

Applicant: **Rajaonarivelo, Herimino Manoa**
Organisation: **LRA-ESSA-Forêts**
Funding Sought: **£0.00**

DIR31IN\1422

Innovating and Evaluating Community Co-Management of Madagascar's Protected Areas

Many Protected Areas (PAs) fail to deliver effective biodiversity conservation and sustainable poverty alleviation because they lack truly participatory governance that involves local communities in decision making. This weakens respect for PA rules and undermines their sustainable development objectives. We will scale up an innovative pilot Community Management Agreement (CMA) to two more Malagasy PAs and evaluate the CMA approach through a Before-After-Control-Intervention design. We will also translate this learning into toolkits and training resources for all Malagasy PAs.

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Innovating and Evaluating Community Co-Management of Madagascar’s Protected Areas

Section 1 - Contact Details

PRIMARY APPLICANT DETAILS

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GMS ORGANISATION

Type	Other
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Section 2 - Project Summary, Ecosystems, Approaches and Threats

Q3. Project Title

Innovating and Evaluating Community Co-Management of Madagascar’s Protected Areas

Please attach a cover letter as a PDF document.

-  [Coverletter LRA-ESSA DarwinInnovation](#)
-  21/10/2024
-  17:14:44
-  pdf 252.29 KB

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

☒ No

Q5. Key Ecosystems, Approaches and Threats

Please select up to 3 biomes that are of focus, up to 3 conservation actions that characterise your approach, and up to 3 threats to biodiversity you intend to address, from dropdown lists.

Biome 1

Tropical-subtropical forests

Biome 2

Freshwater Realm (Lakes)

Biome 3

Shoreline systems

Conservation Action 1

Institutional Development

Conservation Action 2

Education & Training

Conservation Action 3

Research & Monitoring

Threat 1

Agriculture & aquaculture (incl. plantations)

Threat 2

Energy production & mining (incl. renewables)

Threat 3

Biological resource use (hunting, gathering, logging, fishing)

Q6. Summary of project

Please provide a brief non-technical summary of your project: the problem/need it is trying to address, its aims, and the key activities you plan on undertaking.

Many Protected Areas (PAs) fail to deliver effective biodiversity conservation and sustainable poverty alleviation because they lack truly participatory governance that involves local communities in decision making. This weakens respect for PA rules and undermines their sustainable development objectives. We will scale up an innovative pilot Community Management Agreement (CMA) to two more Malagasy PAs and evaluate the CMA approach through a Before-After-Control-Intervention design. We will also translate this learning into toolkits and training resources for all Malagasy PAs.

Section 3 - Dates & Budget Summary

Q7. Country(ies)

Which eligible country(ies) will your project be working in?

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

Do you require more fields?

☒ No

Q8. Project dates

Start date:	End date:	Duration (e.g. 1 year, 8 months):
01 April 2025	31 March 2027	2 years

Q9. Budget Summary

Darwin Initiative Funding Request	2025/26	2026/27	Total request
(1 Apr - 31 Mar) £	£120,098.00	£79,900.00	199,998.00

Q10. Do you have proposed matched funding arrangements?

☒ Yes

Please ensure you clearly outline your matched funding arrangement in the budget.

Q11. If you have a significant amount of unconfirmed matched funding, please clarify how you will fund the project if you don't manage to secure this?

All matched funding is confirmed.

Q12. Have you received, applied for, or plan to apply for any other UK Government funding for your proposed project or a similar project?

☒ Yes

Please give details.

If you have received, applied for or plan to apply with similar projects, explain how your activities are distinct and complementary.

We have not applied for or received any other funding for this specific project. However, this project builds on, but is distinct from, our Darwin Capability and Capacity grant which ended on 31st March 2024, and we have succeeded in securing additional interim funding from the International Science

Partnership Fund (August 2024-March 2025) to continue the work of establishing the CMA in our first pilot site (Itremo) and conduct a pilot evaluation in that site (the ISPF is funding the near-baseline surveys in October 2024 prior to negotiation of the CMA).

The current application is distinct, and will not overlap either in time or proposed activities, with either of the above mentioned projects. It will allow us to finish establishing the CMA in the pilot site, and conduct a 2nd evaluation survey, as well as expanding the CMA approach and evaluation to new PAs, and developing it for MPAs.

Section 4 - Darwin Objectives and Conventions

Q13. Problem the project is trying to address

Please describe the problem your project is trying to address in terms of biodiversity and its relationship with multi-dimensional poverty.

The project aims to address the intertwined challenges of biodiversity loss and multi-dimensional poverty in Madagascar, particularly in rural communities surrounding Protected Areas (PAs). Madagascar is a global biodiversity hotspot, yet despite the tripling of its PA network since 2003 (Gardner et al. 2018), significant habitat loss and degradation continue, even within protected areas. The root causes of biodiversity loss include deforestation, unsustainable natural resource extraction, and agricultural expansion, driven largely by extreme poverty. Communities around PAs remain heavily reliant on natural resources for their livelihoods, which increases pressure on ecosystems that are critical for conservation. At the same time, these communities face deep multi-dimensional poverty. Conservation efforts, while essential for biodiversity, often impose short- and medium-term costs on these communities, limiting their access to natural resources, such as forests for fuelwood or land for agriculture. As a result, many communities feel excluded from PA governance and perceive conservation restrictions as external impositions that exacerbate their poverty, leading to low levels of support for PA rules and weak compliance. Our previous work illustrates this starkly, e.g. "we local people feel like we've been used...we feel we've been turned into beggars".

This discontent is further fueled by the lack of effective co-management systems that would allow local people to participate in decision-making processes and share in the benefits of conservation. To address these issues, most new PAs created since 2003 are designated as co-managed PAs, and since 2015 all PAs have been legally required to sign an agreement with local communities (as a whole, rather than village associations). However, a lack of clear guidance on these agreements backed up by evidence of successful implementation has prevented any PAs from doing so.

The project therefore seeks to tackle these interrelated issues by developing and scaling up a novel Community Management Agreement (CMA) model that directly involves local communities in the governance of PAs. The CMA aims to clarify the rights and responsibilities of both parties, fostering better understanding and cooperation and creating mechanisms for conflict resolution. By improving trust in, and legitimacy of, PA management, the CMA has potential to help address the underlying drivers of biodiversity loss.

The need for this project was identified through our previous work with PA managers (Darwin Capability and Capacity DARCC016), during which we found that many of the challenges they faced stemmed from misunderstandings about the rights and obligations of PA managers and communities, leading to considerable misunderstandings and poor trust in PA governance. Based on this, we have been developing a pilot CMA project in Itremo PA, in partnership with the Royal Botanic Gardens, Kew and the local communities. However, in order to develop the pilot, prove it can be scaled up to other PAs, properly evaluate the CMA implementation, disseminate the results and produce a toolkit for other PAs, this Innovation grant will be essential. The legal requirement for a CMA creates an opportunity for this work to have considerable influence, but this scaling up requires proper testing and rigorous evidence.

Q14. Biodiversity Conventions, Treaties and Agreements

Q14a. 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)
- ☒ Global Goals for Sustainable Development (SDGs)

Q14b. National and International Policy Alignment

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

This project builds on a 5-year process of engaging with Madagascar's Ministry of Environment, during their reform of the Environmental and Social Management Framework for Malagasy Protected Areas (supported in part by our recently completed Darwin C&C grant). A key element of this framework is the CMA, which since 2015 has been required by law but yet to be implemented anywhere. Implementation has been hampered by the lack of a proven model and practical guidelines. We have worked with the Ministry to develop national guidelines for the CMA, which have been incorporated into the national Environmental and Social Management Framework.

By expanding our pilot CMA to two other PAs, and carrying out a rigorous evaluation of the CMA, this project will feed into national policy on PA governance and managing community issues around PAs. Because National Policy requires the PA managers to sign a CMA, many are looking for a workable model, and this project therefore has great potential to influence the roll out across all Malagasy PAs.

More broadly, improving the social performance of Madagascar's PAs is an important part of achieving its commitments to international agreements through the equitable and effective management of PAs (CBD, NDC etc). For example, the CBD requires PAs to be equitably managed, and to abide by standards of inclusion of Indigenous People and Local Communities in PA management. Madagascar's NDC is predicated on arresting habitat loss, and indeed achieving restoration, in PAs.

Section 5 - Method, Innovation, Capability & Capacity

Q15. Methodology

Describe the methods and approach you will use to achieve your intended 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.).

For three years we have developed a pilot of the legally required, but as yet non-operationalised, Community Management Agreements, working with Kew Madagascar, and local communities, in Itremo Protected Area. We have facilitated mass information events, elections of community representatives, and trained those representatives and PA staff. We have also conducted a baseline survey of attitudes to PA governance and evaluations of the trainings. This work has demonstrated a demand among both PA managers and communities for CMAs to mediate and resolve numerous management challenges. However, the CMA remains unproven, as no PA has completed the process of negotiating a CMA: our pilot in Itremo is the first of its kind in Madagascar. We need to evaluate whether the CMA is successful in improving PA governance, increasing perceived legitimacy

and fairness of PA rules, and local support for them. Rigorous evaluation during this project will inform the scaling up of the CMA approach across all PAs in Madagascar (as required by law). Therefore, we will complete the Itremo pilot and evaluation (Before-After design) and implement a 2nd stage pilot of the CMA process in two further PAs (Before-After-Control-Intervention), informed by our experiences in Itremo.

Main activities

A1 1st stage CMA pilot in Itremo.

Building on our preparatory work, we will facilitate the negotiation and signing of the first pilot CMA.

A2. 2nd stage pilot in two other PAs.

We have secured support in principle (see LOSs) from 3 further PA management organisations for including their sites in the next phase. By the end of April 25 we will identify the two most suitable sites for a 2nd stage pilot of the CMA, considering community willingness and suitability of control sites. CMA implementation will include: mass information campaigns, election and training of community representatives, facilitation of negotiation, agreement signing.

A3. CMA evaluation.

Evaluate CMA implementation, through baseline and endline surveys and interviews with PA managers, community representatives and a representative sample of residents, in two intervention PAs, plus two control PAs. We will also complete endline surveys in Itremo PA to evaluate the 1st stage pilot (Before-After design).

A4. Dissemination.

We will disseminate the learning through two short films, a 'toolkit' of materials for PA stakeholders to implement the CMA in their areas, as well as policy briefs, journal articles and a presentation at an international conference.

Project management and roles

Project management: HMR, (who successfully project managed the preceding Darwin C&C grant, which built her capacity), advised by OSR and NH. SAR will lead on M&E design and implementation, supported by LR, and advised by OSR, NH and AR. MR, HMR, LA will conduct trainings and facilitate negotiation, supported by the rest of the project team.

Q16. Innovation

Please specifically outline how your approach or project is innovative.

Is it the application of a proven approach in a distinctly different geography/issue/stakeholder (novel to the area), or in a different sector (novel to the sector), or an unproven approach in any sector (novel to the world)?

The term "Community Management Agreement" has a variety of meanings internationally. In many cases, it means a contract (often following a standard form) between a community association and the state, to delegate or devolve management of resources to that association, e.g. Participatory Forest Management, or Community Conservation. In Madagascar, the CMA (as defined in the 2015 PA code) is a legally binding contract between the PA manager (with delegated powers from the state) and the whole community ("fokonolona"). Our pilot work shows this has promise but requires considerable capacity building on both sides, and to be meaningful requires an extended period of facilitated negotiation between them, and careful design with robust safeguards to ensure inclusion of all groups within the community. The CMA has been required by the Protected Area Code since 2015, but has yet to be implemented and is therefore a novel approach for Madagascar. To our knowledge, such agreements remain rare internationally. Nevertheless, we are aware of examples internationally, from which we have drawn inspiration, and which share some features of the CMA, while differing in others. For

example, South African Contractual Parks have been negotiated between the state and communities, but in this case communities own the land concerned, whereas in Madagascar most of the PA remains state property. We are also proposing to conduct a rigorous evaluation of the CMA in two PAs (building on lessons learned from the 1st stage pilot and evaluation) using a Before-After-Control-Intervention design. Such evaluations are very rare in conservation.

Q17. Capability and Capacity

How will the project support the strengthening of capability and capacity of identified local and national partners, and stakeholders during its lifetime at organisational or individual levels? Please provide details of what form this will take, who will benefit (noting any Gender Equality and Social Inclusion (GESI) considerations), and the post-project value to the country.

The project will improve the capacity of communities around three PAs (Itremo plus two intervention PAs) to take a much greater role in decision-making, from which they have been historically excluded. In particular, we will provide in-depth training to around 80 community representatives. Although these representatives must be elected by communities, in our pilot we have been successful in ensuring representation of women (through women-only positions), and consideration of other marginalised groups, during the process of election, and we will further develop these safeguards based on the experience in the pilot.

The project will also strengthen the capacity of protected area management staff at all levels in the partner organisations, to engage in the CMA process and work with communities to handle grievances. We will provide bespoke training to PA management staff to help them prepare for the CMA process (building on the trainings developed during our Capability and Capacity grant).

Beyond the PA management organisations directly concerned, we will share learning with all interested stakeholders in Madagascar through the production of two short films, a “toolkit” of materials, as well as best practice and policy briefs, and a national workshop.

Within the project, all staff are Malagasy except NH (all but one based in Madagascar), so expertise developed through the project will be retained in country. 4 of the 5 key staff in the lead organisation are female. In particular, SAR will further develop her capacity through a fellowship completing a Masters by Research with Bangor during the project, during which she will learn research and analysis skills during a 4 month stay at Bangor, and then analyse the evaluation data for her thesis.

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

No Response

Section 6 - GESI, Awareness, Change Expected & Exit Strategy

Q18. Gender Equality and Social Inclusion (GESI)

All applicants must consider whether and how their project will contribute to promoting equality between persons of different gender and social characteristics. Please include reference to the GESI context in which your project seeks to work. Explain your understanding of how individuals may be disadvantaged or excluded from equal participation within the context of your project, and how you seek to address this. You should consider how your project will proactively contribute to ensuring individuals achieve equitable outcomes and how you will ensure meaningful participation for all those engaged.

Local people have been excluded from decision-making about protected areas which affect their livelihoods. The central objective of this project is to include them in PA governance through a process of negotiating a Community Management Agreement. However, local communities are not homogenous, and certain groups

within them will often come to dominate interactions with the PA. Ensuring the inclusion of marginalised groups, while respecting local formal and informal institutions is not simple. However, during our pilot work in Itremo we paid close attention to inclusion, and, for example, ensured that at least one woman was elected (out of 3 places) from each Fokontany (village cluster), while still ensuring we had a voting system that people understood and trusted. By careful facilitation, we also ensured that other often marginalised groups, including youth, those living remotely, and those particularly dependent on natural resources, are well represented, and able to speak, in community meetings and trainings. We will apply these lessons to the design of the next phase. It is also important that a representative sample of local people are heard in evaluations of the CMA, including those involved in the process and those who have not participated. For the standardised surveys, we will employ random sampling stratified using locally important criteria, to ensure that we are able to assess the CMA's impact (or lack of impact) on the community as a whole. We will also seek out Key Informant Interviews with key stakeholders who have not engaged with the protected area or the CMA, to ensure triangulation. Within the project team, 5 out of 9 staff are female (including 3 of 4 contributing 30% FTE or more).

Q19. Change expected

Detail the expected changes and benefits to both biodiversity and multi-dimensional poverty reduction, and links between them, that this work will deliver. You should identify what will change and who exactly will benefit a) in the short-term (i.e. during the lifetime of the project) and b) in the long-term (after the project has ended).

SHORT-TERM

At least 30 Fokontany from across three PAs are able to negotiate and participate fully and equitably in all of the PA's activities and decision-making where applicable

At least three CMA are established or the process of establishing the CMA is ongoing

Local perceptions of, and support for, their PAs are starting to improve as a result of the CMA process.

A robust BACI evaluation of the CMA in two different PA contexts is produced and disseminated.

PA managers in Madagascar will be equipped with technical guidelines and toolkits, case studies, and financial and technical requirements and cost estimates from this project's pilot sites to inform their own CMA process

Around 30 PA-managing organisations will have enhanced capacity to establish a CMA using the produced toolkit, which will influence the creation of a CMA for most of the PAs in Madagascar

Experiences on inclusive governance for PA and other effective area-based conservation measures are shared internationally to inform countries' and organisations' strategies and activities

MEDIUM-TERM:

Local communities acquired capacity to be full decision-makers in the management of PAs which will help in future negotiations of new or updated zoning delimitations and/or associated restrictions and rights

Extremely poor local people around all PAs in Madagascar will benefit from more suitable compensatory development interventions informed by their own perspectives and that they have negotiated themselves, leading to more equitable and inclusive PA management that would result in a more efficient and just biodiversity conservation and poverty reduction

Effective social safeguards are implemented in Madagascar's PAs

Local communities' land rights are more secure

Infringements of conservation restrictions and pressure-generating activities decrease

More effective collaboration between local communities and PA managers in PA management and monitoring and evaluation of the CMA

The Ministry of Environment and PA managing organisations are better equipped to adopt FPIC-compliant approaches to PA creation and co-management

LONG-TERM :

More inclusive PA governance is in place, taking into account the voices, priorities and needs of local communities and allowing them to participate

Habitat loss and degradation is reversed, and Madagascar will make significant progress in meeting its national

commitments and contribute to international advancement towards GBF Targets 1, 3, 20, 21 and 22
The international community will benefit from more effective and resilient mechanisms to conserve global public goods including biodiversity and carbon sequestration
A more equitable conservation with positive social impact which improves well-being and biodiversity conservation in Madagascar PAs

Q20. Pathway to change

Please outline your project's expected pathway to change. This should be an overview of the overall project logic and outline why and how you expect your Outputs to contribute towards your overall Outcome and, in the longer term, your expected Impact.

The fundamental assumption of this project is that true, inclusive co-management, based on a freely negotiated Community Management Agreement (on FPIC principles), will improve mutual comprehension and trust. Rights and responsibilities of both parties will be clearer. In turn, these agreements will lead to more equitable conservation (because conservation restrictions are better adapted to local livelihoods and compensated for) and more effective and resilient conservation (because conservation rules are better supported by local people). If the early stages of this transformation this can be rigorously demonstrated by implementing and evaluating the CMA in three PAs (two with controls), and lessons be learned and disseminated, and toolkits provided, this will encourage more PA management organisations to adopt and adapt the CMA across different PA contexts in Madagascar. Eventually, better co-management, more equitable and effective conservation, will lead to inclusion of marginalised people, reduced rural poverty, and conserved or restored biodiversity.

Q21. Sustainable benefits and scaling potential

Q21a. How will the project reach a point where benefits can be sustained post-funding? How will the required knowledge and skills remain available to sustain the benefits? How will you ensure your data and evidence will be accessible to others?

Within the three focal PAs, the CMA will provide a framework for resolving problems, and ultimately for reviewing and renegotiating the CMA on a five-yearly basis. By training significant numbers of community representatives, and accompanying them through the negotiation process, this will build a body of knowledge and experience that outlasts the project.

Beyond these three PAs, the various project outputs will be widely disseminated through existing networks of PA management organisations, assisting other organisations to embark on the process of improving their co-management and PA governance beyond the life of the project.

On the project staff, all except NH are Malagasy nationals, and are committed to careers in conservation and natural resources management (while NH has worked with Madagascar colleagues and institutions for 20+ years). Therefore the tacit learning acquired through this project will remain in Madagascar, and accessible to future users.

Q21b. If your approach works, what potential is there for scaling the approach further? Refer to Scalable Approaches (Landscape, Replication, System Change, Capacitation) in the guidance. What might prevent scaling, and how could this be addressed?

If the CMA is demonstrated to work, there is potential to replicate it across all 126 PAs in Madagascar (the legal framework/requirement is already in the 2015 PA Code), and there is demand from PA management organisations for a workable model for the CMA and co-management.

Because we will build the capacity of PA management staff in our partners (who each manage multiple PAs in Madagascar) upscaling is likely to start with them. However, by capturing learning in a toolkit, short films and technical reports that will be disseminated among PAs management bodies, further organisations can benefit.

Even if successful, there are a few obstacles to scaling this approach across all 126 PAs in Madagascar, which are likely to require further work beyond the scope of this project. Scaling to much larger PAs and those of higher IUCN categories, is likely to require modifications to the CMA process.

Section 7 - Risk Management

Q22. Risk Management

Please outline the 7 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, two Safeguarding, and one Delivery Chain Risk.

Risk Description	Impact	Prob.	Gross Risk	Mitigation	Residual Risk
Fiduciary (financial): funds not used for intended purposes or not accounted for (fraud, corruption, mishandling or misappropriated). The public sector in Madagascar showed a high risk of corruption as it ranks 74 points / 100 by Corruption perceptions Index	Moderate	Possible	Major	Funds will be managed by the 2 partners LRA-ESSA and Bangor University with extensive experience of complying with UK government auditing requirements following several previous projects. Project management will employ both internal and external auditors to minimise the risk of fraud and and allow early detection of irregularities.	Minor
Safeguarding: risk of sexual exploitation abuse and harassment (SEAH), or unintended harm to beneficiaries, the public, implementing partners, and staff. Appropriate procedures are not applied to safeguard against any forms of abuse or harm for the project team, partners, training participants, or local communities.	Severe	Rare	Major	ESSA's and Bangor University's safeguarding policies apply to the project team and govern the design and implementation of the project. We have also trained the team in what is appropriate behaviour in the workplace or in rural villages and will incorporate ethics and safeguarding into all trainings.	minor

Safeguarding: risks to health, safety and security (HSS) of beneficiaries, the public. Implementing partners, and staff. Staff, participants or the public are exposed to elevated risks to health, safety and security as a result of the project.	Severe	Possible	Major	ESSA and Bangor have well-developed risk assessment and management policies, which we will apply to project activities posing an elevated level of risk. Senior project staff all have decades of experience of this type of work in rural Madagascar.	Moderate
Delivery Chain: the overall risk associated with your delivery model. Long delays in the CMA negotiation process due to the two parties having too large differences, meaning that the workplan cannot be completed within the timeline of the project. Because it is fully participatory, and relies on the involvement of many stakeholders, the CMA is an inherently unpredictable process.	Severe	Possible	Major	We cannot guarantee successful conclusion of the negotiations and as an innovative project trying something new, we cannot easily estimate the probability of this occurring. However, we have contingency plans to ensure we still achieve and disseminate high quality learning from the process, regardless of its conclusions.	Moderate
Risk 5 Socio-political unrest in Madagascar affects the project and partners, especially the delivery of activities, the implication of the Ministry and the willingness of donors as well as the discontinuation of funding	Moderate	Possible	Moderate	As the lead partner is based in Madagascar, activities can be adapted more easily to disturbances. Main activities are not dependent on the Ministry, but disruptions to the government could affect scaling up post-project.	Minor
Risk 6 Cooperation from PA manager or communities ceases, preventing continuation of the CMA process.	Moderate	Possible	Moderate	The PA management organisations have signalled strong support for this work, and this will be re-verified prior to starting work, and a convention signed. Community cooperation is less easy to ensure, but we have considerable experience (especially LA) in this form of work.	Minor

Risk 7

Change in leadership in the Ministry of the Environment after election, slowing down tools’ endorsement and official validation.	Moderate	Possible	Moderate	The establishment of a restricted national CMA committee, comprising 4 civil service representatives from the Ministry, will facilitate endorsement and dissemination of the tools produced as the content complies with the committee’s recommendations. Later on, the Ministry can run a legality audit and official validation after revisions made, if any.	Minor
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Q23. Project sensitivities

Please indicate whether there are sensitivities associated with this project that need to be considered if details are published (detailed species location data that would increase threats, political sensitivities, prosecutions for illegal activities, security of staff etc.).

☒ No

Section 8 - Workplan

Q24. Workplan

Provide a project workplan that shows the key milestones in project activities.

-  [bcf-workplan-template-2024-25-final LRA](#)
-  21/10/2024
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-  docx 24.92 KB

Section 9 - Monitoring and Evaluation

Q25. Monitoring and evaluation (M&E)

Describe how the performance of the project will be monitored and evaluated, making reference to who is responsible for the project’s M&E. How will the project robustly evaluate the innovation to support its future application?

M&E is a central feature of this project (hence accounts for at least a quarter of our budget) as one of our key aims is to rigorously evaluate the impact of CMAs on PA governance, and indicators of equity and effectiveness. Therefore the project includes a plan for a Before-After-Control-Intervention evaluation of the CMA process in two PAs. This will involve:

a) standardised surveys before CMA implementation and 6-9 months after the CMA is signed, with a representative sample of local residents, including perceptions of PA governance (fairness, legitimacy of rules, support for conservation, participation in decision making). These will also be conducted in two control PAs selected to match as closely as possible the characteristics of the intervention PAs. Endline surveys will be

conducted with the same individuals, to increase our ability to detect changes

b) key informant interviews with PA staff, community representatives and other key stakeholders (again before, during and after, and in control sites)

c) pre- and post- training questionnaires with community representatives

d) data on infractions in the PA (starting from before CMA is implemented). In principle remote sensed data could also be used to assess fire and habitat clearance data but as that is outside the expertise of this project team we will look to collaborate with others who have that expertise.

We will also complete a Before-After evaluation in Itremo which will act as a pilot for the BACI evaluation described above (baseline surveys for this Before-After evaluation are underway at the time of writing).

Limitations of the M&E

Timescale: the ‘endline’ surveys will be conducted around 6-9 months after the signing of the CMA, and will only be able to pick up short-term impacts of the CMA within the lifetime of this 2 year project, whereas we hope that a functioning CMA will have long term impacts. However, data will be archived carefully and we will seek funding for a second endline survey.

Co-production vs independence: The evaluations will be co-produced by our team, PA managers and the communities concerned - all of whom are involved to some degree in the CMA process. This has advantages in terms of ensuring lessons learned from the evaluations are speedily incorporated into practice, but also poses certain challenges. We will balance co-production and independence through:

- a) in each PA, staff involved in training and facilitation of negotiations will not be directly involved in data collection.
- b) OSR and AR will provide independent advice to the evaluation but won't be directly involved in the CMA process (see ethics for more details).
- c) data will be anonymised before analysis, and only outputs from analyses (not raw or even anonymised data) will be shared with PA Managers or communities.

HMR, assisted by LR, will assure M&E of other project outputs and activities beyond the evaluations described above.

Total project budget for M&E (£)	
(this may include Staff and Travel and Subsistence Costs)	
Total project budget for M&E (%)	
(this may include Staff and Travel and Subsistence Costs)	
Number of days planned for M&E	

Section 10 - Logical Framework & Standard Indicators

Q26a. Logical Framework (logframe)

Darwin Initiative projects will be required to monitor and report against their progress towards their Outputs and Outcome. This section sets out the expected Outputs and Outcome of your project, how you expect to measure progress against these and how we can verify this.

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late-apr24 LRAFinal](#)
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Impact:

Malagasy Protected Areas achieve inclusive co-management through equitably negotiated Community Management Agreements that improve equity of, trust in, perceptions of and support for conservation measures, increasing conservation effectiveness.

Outcome:

Stakeholders (Local communities & management organisations) are enabled to implement and enforce inclusive PA governance, and deliver equitable conservation through the establishment of the Community Management Agreement.

Project Outputs

Output 1:

Community Management Agreement negotiated and signed in Itremo (training has already been completed) leading to improved perceptions of PA governance
(NB for brevity “perceptions of PA governance” is used as a catch all term for multiple measures of CMA impacts we are interested in).

Output 2:

CMA signed in 2 other PAs, leading to improved perceptions of PA governance

Output 3:

Rigorous BACI evaluation of the CMA in 2 PAs (and Before-After evaluation in Itremo).

Output 4:

Toolkit of dissemination products produced and disseminated to wider stakeholders

Output 5:

No Response

Do you require more Output fields?

It is advised to have less than 6 Outputs since this level of detail can be provided at the activity level.

☒ No

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 negotiation sessions for CMA in Itremo
- 1.2 Hold signing event with all relevant stakeholders.

- 2.1 Complete site selection for 2x intervention PAs and 2x control PAs
- 2.2 Hold mass community information events and elections of representatives in intervention PAs

- 2.3 Hold trainings for community representatives and PA management staff in intervention PAs
- 2.4 Facilitate negotiation process in Intervention PAs, until agreement reached (includes community meetings led by community representatives)
- 2.5 Hold signing events with all relevant stakeholders
- 3.1 Conduct baseline data collection in intervention and control PAs
- 3.2 Analyse baseline data
- 3.3 Conduct endline data collection in Itremo
- 3.4 Conduct endline data collection in 2x intervention and 2x control PAs
- 3.5 Complete analyses and evaluation report (including SAR fellowship visit to Bangor for training)
- 4.1 Produce two short films explaining the CMA process
- 4.2 Produce revised poster for use in community meetings by other PAs
- 4.3 Produce technical evaluation report and non-technical summary
- 4.4 Produce toolkit of materials (based on those developed in the first 3 CMAs) for use by other PAs.
- 4.5 Hold national workshop to launch dissemination products
- 4.6 present results at international conference (TBC).

Q26b. Standard Indicators

Standard Indicator Ref & Wording	Project Output or Outcome this links to	Target number by project end	Provide disaggregated targets here
e.g. DI-A01: Number of people in eligible countries who have completed structured and relevant training	e.g. Output indicator 3.4 / Output 3	e.g. 60	e.g. 30 non-indigenous women; 30 non-indigenous men
DI-A01: Number of people in eligible countries who have completed structured and relevant training	Output 2 / Indicator 2.4	80	At least 1/3 female, all IPLC
DI-A02: Number of people in eligible countries who have completed secondments or placements	Output 3 / Indicator 3.3	1	NB SAR will do training in Bangor
DI-A03: Number of local or national organisations with enhanced capability and capacity	Outputs 1 & 2 / indicators 1.1, 2.5	3	N/A
DI-A04: Number of people reporting that they are applying new capabilities 6+ months after training	Outputs 1 & 2 (indicators 1.3, 2.4, 2.7)	80	At least 1/3 female, all IPLC

DI-B03: Number of new or improved community management plans available and endorsed	Outputs 1 & 2 (indicators 1.2, 2.6)	3	N/A
DI-B05: Number of people with increased participation in governance	Outputs 1 & 2 (indicators 1.3, 2.7)	80	At least 1/3 female, all IPLC
DI-C01: Number of best practice guides and knowledge products published and endorsed	Output 4	5	N/A
DI-C10: Number of decision-makers attending briefing events	Output 4	40	At least 1/3 female.
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response
No Response	No Response	No Response	No Response

If you cannot identify three Standard Indicators you can report against, please justify this here.

No Response

Section 11 - Budget and Funding

Q27. 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.

 [BCF Budget over 100k MASTER 25.07.24 locked LRAFinal](#)
 21/10/2024
 18:29:00
 xlsx 84.6 KB

Q28. Alignment with other funding and activities

This question aims to help us understand how familiar you are with other work in the geographic/thematic area, and how this proposed project will build on or align with this to avoid any risks of duplicating or conflicting activities.

Q28a. Is this new work or does it build on existing/past activities (delivered by anyone and funded through any source)?

☒ Development of existing/past activities

Please give details.

This project builds on the following, given growing demand from partners (see LOSs)

ISPF-funded (closing end March 2025) Enabling equitable co-management for more effective conservation). Funding the baseline surveys and intensive training for community representatives.

Darwin Initiative-funded "Strengthening managers' and local communities' capacity for more resilient conservation" (closed end Mar 2024): focused on the establishment of socioeconomic evidence for effective conservation, reform of national policies and CMA pilot trainings.

Forest4Climate&People funded by FCDO through the CLARE program (closed end Jan 2022): this project focussed on identifying tenure issues associated with forest conservation and restoration and working closely with government and NGO stakeholders to integrate this knowledge into policy and practice.

FAPBM-funded "Appui au Projet de Réforme du Cadre de Gestion Environnementale et Sociale des Aires Protégées de Madagascar" (closed end Jan 2022) Extended the review of PA safeguards to all Malagasy PAs, highlighting the need for CMA implementation and continued supporting the Ministry's reform process.

GCRF-funded "Reconciling Madagascar's New Protected Areas with poverty alleviation: good practices and novel approaches" closed end Dec 2020. This project reviewed social safeguard documentation across 46 Malagasy PAs, co-organised a national workshop with the Ministry of Environment and assisted the Ministry's reform process.

Q28b. Are you aware of any current or future plans for work in the geographic/thematic area to the proposed project?

☒ Yes

Please give details explaining similarities and differences, and explaining how your work will be additional, avoiding duplicating and conflicting activities and what attempts have been/will be made to co-operate with and share lessons learnt for mutual benefit.

We are not aware of any directly similar plans to our work. However, there is currently a growing interest in setting up conservation projects run by local communities and indigenous peoples. International congresses will be held to effectively define the processes to be followed so that local communities can become full stakeholders in conservation decision-making.

One such event called "EVENT — Indigenous Peoples and Local Communities to Host Africa's First-Ever Community-led Conservation Congress was initiated last year in Namibia.

Our project will therefore be very complementary to this African initiative which will shape future investment for conservation by developing NGOs and communities' capacity to engage with co-management of conservation, and helping to develop national, donor and NGO capacity to ensure conservation is implemented equitably.

Q29. 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). Why is it the best feasible project for the amount of money to be spent? Please make sure you read the guidance documents, before answering this question.

This project offers excellent value for money for many reasons. First, it mobilises national researchers, making up 8/9 of the entire team.

Investing in these national experts will empower and strengthen the reputation of Malagasy organisations and researchers, contribute to the decolonization of conservation, development and research. It will support national initiatives, which is essential with the rapid extension of marine protected areas and the efforts to improve

efficiency and equitability protected areas in Madagascar, but will also be replicable elsewhere for the improvement of tools for protected area conservation throughout Africa through the Natural Justice network. As well as working in specific sites, we will produce tools for equitable and effective PA governance and co-management which will be available for use throughout Madagascar, enhancing value for money. We will do this in order to and while respecting the rights of local communities, including the most vulnerable, such as women and minorities. We (us and our partners) have committed to establishing a steering committee made up of all partners, meeting monthly to ensure ownership of the project and all of its outputs by the wider protected area community, facilitating upscaling.

Q30. 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.

N/A

Section 12 - Safeguarding & Ethics

Q31. Safeguarding

All projects funded under the Biodiversity Challenge Funds must ensure proactive action is taken to promote the welfare and protect all individuals involved in the project (staff, implementing partners, the public and beneficiaries) from harm. In order to provide assurance of this, projects are required to have specific procedures and policies in operation.

Please outline how your project will ensure:

- (a) beneficiaries, the public, implementing partners, and staff are made aware of your safeguarding commitment and how they can confidentially raise a concern,**
- (b) safeguarding issues are investigated, recorded and what disciplinary procedures are in place when allegations and complaints are upheld,**
- (c) you will ensure project partners also meet these standards and policies.**

Indicate which minimum standard protocol your project follows and how you meet those minimum standards, i.e. CAPSEAH, CHS, IASC MOS-PSEA. If your approach is currently limited or in the early stages of development, please clearly set out your plans to address this.

We are committed to upholding the privacy, dignity, and integrity of everyone involved in this project, ensuring the safety and well-being of participants in all activities, including surveys, training sessions, and other engagements. At each activity, we will consistently share information about our safeguarding policies, reinforcing these principles through team and partner meetings, and community gatherings.

Recognizing the potential power imbalances between local communities participating in the CGC negotiation processes and the PA management NGOs, we take extra care to ensure that the training for local community representatives is positive and empowering. This approach aims to create an inclusive environment where local voices are heard and respected.

To further support this, we will encourage the establishment of complaints management mechanisms within our partners' protected areas, allowing for effective grievance handling. All individuals involved in the project—including partners and workshop participants—will be required to sign or verbally agree to our code of conduct, which outlines unacceptable behaviours and provides clear guidance on how to confidentially raise concerns or complaints, as well as the steps involved in their resolution.

Our project will designate a focal point responsible for recording, investigating, and ensuring appropriate outcomes for any complaints, while maintaining confidentiality and respecting LRA policies and funder requirements. This approach is designed to safeguard the integrity of the project and ensure its effectiveness in achieving its objectives.

Defra recommend you appoint a safeguarding focal point to ensure the project's PSEAH work is taken forward. This can be a separate member of staff or a current member of staff who spends a proportionate amount of time for safeguarding and PSEAH activities. Please name this individual here - this person should also be included in your overall staff list at Q34 and in your budget.

[REDACTED]

Q32. Ethics

Outline your approach to meeting the key principles of good ethical practice, as outlined in the guidance.

We have long experience of conducting ethical research and practice in Madagascar, in conformity with Malagasy and UK requirements.

We have ethics approval from Bangor for our pilot work in Itremo. ESSA is constituting an Institutional Review Board and future work will be screened by Bangor and ESSA. We will abide by best practices (FPIC, storage of identifying information etc) and have well developed protocols for training staff and conducting these activities in rural Madagascar.

PA management staff and community members will be involved as co-authors on research outputs. There are potential conflicts of interest in co-producing evaluations of the CMA. We will manage this through:

- a) only project staff not directly involved in CMA implementation in each PA will be involved in data collection
- b) data will be anonymised directly after extraction from Kobotool, before sharing with the rest of the project team for analysis
- c) only analyses of anonymised data will be shared with PA management staff and community representatives.
- d) analyses will follow a pre-published plan, to prevent cherry picking of results

All activities will be governed by an agreement signed with the PA managers, and community representatives participating will sign a code of conduct.

Section 13 - British Embassy or High Commission Engagement

Q33. British embassy or high commission engagement

It is important for UK Government representatives to understand if UK funding might be spent in the project country/ies. Please indicate if you have contacted the relevant British embassy or high commission to discuss the project and attach details of any advice you have received from them.

☒ Yes

Please attach evidence of request or advice if received.

 Embassy.

 20/10/2024

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Section 14 - Project Staff

Q34. 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.

Name (First name, surname)	Role	% time on project	1 Page CV or job description attached?
Herimino Manoa Rajaonarivelo (HMR)	Project Leader	50	Checked
O. Sarobidy Rakotonarivo (OSR)	Project Advisor	10	Checked
Neal Hockley (NH)	Project Advisor	10	Checked
Alexandra Rasoamanana (AR)	Project Advisor	10	Checked

Do you require more fields?

☒ Yes

Name (First name, surname)	Role	% time on project	1 Page CV or job description attached?
Sanda Anjara Rakotomalala (SAR)	Research fellow	50	Checked
Mirindra Rakotoarisoa (MR)	Research fellow	50	Checked
Laura Fiandrana Fehizoro Rafanomezantsoa (LR)	Research assistant	80	Checked
Lalaina Andrianavalona (LA)	Facilitator and trainer expert	20	Checked
Mirado Théophile Rakotonirina (MiR)	Accountant assistant	15	Checked
No Response	No Response	No Response	Unchecked
No Response	No Response	No Response	Unchecked
No Response	No Response	No Response	Unchecked

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

 [CV 2024_LRAESSA BANGOR](#)

 21/10/2024

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 pdf 259.92 KB

Have you attached all project staff CVs?

☒ Yes

Section 15 - Project Partners

Q35. Project Partners

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

Lead Organisation name:	Laboratoire des Recherches Appliquées, Forestry and Environment Department, Ecole Supérieure des Sciences Agronomiques (LRA/ ESSA-Forêts), University of Antananarivo
Website address:	https://essaforets.wordpress.com/laboratoires-et-centres/laboratoire-de-recherches-appliquees/
Why is this organisation the Lead Organisation, and what value to they bring to the project? (including roles, responsibilities and capabilities and capacity):	ESSA, Université d'Antananarivo, is the leading higher education and research organisation in Madagascar in the field of natural resource management and rural development. It has a proven track record in research and provides high quality, interdisciplinary education to doctoral level. ESSA researchers have frequently contributed to government policymaking and capacity building for national stakeholders in natural resources management including forest conservation and socioeconomic improvement. ESSA has established a long-term collaboration with Bangor University, since 2003. Additionally, the LRA ESSA-Forêts through the expertise of Dr Sarobidy Rakotonarivo (advisor, 10%), has successfully carried out many policy-changing projects especially, funded from UK funds including Darwin Initiative, UK Government's Foreign, Commonwealth & Development Office and the UK's Department for International Development (DFID). Alexandra Rasoamanana (advisor, 10%) gained as well international expertise on protected area governance during her stay at the university of Gottingen and her experience in biodiversity and conservation issue at international scale such as Congo Basin. Under the advice and guidance of these main advisors, Dr. Manoa Rajaonarivelo (Project Leader, 50%) will ensure and track the project's progress, ensuring rigorous monitoring and evaluation, and assessing policy impact. She will oversee a highly capable team to achieve this goal, including the two research fellow (SAR and MR 50%), research assistant (LR, 80%), logistics assistant (MTR, 15%), and facilitator expert (LA, 20%). This team is well-prepared, drawing on the successful management experience from a previous Darwin-funded project, which underscores their proven capacity to deliver on complex initiatives. The organization's track record and structured coordination will ensure that all aspects of the project will be effectively managed, driving the project towards success.
International/In-country Partner	☒ In-country
Allocated budget (proportion or value):	

Representation on the Project Board (or other management structure)	☒ Yes
Have you included a Letter of Support from the Lead Organisation?	☒ Yes

Do you have partners involved in the project?

☒ Yes

1. Partner Name:	Bangor University
Website address:	https://www.bangor.ac.uk/
What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):	Bangor University has a long history of excellent research and teaching in many areas of natural resource management and we have a vibrant interdisciplinary research theme in conservation and restoration of resilient ecosystems. We are also committed to real-world impact from our research: we are rated the top UK university for impact in Earth Systems and Environmental Sciences. NH has worked with the lead partner for 20+ years and the Project Leader for 5+ years. He has been involved in research and advising decision makers in conservation and community natural resource management in Madagascar for over 20 years and speaks fluent Malagasy and French. He will work closely with the rest of the team, meeting fortnightly and contributing to all project activities. He will travel to Madagascar at least twice during the project for at least three weeks to assist with CMA training and negotiations. He will co-supervise SAR's Master's by Research. Bangor would receive [REDACTED] of the funding, covering NH's time (10%FTE for two years), partial overheads, 2 trips for NH to Madagascar, and 50% fees for SAR's Master's training fellowship. Bangor will contribute [REDACTED] of matched funding in the form of overheads and waived fees.
International/In-country Partner	☒ International
Allocated budget:	[REDACTED]
Representation on the Project Board (or other management structure)	☒ Yes
Have you included a Letter of Support from this partner?	☒ Yes
2. Partner Name:	Kew Madagascar Conservation Centre

Website address:	https://www.kew.org/science/collections-and-resources/research-facilities/kew-madagascar-conservation-centre
What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):	The Kew Madagascar Conservation Centre is an NGO working on plant research and conservation in Madagascar. It is a dependency of the Royal Botanic Gardens, Kew. It is part of "Conservation Science" department and Kew's only establishment outside the United Kingdom. Kew manages Itremo PA, one of our partner PAs during our previous Darwin project MIRARI(2022-2024). The Itremo Massif, hosting fragile ecosystems composed by remnant fragments of humid gallery (502 ha) and Tapia woodland (2373 ha), is part of the new UK-funded Biodiverse Landscapes Fund program in Madagascar aiming to tackle biodiversity loss, combat climate change and improve natural resources management through strengthened local communities. While deforestation is low, mining pressure and seasonal fires are significant threats to both forests and woodland, particularly impacting forest restoration and contributing to CO2 emissions. These human-induced pressures will be reduced through better inclusion of local community in the PA management. The CGC pilot training we ran in Itremo, aiming to support Kew in improving their co-management's efficiency. It needs to be continued by the CGC negotiation with local communities, establishment and implementation. This, in order to draw CGC best practices and technical and policy recommendations from this pilot site.
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:	DURRELL
Website address:	https://www.durrell.org/conservation/places/madagascar/

What value does this Partner bring to the project?
(including roles, responsibilities and capabilities and capacity):

Durrell is dedicated to protecting Madagascar's most vulnerable wildlife while supporting communities that rely on natural resources for their livelihoods. They collaborate with local governments, NGOs, and community partners to conserve key wetland and dry forest ecosystems that provide refuge to endangered native species. As a global organization striving for a sustainable future for both people and nature, Durrell understands that involving local and Indigenous communities—whose daily lives depend on these ecosystems—is critical to successful conservation efforts. Their approach emphasizes the vital link between rural communities and the preservation of surrounding natural habitats. Durrell's extensive experience in co-managing these areas alongside local communities is a significant asset to the project and has the potential to be expanded to other protected areas (PAs). Furthermore, through the establishment and implementation of the CGC—an initiative that concretely applies the principle of Free, Prior, and Informed Consent (FPIC) from local people in PA management while respecting their rights and responsibilities toward natural resources—this expertise can be further developed. This approach will enable fair and effective management across Madagascar, encompassing all types of protected areas.

International/In-country Partner	☒ International
Allocated budget:	
Representation on the Project Board (or other management structure)	☒ No
Have you included a Letter of Support from this partner?	☒ Yes

4. Partner Name:	Blue Ventures
Website address:	https://blueventures.org/fr/o%C3%B9-nous-travaillons/#madagascar

What value does this Partner bring to the project?
(including roles, responsibilities and capabilities and capacity):

Blue ventures is an international network working to restore the fishing activities and restore ocean life at a large scale. They started their activities in Madagascar in 2003 by working to support communities in marine conservation. As of now, they are supporting more than 650 local communities to protect 21,000 km² within 770,000 ocean habitats, to which they provide training, technical assistance, data systems, mentoring and funding.

Within their multiple intervention sites, Blue Ventures are currently co-managing the Velondriake Marine Protected Area (MPA) with local communities. The Velondriake Community Managed Protected Area in southwest Madagascar is the country's oldest Locally Managed Marine Area. Velondriake spans nearly over 1,000 km² of coral reefs, mangroves, lagoons, beaches and sea grass beds, making it one of the largest marine managed areas in Madagascar. Home to around 7,500 semi-nomadic Vezo, Velondriake unites 25 coastal villages in the co-management of local marine resources.

Blue Ventures support to design, adapt, strengthen and support fisheries management and governance at community level. They established an agreement of co-management in the area which they would like to align with the CMA to be able to scale it up across all of their sites.

International/In-country Partner	☒ International
Allocated budget:	
Representation on the Project Board (or other management structure)	☒ No
Have you included a Letter of Support from this partner?	☒ Yes

5. Partner Name:	WCS
Website address:	https://madagascar.wcs.org/

What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):	WCS is committed to ensuring the long-term conservation of Madagascar's unique biodiversity, with a focus on key terrestrial and marine landscapes and seascapes. Their efforts include managing protected areas, empowering local communities to become effective stewards of natural resources, and conducting applied conservation science. WCS's extensive experience in managing a large network of locally managed marine areas and engaging communities is invaluable for refining the CGC as part of the reform of the PA Environmental and Social Management Framework in Madagascar. Their expertise will enhance the adaptability of the CGC tools to various protected area contexts, covering both terrestrial and marine environments. Collaborating with WCS to enhance the equity and effectiveness of protected area management through CGC establishment, particularly given their stewardship of five major wild areas in Madagascar—including Mamabay, a crucial site for the island's unique biodiversity—will significantly strengthen efforts in climate adaptation and mitigation through forest conservation.
International/In-country Partner	☒ International
Allocated budget:	
Representation on the Project Board (or other management structure)	☒ No
Have you included a Letter of Support from this partner?	☒ Yes

6. Partner Name:	<i>No Response</i>
Website address:	<i>No Response</i>
What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):	<i>No Response</i>
International/In-country Partner	☐ International ☐ In-country
Allocated budget:	<i>No Response</i>
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 for all project partners or explain why this has not been included.

 [Final LOS LRA-ESSA Bangor DarwinInnovation](#)

 21/10/2024

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 pdf 2.62 MB

Section 16 - Lead Partner Track Record

Q36. Lead Organisation Capability and Capacity

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

☒ Yes

Please provide details of the most recent awards (up to 6 examples).

Reference No	Project Leader	Title
DARCC016	Sarobidy Rakotonarivo	Strengthening managers’ and local communities’ capacity for more resilient conservation
No Response	No Response	No Response
No Response	No Response	No Response
No Response	No Response	No Response
No Response	No Response	No Response
No Response	No Response	No Response

Have you provided the requested signed audited/independently examined accounts?

☒ Yes

Section 17 - Certification

Q36. Certification

If this section is incomplete the entire application will be rejected.

Please note if you do not upload the relevant materials below your application may be ineligible.

On behalf of the

Company

of

LRA-ESSA Forets

I apply for a grant of

£199,998.00

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, logframe, theory of change, Safeguarding and associated policies, and project workplan.
- 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	Dr Tahiana Ramananantoandro
Position in the organisation	President of the Laboratoire de Recherches Appliquées ("LRA - ESSA-Forêts")
Signature (please upload e-signature)	 Coverletter LRA-ESSA DarwinInnovation  21/10/2024  17:12:20  pdf 252.29 KB
Date	21 October 2024

Please attach the requested signed audited/independently examined accounts.

 LRA Audit 2021  21/10/2024  18:15:28  pdf 8.01 MB	 Explanation - Absence of audit report 2022-2023 LRA  21/10/2024  18:15:27  pdf 114.65 KB
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Please upload the Lead Organisation's Safeguarding Policy, Whistleblowing Policy and Code of Conduct as a PDF. Optionally you can also upload your Health, Safety and/or Security policy or Security Plan here.

 CODE OF CONDUCT LRA  21/10/2024  18:15:43  pdf 204.12 KB	 RISK MANAGEMENT POLICY LRA  21/10/2024  18:11:07  pdf 114.3 KB
 Anti-fraud et Anti-Corruption Policy_Eng  21/10/2024  18:11:07  pdf 254.83 KB	 LRA ESSA Safeguarding.policies revised2024  21/10/2024  18:10:10  pdf 229.74 KB

Section 18 - Submission Checklist

Checklist for submission

I have read the Guidance, including the “Darwin Initiative Guidance”, “Monitoring Evaluation and Learning Guidance”, “Standard Indicator Guidance”, “Risk 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 the budget based on UK government financial years i.e. 1 April – 31 March and in GBP.	Checked
I have checked that the budget is complete, correctly adds up and I have included the correct final total at the start of the application.	Checked
The application has 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
• a cover letter from the Lead Organisation.	Checked
• a completed logframe as a PDF using the template provided.	Checked
• a 1 page Theory of Change as a PDF which includes the key elements listed in the guidance.	Checked
• a budget (which meets the requirements above) using the template provided.	Checked
• a signed copy of the last 2 annual report and accounts for the Lead Organisation (or other financial evidence – see Finance Guidance), or provided an explanation if not	Checked
• a completed workplan as a PDF using the template provided.	Checked
• a copy of the Lead Organisation's Safeguarding Policy, Whistleblowing Policy and Code of Conduct (Question 31).	Checked
• a copy of the Lead Organisation's Health, Safety and/or Security policy or Security Plan (Question 31)	Checked
• 1 page CV or job description for all the Project Staff identified at Question 34, including the Project Leader, or provided an explanation of why not, combined into a single PDF.	Checked
• a letter of support from the Lead Organisation and partner(s) identified at Question 35, or an explanation of why not, as a single PDF.	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
The additional supporting evidence is in line with the requested evidence, amounts to a maximum of 5 sides of A4, and is combined as a single PDF.	Checked
(If copying and pasting into Flexi-Grant) I have checked that all the responses have been successfully copied into the online application form.	Checked
I have checked the Darwin 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

Innovating and Evaluating Community Co-Management of Madagascar's Protected Areas

Project Summary	SMART Indicators (including disaggregated targets)	Means of Verification	Important Assumptions
Impact: Malagasy Protected Areas achieve inclusive co-management through equitably negotiated Community Management Agreements that improve equity of, trust in, perceptions of and support for conservation measures, increasing conservation effectiveness. (Max 30 words)			
Outcome: (Max 30 words) Stakeholders (Local communities & management organisations) are enabled to implement and enforce inclusive PA governance, and deliver equitable conservation through the establishment of the Community Management Agreement.	0.1. Stakeholders knowledge level on CMA establishment process for effective co-management 0.2. Negotiation and establishment of CMA in progress 0.3. Results disseminated to wider stakeholders	0.1.1. Evaluation surveys with all stakeholders, in control and intervention communities before and after CMA process in 3 PAs (disaggregated by gender, role etc) 0.1.2. Pre- and post-training surveys (disaggregated by gender and role). 0.2.1 Minutes and attendance records from each stage of CMA process 0.2.2. draft and final versions of the CMA (final version signed by all stakeholders)	Enough of the local communities in each fokontany concerned by the PA attend mass community training session to be meaningful in the election of their representatives. Communities and PA managers are able to negotiate a mutually satisfactory agreement (see risk register). The PAs managers are aware and convinced of the need to set up co-management and continue to negotiate the CMA until it is implemented.

Innovating and Evaluating Community Co-Management of Madagascar's Protected Areas

		0.3.1 Toolkit, films, and other products produced and disseminated.	The guidelines and materials trainings produced are put into practice by other PAs stakeholders. For long-term changes, adequate funding is available for strengthening the capacity of local communities to establish and to implement the co-management, within protected areas already established and those in the creation process.
Outputs: 1. Community Management Agreement negotiated and signed in Itremo (training has already been completed) leading to improved perceptions of PA governance (NB for brevity “perceptions of PA governance” is used as a catch all term for multiple measures of CMA impacts we are interested in)	1.1 Active involvement in CMA negotiation process between PA managers (local communities and organisation management) 1.2 CMA text agreed and signed 1.3 Perceptions of PA governance improved	1.1.1 Minutes and attendance records from negotiation sessions and community meetings 1.1.2 Draft and final texts of CMA 1.1.3 Evaluation interviews 1.2.1 signed CMA text 1.2.2 Minutes and attendance records from signing event 1.3.1 Evaluation report	As per above

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2. CMA signed in 2 other PAs, leading to improved perceptions of PA governance	2.1 Community information meetings held 2.2 community awareness increased 2.3 Community representatives elected 2.4 Community representatives trained 2.5 Active involvement in CMA negotiation process between PA managers (local communities and organisation management) 2.6 CMA text agreed and signed 2.7 Perceptions of PA governance improved	2.1.1 Minutes and attendance records from negotiation sessions and community meetings 2.2.1 Evaluation surveys (baseline and endline). 2.3.1 Election results, minutes from community elections 2.4.1 attendance records from training courses. 2.4.2 Pre- and post-training surveys of participants 2.5.1 Minutes and attendance records from negotiation sessions and community meetings 2.5.2 Draft CMA texts 2.6.1 Signed CMA text 2.6.2 Minutes and attendance records from signing event 2.7 Evaluation report	As per above
3. Rigorous BACI evaluation of the CMA in 2 PAs (and Before-After evaluation in Itremo).	3.1 Baseline evaluations completed 3.2 Endline evaluations completed 3.3 Evaluation completed 3.4	3.1.1 Baseline data collected and checked . 3.1.2. Baseline field trip report produced. 3.2.1 Endline data collected and checked 3.2.2 Endline field trip report produced 3.3.1 Evaluation report 3.3.2 Non technical briefing 3.3.3 Journal article submitted	Suitable matched control PAs are available for baseline and endline data collection. We can detect impacts of the CMA within the project lifetime (see M&E box).

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4. Toolkit of dissemination products produced and disseminated to wider stakeholders	4.1 Toolkit of materials produced (films, revised poster, technical toolkit)	4.1 Materials produced 4.2. attendance and report from national workshop, at which evaluation results and materials are launched	It will be difficult to measure the impact of these materials during the project lifetime, as they will only be finalised near the end of the project.
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.) 1.1.Facilitate negotiation sessions for CMA in Itremo 1.2 Hold signing event with all relevant stakeholders. 2.1 Complete site selection for 2xintervention PAs and 2x control PAs 2.2 Hold mass community information events and elections of representatives in intervention PAs 2.3 Hold trainings for community representatives and PA management staff in intervention PAs 2.4 Facilitate negotiation process in Intervention PAs, until agreement reached (includes community meetings led by community representatives) 2.5 Hold signing events with all relevant stakeholders 3.1 Conduct baseline data collection in intervention and control PAs 3.2 Analyse baseline data 3.3 Conduct endline data collection in Itremo 3.4 Conduct endline data collection in 2x intervention and 2x control PAs 3.5 Complete analyses and evaluation report (including SAR fellowship visit to Bangor for training) 4.1 Produce two short films explaining the CMA process 4.2 Produce revised poster for use in community meetings by other PAs 4.3 Produce technical evaluation report and non-technical summary 4.4 Produce toolkit of materials (based on those developed in the first 3 CMAs) for use by other PAs. 4.5 Hold national workshop to launch dissemination products 4.6 present results at international conference (TBC).			