



Department
for Environment
Food & Rural Affairs



 **UK International
Development**
Partnership | Progress | Prosperity

Darwin Initiative Capability & Capacity Annual 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: 30th April 2024

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 Partner | Maliasili |
| Project partner(s) | INDRI, GERP Madagascar, Madagasikara Voakajy (MV), Association Tsimoka, Association Famelona, Association Fanamby |
| Darwin Initiative grant value | 200,000 GBP |
| Start/end dates of project | 1 April 2023 - 31 March 2025 |
| Reporting period (e.g. Apr 2023 – Mar 2024) and number (e.g. Annual Report 1, 2, 3) | April 2023 - March 2024, Annual Report 1 |
| Project Leader name | Karine [REDACTED] |
| Project website/blog/social media | Maliasili.org |
| Report author(s) and date | Josia [REDACTED], Karine [REDACTED], Liz [REDACTED] Guadalupe [REDACTED] 30 April 2024 |

1. Project summary

Maliasili is dedicated to empowering high-potential African conservation organisations, enabling them to enhance their effectiveness and achieve more significant conservation outcomes. This project's core objective is to bolster the organisational effectiveness, resilience, and influence of six Malagasy organisations -Fanamby, l'Initiative pour le Développement, la Restauration écologique et l'Innovation (INDRI; Initiative for Development, Ecological Restoration and Innovation), INDRI, Madagasikara Voakajy, GERP Madagascar (Groupe d'étude et de recherche sur les primates de Madagascar; Study and Research Group for Primates of Madagascar), Association Tsimoka and Association Famelona. These organisations work with local communities across multiple geographies in Madagascar, including several protected areas.

Madagascar's exceptional biodiversity, with a large percentage of its plant and animal species found nowhere else on earth. However, this unique biodiversity is under threat from various anthropogenic activities, exacerbated by poverty and weak governance. Local conservation organisations operate in this challenging environment, managing protected areas, supporting agricultural associations, and promoting community-based natural resource management. Despite facing immense pressure, these organisations have made significant strides in conservation efforts and engaging local communities. While international donors and NGOs have supported conservation efforts, there is a need to strengthen local actors to drive sustainable outcomes. Organisations require tailored organisational strengthening support to enhance their effectiveness and sustainability in conserving Madagascar's biodiversity and promoting community development.

Maliasili provides each organisation with intensive Organisational Development (OD) services for 3-4 years, working with them to become high-performing and impactful. Our approach is built upon trusted relationships, and on delivering top quality workshops, one-on-one coaching and advisory services on-site where the partners work (both at their head offices and in their field sites) based on a jointly developed annual Organisational Strengthening Plan (OSP) aimed at achieving specific improvements to their strategy, staffing, board, organisational structure, communications, fundraising, monitoring and evaluation, and overall management and administrative systems.

2. Project stakeholders/ partners

Initially our proposal centred on supporting three organisations (Fanamby, INDRI and Madagascar Voakajy), yet our portfolio is rapidly growing, and a change request enabled us to double the number of beneficiary organisations benefiting from our leadership and OD expertise. The leaders of these additional three organisations (GERP Madagascar, Association Tsimoka, and Association Famelona) had all participated in the Madagascar Environmental Leadership Program (MELP) that Maliasili delivered, which built the trust and vulnerability between leaders that helped them feel comfortable sharing their organisational struggles with each other and learning together. They all work in protected areas management, nature conservation, environmental advocacy and natural resource-based livelihoods among Madagascar's communities. All organisations were initially shortlisted and invited to apply to participate in MELP following a process to screen the most promising local conservation NGOs in Madagascar. After their selection and participation in MELP, they requested further OD support.

We have learnt that we were too conservative and that more can be achieved with this grant than originally anticipated. By expanding the project to include six organisations instead of three, it becomes more cost-effective. Importantly, this change did not impact the project's timeline or its scheduled activities.

3. Project progress

3.1 Progress in carrying out project Activities

Updates on achievements:

1.1 Ten strategic planning workshops (two workshops per organisation) were completed for INDRI, Madagasikara Voakajy, GERP Madagascar, Tsimoka Association, and Famelona Association, resulting into an increased focus and purpose for these organisations,

1.2 Organisational assessments for four organisations were completed (INDRI, Madagasikara Voakajy, GERP Madagascar and Tsimoka Association) resulting in a prioritised set of organisational strengthening needs for 2024.

1.3 We worked with Fanamby and Madagasikara Voakajy to revise their organograms and team structure based on their new strategic plans. Fanamby worked on their organisational annual work planning in line with their new Monitoring and Evaluation Plan. GERP, Tsimoka and Famelona are in the process of reviewing their organisational structures.

1.4 In line with the revision of the organisational structure, the roles and responsibilities of key positions were clarified and revised with Madagasikara Voakajy and Fanamby. This is to build resilient teams with individuals in appropriate roles working together effectively.

1.5 The impact models of five organisations (INDRI, Madagasikara Voakajy, GERP Madagascar, Tsimoka Association, and Famelona Association) were developed and refined during the strategic planning processes. Fanamby has developed its MEL plan and is referring to it for their annual work plan. Madagasikara Voakajy, Tsimoka and GERP will work on their MEL plans in Year 2 of the project.

1.6 Communication strategies for five organisations will be developed in year 2 of the project.

1.7 A suite of new communications products was created for Madagasikara Voakajy, GERP Madagascar, Tsimoka Association, and Famelona Association, including photographs and videos about their work as well as brand guide to establish their visual identity.

1.8 Board governance training is scheduled for Q1 of Year 2.

2.1 Regular mentoring sessions (at least two per organisation per month) were conducted with the leaders of Fanamby, Madagasikara Voakajy, GERP and Tsimoka in response to leadership pressures and needs. This has helped them to refine their organisational structure, define key responsibilities of their team and support the change towards their new structure.

2.2 The leaders of the six Malagasy organisations participated at the [African Community Conservation Leaders Forum](#), organised by Maliasili in Kenya where organisational leaders met in person to learn about ways to increase their agency and resource to steward their natural resources and land. This results in an increased peer learning and exchange facilitated between Malagasy organisational leaders, as well as between Malagasy leaders and organisations in East and Southern Africa.

3.1 Maliasili organised the African Community Forum in September 2023 and an online [Impact Festival](#) in March 2024 in order to foster partnerships, collaborations, and networks, enhancing the influence of local organisations and leveraging resources. Donors and philanthropists participated in these events to interact with partner organisations. Maliasili also produced a report “Rooting for Change” in 2023 to guide towards the strengthening of local, global partnerships in conservation organisations.

3.2 Maliasili - through the Maliasili Conservation Fund - provides flexible, unrestricted funding support to Malagasy partner organisations (INDRI, Madagasikara Voakajy, GERP Madagascar, Tsimoka Association and Fanamby) to increase resources for their work.

3.3 New collaborations facilitated, and participation in strategic events (such as Impact Festival, African Community Conservation Forum), organised to advocate for greater and better funding of local Malagasy organisations.

3.2 Progress towards project Outputs

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

Strategic Planning with MV: Maliasili facilitated strategic planning workshops with Madagasikara Voakajy (MV), resulting in the development of their 5-year strategic plan. An organisational assessment process was also conducted to diagnose MV’s organisational health, with priority areas for strengthening identified. MV has also refined its organisational structure and the roles and responsibilities of key positions.

Clustered Approach to Strategic Planning: In August 2023, Maliasili's Madagascar team implemented a clustered approach to strategic planning involving leaders from GERP, Association Tsimoka, and INDRI. This approach focused on core elements such as the core problem, vision, mission, unique value proposition, organisational values, and theory of change, leading to increased focus and conservation impact. Maliasili pioneered this innovative clustered approach to strategic planning, aiming to optimize cost-effectiveness, expand accessibility to a broader spectrum of organisations, and foster trust and collaboration. This method allows organisations to recognize and leverage their unique qualities, minimize duplication of efforts, and reshape conservation initiatives for a more efficient and impactful conservation community. These strategic plans are now under finalization.

Strategic planning with Famelona: Maliasili facilitated strategic planning workshops with Famelona, resulting in the development of a five-year mission, theory of change, goals, and objectives.

Monitoring, Evaluation, and Learning Plan development with Fanamby in alignment with their Strategic Plan. Additionally, Fanamby has developed its annual work plan in line with the Monitoring and Evaluation Plan. Their Executive Director benefited from advice on creating their Senior Management team and improving communication with donors.

Communication: Four of the organisations received communication products such as photographs, videos and style guide and branding.

Assessment against indicators for Output 1: All six organisations are on track for their organisational development frameworks, including five strategic plans, one Monitoring and Evaluation plan, two organisational structures and one revised organogram, one annual work plan and four communication products.

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

Better leadership skills and guidance through Organisational Strengthening Plans: Maliasili has collaborated with six conservation organisations to develop Organisational Strengthening Plans, which are closely monitored on a quarterly basis. These plans aim to enhance leadership, achieve greater environmental and socio-economic impacts, and improve access to resources.

Assessment against indicators for Output 2: Six organisational development audits were completed in December 2023 to assess the change status of the OD area. The results of these audits were used to draft the Organisational Strengthening Plan for 2024.

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

Groundbreaking African Community Conservation Forum: Maliasili organised a forum in Kenya, uniting 157 African conservation leaders to promote learning, collaboration, and collective action. This event facilitated connections for six Madagascar-based conservation organisations, involving 19 participants, fostering strategic collaborations, networks, and links with donors and international NGOs. Principles were developed covering community rights, conservation, partnership, funding, building strong African CSOs, and commercial partnerships in conservation. These principles form a framework for equitable, impactful, and sustainable partnerships in conservation efforts.

The establishment of organisational principles marks progress towards realising the indicators for Output 3, aiming to amplify the voice and influence of funding practices in biodiversity conservation. This transformation seeks to initiate a shift in the fundraising landscape in Africa and Madagascar, increasing funding for local organisations, particularly Maliasili's partners, and enhancing conservation impact at the grassroots level.

Launch of Maliasili Conservation Fund: As part of this funding landscape change, Maliasili initiated this Fund, with five Malagasy organisations already securing additional funding to address their funding gaps.

Impact Festival: A webinar was organised in March 2024, to showcase the impacts achieved by 13 Maliasili partners, featuring presentations from three of our Malagasy partner organisations (Fanamby, Tsimoka, and GERP). The goal was to highlight the tangible conservation outcomes made possible through their efforts and to engage new potential donors.

Assessment against indicators for output 3: Six organisations contributed to the [development of principles aimed at shaping and influencing the funding landscape in African conservation](#). Additionally, five organisations received support from the Maliasili Conservation Fund to bridge their funding gaps, with amounts ranging from \$20,000 to \$100,000 (6 - 30% of the organisations' annual revenue). Another organisation, Famelona, is currently in the process of securing similar funding.

3.3 Progress towards the project Outcome

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

The Monitoring and Evaluation (M&E) systems, which encompass indicators and targets, have undergone a comprehensive revision at the beginning of the project, to accommodate changes in the number of organisations involved and ensure alignment with our desired outcomes and outputs, as well as the means by which we verify our progress.

Significant progress was made towards enhancing the capacity and impact of six Malagasy conservation organisations through a thought partnership with Maliasili. This progress was assessed from the indicators of success and includes: (i) Development of strategic plans, organisational strengthening plans, and communication products. (ii) Improvement of leadership skills and organisational structures. (iii) Establishment of strategic collaborations and networks through forums and partnerships. (iv) Influence on the funding landscape, leading to increased resources for local conservation organisations. (v) Showcasing tangible conservation outcomes to engage potential donors and stakeholders. Overall, the main outcome is the strengthening of Malagasy conservation organisations, enabling them to gain conservation focus in order to achieve greater impact in biodiversity conservation efforts.

3.4 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. The strategic planning process with them, coupled with work planning and Monitoring and Evaluation planning, highlighted the gains they have made in improving community livelihoods and benefits from natural resources, and in strengthening local-level management of natural resources. Furthermore, the participation of these organisations in the Forum 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 mobilise 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.

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.

3.5 Achievement of positive impact on biodiversity and 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

Strategic pillar of the strategic plans includes component on community livelihood or adding value on endemic species to create a value chain that will improve the economy of local communities or agroforestry dynamic to improve the living conditions of communities surrounding those protected areas. that directly affects human development and wellbeing, thus the poverty reduction. Some examples highlighting concrete outcomes on poverty alleviation are as follows: GERP's initiative on community honey production has significantly boosted community incomes, with earnings climbing from \$900 to \$1500 over the past 3 years. Through Fanamby's innovative approach to vanilla production, local communities have reaped substantial rewards, surpassing \$1 million in revenue. Tsimoka's work with 700 households underscores its commitment to enhancing both incomes and food security through dynamic agroforestry practices.

4. Project support to the Conventions, Treaties or Agreements

During the first year of the project, 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 as highlighted below:
 - 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.

5. Gender Equality and Social Inclusion (GESI)

| | |
|--|--|
| Please quantify the proportion of women on the Project Board ¹ . | 100% of the project implementors 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 and INDRI) have a senior leadership team consisting of 50% women. |

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

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.

6. 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 Maliasili's internal Salesforce programme. 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 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.

Maliasili oversees the M&E process, and results are shared with each partner at the end of the year. Together, they collaborate to draft the next year's organisational Strengthening Plan, ensuring alignment with the organisation's needs and objectives.

7. Lessons learnt

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.

Prior participation of these organisational leaders in the Madagascar Conservation 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. This makes it possible to continue with a clustered approach for the next phase of OD work (e.g. communications, work planning, board training etc. could also be done in parallel/cluster). 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.

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.

8. Actions taken in response to previous reviews (if applicable)

Not applicable.

9. 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.

10. 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 3-4 years.

11. Darwin Initiative identity

- Utilization 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 recognized 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, have previously received grants from the Darwin Initiative.

12. Safeguarding

| | |
|--|---|
| Has your Safeguarding Policy been updated in the past 12 months? | No |
| Have any concerns been reported in the past 12 months | No |
| Does your project have a Safeguarding focal point? | No |
| Has the focal point attended any formal training in the last 12 months? | No |
| What proportion (and number) of project staff have received formal training on Safeguarding? | Past: 0% [and number] Planned: 0% [and number] |
| Has there been any lessons learnt or challenges on Safeguarding in the past 12 months? Please ensure no sensitive data is included within responses. | |
| No. | |
| Please describe any community sensitisation that has taken place over the past 12 months; include topics covered and number of participants. | |
| No. | |
| Have there been any concerns around Health, Safety and Security of your project over the past year? If yes, please outline how this was resolved. | |
| No. | |

13. Project expenditure

Please expand and complete Table 1. If all receipts have not yet been received, please provide indicative figures and clearly mark them as Draft. The Actual claim form will be taken as the final accounting for funds.

Table 1: Project expenditure during the reporting period (1 April 2023 – 31 March 2024)

| Project spend (indicative) since last Annual Report | 2023/24 Grant (£) | 2023/24 Total 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) | | | | |
| TOTAL | £98,457. | £98,735. | | |

Highlight any agreed changes to the budget and **fully** explain any variation in expenditure where this is +/- 10% of the budget. Have these changes been discussed with and approved by Darwin Initiative?

Project mobilised or matched funding during the reporting period (1 April 2023 – 31 March 2024)

| | Secured to date | Expected by end of project | Sources |
|--|-----------------|----------------------------|---------|
| Matched funding leveraged by the partners to deliver the project (£) | N/A | | |
| Total additional finance mobilised for new activities occurring outside of the project, building on evidence, best practices and the project (£) | N/A | | |

14. Other comments on progress not covered elsewhere

Enhancement of the approach has been presented on part 7. and implemented without difficulties.

15. OPTIONAL: Outstanding achievements or progress of your project so far (300-400 words maximum). This section may be used for publicity purposes.

I agree for the Biodiversity Challenge Funds to edit and use the following for various promotional purposes (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 including description, country and credit | Social media accounts and websites to be tagged (leave blank if none) | Consent of subjects received (delete as necessary) |
|-------------------------------------|--|--|---|--|
| Images | GERP photography trip (folder link) | <p>A photography trip was organised for GERP in their Protected Area Maromizaha in October 2023: This is the first of a series of photography trips for local organisations Maliasili supports in Madagascar. This first trip was also the occasion to also capture glimpses of the annual Lemurs' Festival that GERP initiated in 2014.</p> <p>Credit: GERP, Maliasili, Madagascar Film and Photography</p> | <p>https://www.gerp.mg/?page_id=2957</p> <p>www.maliasili.org</p> <p>https://www.madagascarfilmandphotography.com/</p> <p>Social media: https://mg.linkedin.com/in/jonah-ratsimbazafy-7156a911 https://mg.linkedin.com/in/michel-strogoff-4595b5151 https://www.linkedin.com/company/maliasili</p> | Yes |
| | Fanamby photography trip (folder link) | <p>A second photography trip was organised for Fanamby in November 2023. The team pursued their journey in Anjozorobe to photograph Fanamby's work with local communities and authorities in the highly threatened Protected Area.</p> <p>Credit: Fanamby, Maliasili, Madagascar Film and Photography</p> | <p>https://association-fanamby.org/</p> <p>www.maliasili.org</p> <p>https://www.madagascarfilmandphotography.com/</p> <p>Social media: https://mg.linkedin.com/company/fanamby https://mg.linkedin.com/in/tiana-andriamanana-16406620 https://mg.linkedin.com/in/sandy-ravaloniaina?trk=p</p> | Yes |

| | | | | |
|---|---|---|--|--|
| | | | <p>public profile brows emap</p> <p>https://mg.linkedin.com/in/michel-strogoff-4595b5151</p> <p>https://www.linkedin.com/company/maliasili</p> | |
| Tsimoka photography trip (folder link) | <p>The photography trip series continued with Tsimoka in their Protected Area Oronjia, in November 2023. The photographs aim to show their important work in developing techniques through their management of Oronjia to efficiently restore ecological functions in Madagascar.</p> <p>Credit: Tsimoka, Maliasili, Madagascar Film and Photography</p> | <p>https://tsimoka.mg/</p> <p>https://www.fapbm.org/en/good-practices-innovative-restoration-method-in-oronjia-the-waterbox/</p> <p>www.maliasili.org</p> <p>https://www.madagascarfilmandphotography.com/</p> <p>Social media:</p> <p>https://mg.linkedin.com/in/michel-strogoff-4595b5151</p> <p>https://www.linkedin.com/company/maliasili</p> | Yes | |
| Madagasikara Voakajy photography trip (folder link) | <p>The last series of photography trips in 2023 were for Madagasikara Voakajy in their Protected Area Mangabe and in Belafike. The two sites were selected to showcase Madagasikara Voakajy's efforts to work with local communities to reverse the extinction risk of two of their target endemic species: the Grandidier's Baobab in Belafike and the Golden mantella in Mangabe.</p> <p>Credit: Madagasikara Voakajy, Garth Cripps Photography</p> | <p>https://www.madagasikara-voakajy.org/</p> <p>www.maliasili.org</p> <p>https://www.garthcripps.photography/</p> <p>Social media:</p> <p>https://mg.linkedin.com/in/julie-hantarazafimanahaka-b4a62352</p> <p>https://www.linkedin.com/in/voahirana-randriamamonjy-4a87b3a1</p> <p>https://mg.linkedin.com/in/garthcripps-44613147</p> <p>https://mg.linkedin.com/in/raphali-rodliis-675714140</p> <p>https://mg.linkedin.com/in/tonisoaranaivo-76518991</p> | Yes | |

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| | | | https://mg.linkedin.com/in/tertius-belalahy-1aa46385 https://mg.linkedin.com/in/harilefitra-ratovo-andrianarisoa-b0924a182 https://mg.linkedin.com/in/sydonie-rabarison-28b568b7/en https://mg.linkedin.com/in/garth-cripps-44613147 | |
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- Annex 1: Report of progress and achievements against Indicators of Success for Financial Year 2023-2024

| Project summary | SMART Indicators | Progress and Achievements April 2022 - March 2023 | Actions required/planned for next period |
|---|--|--|---|
| <p>Outcome Stronger, more capable, and resilient Malagasy local organisations with outstanding leadership able to have greater influence and access more resources</p> | <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>In 2023-five organisations (Fanamby, Madagasikara Voakajy, Tsimoka, GERP and INDRI) saw the increase of their total revenue between 6 to 30% - which has been used as core funding.</p> <p>There was an increase of 1 to 2 donors per organisation (e.g. Maliasili Conservation Fund, CEPF).</p> <p>5 organisations (MV, INDRI, GERP, Tsimoka and Famelona) have gone through the strategic planning processes</p> <p>MV has its new strategic Plan (French version)</p> <p>3 organisations has its own style guide (MV, Tsimoka and GERP is under finalisation)</p> <p>1 organisation (Fanamby) has an updated Monitoring & Evaluation framework, and improved management systems: work plan and organisational structure</p> <p>1 organisation (MV) received a revised organisational structure and revised roles and responsibilities of key positions.</p> <p>1 organisation (GERP) has started to refine its organisational structure and received leadership transition support.</p> <p>From the African Community Conservation Forum, principles were developed covering community rights, conservation,</p> | <p>Continue communicating about the partner organisations to help them in fundraising and visibility.</p> <p>Finalise the French and English versions of the strategic plans of the 5 organisations - in its specific design.</p> <p>Complete the communication and Fundraising workshops and their related strategy documents</p> <p>Continue working on the management systems and team optimization for partner organisations.</p> <p>Continue producing a report or a document on the trends and challenges and constraints facing Malagasy CSOs fundraising to influence funding practices on biodiversity conservation.</p> |

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| | | <p>partnership, funding - to amplify the voice and influence of funding practices in biodiversity conservation.</p> <p>1 report produced “Rooting for Change”- strengthening local, global partnerships in Africa</p> | |
| <p>Output 1. Six Malagasy organisations receive organisational development through a holistic, multi-year partnership that enhances their strategy, people-management, and implementation</p> | <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: 05 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 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>Leaders from five organisations are improving their capacity and capability in leadership and management for greater conservation impacts (Madagasikara Voakajy, GERP Madagascar, Tsimoka Association, Famelona Association and INDRI, adding to Fanamby).</p> <p>5 organisations (MV, INDRI, GERP, Tsimoka and Famelona) have gone through the strategic planning processes</p> <p>MV has its new strategic Plan (French version)</p> <p>3 organisations has its own style guide for communication (MV, Tsimoka and GERP is under finalisation)</p> <p>1 organisation (Fanamby) has an updated Monitoring & Evaluation framework, and improved management systems: work plan and organisational structure</p> <p>1 organisation (MV) received a revised organisational structure and revised roles and responsibilities of key positions.</p> <p>1 organisation (GERP) has started to refine its organisational structure and received leadership transition support.</p> <p>The surface area managed by the five organisations are being maintained Fanamby Association: Target; 574,731Ha Tsimoka Association: Target; 1,648 Ha Famelona Association: Target: 165,995 Ha GERP Madagascar: Target: 5,620 Ha Madagasikara Voakajy: Target: 112,946 Ha</p> | |

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| | GERP Madagascar: baseline; 5,620 Ha, Target: ≥ 5,620 Ha Madagasikara Voakajy: baseline; 112,946 Ha, Target: ≥ 112,946 Ha | |
| Activity 1.1 Facilitate strategic planning processes with INDRI, Madagasikara Voakajy, GERP Madagascar, Tsimoka Association, Famelona Association to bring increased focus and purpose | Completed | Finalise the design of the 4 strategic plans (INDRI, GERP, Tsimoka and Famelona) |
| Activity 1.2 Complete organisational assessment processes and create a prioritized set of organisational strengthening needs | Completed for 2023 | Will perform another organisational assessment at the end of 2024 for an OSP 2025 |
| 1.3 Refine management systems (e.g., annual planning, organograms, and performance management) | Completed for Fanamby and MV | Will work this for the other partner organisations as appropriate |
| 1.4 Build resilient teams with people in the right roles working together effectively | Ongoing | Continue 1:1 mentoring and coaching of the organisation's leaders. Support the clarification of roles and responsibilities of the teams when working on organisational structure |
| 1.5 Develop and refine Monitoring, Evaluation and Learning systems and impact models | Monitoring & Evaluation system in place for Fanamby. Impact models completed for 5 organisations | Initiate the work on establishing a Monitoring & evaluation framework for the other partner organisations by the end of 2024. |
| 1.6 Develop communication strategies | Not started yet | Planned for Year 2 Q2 and Q3 2024 - of the project phase |
| 1.7 Develop suite of new communications products (e.g., website/s, video/s about their work) | Photographs: completed for 5 organisations Brand guide completed for 3 organisations | Finalise the brand guide and communication strategy of the partner organisations |
| 1.8 Facilitate board governance training | Not started yet | Planned for year 2 Q1 2024 of the project phase. |
| Output 2. Six Malagasy organisations improve their organisational leadership skills to better guide their organisations | Every year, an Organisational Strengthening Plan (OSP) will be developed with the Leaders of each | Each organisation has its Organisational Strengthening Plan (OSP) for 2024. |

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| and build strategic collaborations and networks | <p>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> | Each organisation has undergone an institutional- level organisational development audit in December 2023 that helped establish the OSP 2024. | |
| Activity 2.1. Catalyse self-aware, brave, and capable leaders through systematic mentoring in response to leadership pressures and needs | | 1:1 mentoring and coaching of the organisation's leaders. | Continue 1:1 mentoring and coaching of the organisation's leaders. |
| Activity 2.2. Increase peer learning and exchange between Malagasy organisational leaders, and between Malagasy leaders and organisations in East and Southern Africa | | 18 leaders from the 6 organisations participated to the African Community Conservation Forum | Facilitate peer learning and exchange between leaders through Maliasili events. |
| Output 3. The voice and influence of three Malagasy organisations amplified leading to more resources and shifts in funding towards local organisations | <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>From the African Community Conservation Forum, principles were developed covering community rights, conservation, partnership, funding, building strong African CSOs, and commercial partnerships in conservation. These principles form a framework for equitable, impactful, and sustainable partnerships in conservation efforts. The establishment of these principles marks progress towards realising the indicators for Output 3, aiming to amplify the voice and influence of funding practices in biodiversity conservation.</p> <p>4 communications products were prepared: the style guide/branding guide of 3 organisations (MV, Tsimoka and GERP under finalisation) and 1 Strategic Plan for MV.</p> <p>Compared to 2022, five organisations (Fanamby, Madagasikara Voakajy, Tsimoka, GERP and INDRI) saw the increase of their total revenue between 6 to 30%.</p> | |
| Activity 3.1 Advise and facilitate the development of strong partnerships, collaborations, and networks for greater influence of local Malagasy partners and leveraging of resources | | African Community Conservation Forum Impact Festival webinar | Maliasili will continue to facilitate the development of partnerships to leverage resources through various events |
| 3.2 Support Malagasy partner organisations to mobilise resources for their work | | Maliasili Conservation Fund for 6 organisations and CEPF (collaborative grant with 1 organisation) | Continue mobilising resources for partner organisations' work |

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| <p>3.3 Facilitate new collaborations, and participation in strategic events, to advocate for greater and better funding of local Malagasy organisations</p> | <p>African Community Conservation Forum Impact Festival webinar Liaise partner organisations to donors</p> | <p>Maliasili will continue to facilitate the development of partnerships to leverage resources through various events</p> |
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- **Annex 2: Project’s full current Indicators of Success as presented in the application form (unless changes have been agreed)**
- **been agreed)**

| Project summary | SMART Indicators | Means of verification |
|--|--|---|
| <p>Outcome:</p> <p>Stronger, more capable, and resilient Malagasy local organisations with outstanding leadership able to have greater influence and access more resources</p> | <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> |
| <p>Output 1</p> <p>Six Malagasy organisations receive organisational development through a holistic, multi-year partnership that enhances their strategy, people-management, and implementation</p> | <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>Management systems in place</p> <p>Strategic plans</p> <p>Monitoring, Evaluation and Learning plans</p> <p>Communication strategies</p> <p>Communication products</p> |

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| | <p>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> <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>Surface areas managed by each organisation</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</p> <p>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>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> |

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| | By the end of the project timeline, the overall funding per organisation will increase at least 3 - 5% compared to Year 2022 | |
| <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)</p> <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 | | |
| <p>Important Assumptions</p> <p>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.</p> <p>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</p> <p>Local organisations can be successful in advocating for change in the fundraising landscape in Madagascar.</p> | | |

- **Annex 3: Standard Indicators**

▪ **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 |
| 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 | | | | 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 | | | | 18 |
| DI-D01 | Hectares of habitat under sustainable management practices - | Surface area managed by the partner organisations | Ha | | 860,940 | | | | 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 | | | | 80 |

In addition to reporting any information on publications under relevant standard indicators, in Table 2, provide full details of all publications and material produced over the last year that can be publicly accessed, e.g. title, name of publisher, contact details, cost. You should include publications as supporting materials with your report. Mark with an asterisk (*) all publications and other material that you have included with this report.

▪ **Table 2 Publications**

| Title | Type (e.g. journals, best practice manual, blog post, online videos, podcasts, 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) |
|--|---|--|------------------------------|-----------------------------------|-----------------------------------|---|
| Madagasikara Voakajy - Strategic Plan (French) | Strategic plan | Madagasikara Voakajy, Maliasili, 2023 | | | | Madagasikara Voakajy - Strategic plan (French) |
| Rooting for Change | Report | Maliasili, 2023 | | | | Rooting for Change |
| Naivasha Vision | Statement/blog post | African Community Conservation Network 2023 | | | | https://forum2023.info/naivasha-vision |

- **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? | |
| Is the report less than 10MB? If so, please email to BCF-Reports@niras.com putting the project number in the Subject line. | |
| 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. | |
| 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. | |
| If you are submitting photos for publicity purposes, do these meet the outlined requirements (see section 15)? | |
| Have you involved your partners in preparation of the report and named the main contributors | |
| Have you completed the Project Expenditure table fully? | |
| Do not include claim forms or other communications with this report. | |