% of core/ unrestricted funding per organisation <p>By the end of the project timeline , the six organisations have fully embraced and adopted the use of at least 3 frameworks from the OD process (baseline: 0, target: 3 frameworks per organisation, amongst the following Strategic plan, communication strategy, team optimization, Monitoring & Evaluation framework, fundraising strategy, management systems)</p> <p>By mid 2024, a report on the trends and challenges and constraints facing Malagasy CSOs fundraising will be produced (baseline: no report, target: 1 report).</p> <p>By the end of the project timeline, the six organisations will have strategic plans and communication brand book (baseline : 2 - Fanamby Strategic Plan and Communication brochure; Target: 10 : 5 new Strategic Plans, 5 style guide/branding books)</p>	<p>Annual Maliasili partners impact data</p> <p>Copies of Strategic plans, Communication Strategies, and other frameworks created for each organisation</p> <p>Number of people involved in the Maliasili processes</p> <p>Copy of the published report on the trends and challenges facing Malagasy CSOs - https://forum2023.info/naivasha-vision</p> <p>Copies of Strategic plans, Communication brand books</p>
Output 1 Six Malagasy organisations receive organisational development through a holistic, multi-year partnership that enhances their strategy, people-management, and implementation	<p>By the end of the project timeline, the six organisations will have improved capability and capacity as a result of project (baseline: 1 organisation - Fanamby, target: 5 organisations: Madagasikara Voakajy, GERP Madagascar, Tsimoka Association, Famelona Association and INDRI)</p> <p>By the end of the project timeline, the six organisations will receive at least 3 Organisational Development frameworks : Monitoring & Evaluation, Leadership</p>	<p>Management systems in place</p> <p>Strategic plans</p> <p>Monitoring, Evaluation and Learning plans</p> <p>Communication strategies</p> <p>Communication products</p> <p>Surface areas managed by each organisation</p>

	<p>transition, Management systems, communication products (baseline : 1 – Fanamby received its Monitoring & Evaluation Plan: Target: 3 per organisation)</p> <p>By the of the project timeline, the surface area managed by the five organisations will be maintained or increased : Fanamby Association: baseline; 574,731Ha, Target: ≥ 574,731Ha</p> <p>Tsimoka Association: baseline; 1,648 Ha, Target: ≥ 1,648 Ha</p> <p>Famelona Association: baseline; 165,995 Ha, Target: ≥ 165,995 Ha</p> <p>GERP Madagascar: baseline; 5,620 Ha, Target: ≥ 5,620 Ha Madagasikara Voakajy: baseline; 112,946 Ha, Target: ≥ 112,946 Ha</p>	
<p>Output 2</p> <p>Six Malagasy organisations improve their organisational leadership skills to better guide their organisations and build strategic collaborations and networks</p>	<p>Every year, an Organisational Strengthening Plan (OSP) will be developed with the Leaders of each organisation, and implemented (Baseline: 6 OSP Year 1, Target: 6 Year 2)</p> <p>By the end of each year during the project timeline, the six organisations will perform an institutional- level organisational development audit (Baseline: 0, Target : 6 by December 2023, 6 by December 2024).</p>	<p>Number of senior leaders involved in the Maliasili processes</p> <p>Copies of the Organisational Strengthening Plan (OSP) per organisation</p> <p>End-of-Year Partner Interactions /assessments End-of-Year Questionnaires to Maliasili partners</p>
<p>Output 3</p> <p>The voice and influence of three Malagasy organisations amplified leading to more resources and shifts in funding towards local organisations</p>	<p>By the end of the project timeline, one report raising the voice and influence of Malagasy organisations will be produced (Baseline: 0, target; 1)</p> <p>By the end of the project timeline, 5 strategic plans and 5 communications products will be published for the 5 organisations (baseline: 1 product [Strategic Plan of Fanamby], Target : 10 products)</p> <p>By the end of the project timeline, the overall funding per organisation will increase at least 3 - 5% compared to Year 2022</p>	<p>Copy of the published report on the trends and challenges facing Malagasy CSOs</p> <p>Strategic plans, Communication products</p> <p>Annual Maliasili Partner Impact Data</p>

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)

- 1.1 Facilitate strategic planning processes with INDRI, Madagasikara Voakajy, GERP Madagascar, Tsimoka Association, Famelona Association to bring increased focus and purpose
- 1.2 Complete organisational assessment processes and create a prioritised set of organisational strengthening needs
- 1.3 Refine management systems (e.g., annual planning, organograms, and performance management)
- 1.4 Build resilient teams with people in the right roles working together effectively
- 1.5 Develop and refine Monitoring, Evaluation and Learning systems and impact models
- 1.6 Develop communication strategies
- 1.7 Develop suite of new communications products (e.g., website/s, video/s about their work)
- 1.8 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

Local organisations are key agents in driving change with local community beneficiaries, when their leaders have outstanding leadership and are equipped with appropriate tools and resources for management.

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 in the fundraising landscape in Madagascar.

1.

Table 1 Project Standard Indicators

DI Indicator number	Name of indicator using original wording	Name of Indicator after adjusting wording to align with DI Standard Indicators	Units	Disaggregation	Year 1 Total	Year 2 Total	Year 3 Total	Total to date	Total planned during the project
DI-A03	Number of local/national organisations with improved capability and capacity as a result of the project.	Number of local organisations receiving organisational development support through this project	Organisations		6	6		6	6
DI-A04	Number of people reporting that they are applying new capabilities (skills and knowledge) 6 (or more) months after training.	Number of leaders interacting with Maliasili during the implementation of this OD programme and leadership support	People	Total: Men Women	16 9 7	26 12 14		42	32
DI-C01	Number of best practice guides and knowledge products published and endorsed	Number of strategic plans, communication products, other frameworks, and reports published as a result of this project	products	None	7	13		20	18
DI-D01	Hectares of habitat under sustainable management practices -	Surface area managed by the partner organisations	Ha		860,940	860,940		896,778	860,940
DI-A05	Number of trainers trained reporting to have delivered further training by the end of the project.	Number of people who participated in organisational development workshops	People	Total: Men Women	39 24 15	67 31 36		106	80

Table 2 Publications

Title	Type (e.g. journals, manual, CDs)	Detail (authors, year)	Gender of Lead Author	Nationality of Lead Author	Publishers (name, city)	Available from (e.g. weblink or publisher if not available online)
Maliasili 2024 Annual Report	Online Report					https://in.maliasili.org/2024
Seeding Solutions Report	Online Report					https://static1.squarespace.com/static/5a816a14e5d5be8941a4448/t/66df6e181091e17553715a31/1725918760485/Seeding_Solutions_2024-compressed.pdf
From Pledges to Practice	Online Report					https://static1.squarespace.com/static/5a816a14e5d5be8941a4448/t/66f51a6a35b1571ff9ef3935/1727339117660/From_Pledges_to-practice_2024-web.pdf
Madagasikara Voakajy - Strategic Plan	Strategic plan	Madagasikara Voakajy, Maliasili, 2024				Madagasikara Voakajy - Strategic plan
Tsimoka - Strategic Plan	Strategic plan	Tsimoka, Maliasili, 2024				Tsimoka - Strategic plan
Rooting for Change	Report	Maliasili, 2023				Rooting for Change
Naivasha Vision	Statement/blog post	African Community Conservation Network 2023				https://forum2023.info/naivasha-vision

3. Checklist for submission

	Check
Different reporting templates have different questions, and it is important you use the correct one. Have you checked you have used the correct template (checking fund, type of report (i.e. Annual or Final), and year) and deleted the blue guidance text before submission?	Yes
Is the report less than 10MB? If so, please email to BCF-Reports@niras.com putting the project number in the Subject line.	Yes
Is your report more than 10MB? If so, please discuss with BCF-Reports@niras.com about the best way to deliver the report, putting the project number in the Subject line. All supporting material should be submitted in a way that can be accessed and downloaded as one complete package.	No
If you are submitting photos for publicity purposes, do these meet the outlined requirements (see section 14)?	Yes
Have you included means of verification? You should not submit every project document, but the main outputs and a selection of the others would strengthen the report.	Yes
Have you involved your partners in preparation of the report and named the main contributors?	Yes
Have you completed the Project Expenditure table fully?	Yes
Do not include claim forms or other communications with this report.	