

Création d'un Réseau National de Gestion des Ressources Naturelles Basée sur la Communauté (GRNBC) à Madagascar



Feuille de Route

Antananarivo, 9 octobre 2024
MADAGASCAR

Title of the initiative :

Creation and strengthening of the National Network for Community-Based Natural Resource Management (GRNBC) in Madagascar

- **Creation date:** 14 October 2024
- **Document version:** v1.0
- **Persons responsible :**
 - **Vatosoa -**
 - **Jade -**
 - **Camara -**

**COALITION BETWEEN COMMUNITY LEADERS
NETWORK AND COMMUNITY ASSOCIATIONS IN
MADAGASCAR**

1. Introduction

The **Community Leaders Network of Southern Africa (CLN)**, as part of its expansion objective and following the recommendations of the **SADC** secretariat, has undertaken to extend its presence in all member states. To facilitate Madagascar's integration into the **CLN**, a strategic meeting was organised on 8 and 9 October 2024 at Hôtel Le Pavé and the Mihari Network premises in Antananarivo. Under the aegis of the **Mihari Network, Beolobe and the Natiora Defenders**, this meeting aimed to launch a national network dedicated to **Community-Based Natural Resource Management (CBNRM)** in Madagascar.

Madagascar, rich in unique biodiversity and varied natural resources such as tropical rainforests, mineral resources, marine ecosystems and diversified agriculture, is facing increasing challenges to sustainable management due to deforestation, conflicts of use, institutional gaps and insecure land and territorial rights. Local communities, although holders of traditional knowledge and often at the forefront of ecosystem management, face structural obstacles, notably a lack of legal recognition of their lands, resources and cultural identities. In addition, some conservation policies, influenced by international donors, perpetuate an exclusive conservation model, to the detriment of local communities.

The creation of a coordinated national framework for **CBNRM** appears to be a solution for structuring community efforts, strengthening the sustainable management of natural resources, and aligning these efforts with regional and international initiatives, while meeting the economic needs of local populations. The network also seeks to guarantee communities' land rights and promote community-led conservation models, integrating their knowledge and perspectives into management policies.

In addition, the creation of the GRNBC Network will systematically integrate a gender and youth perspective at every level, valuing the essential role of women, young people and marginalised groups in the sustainable management of natural resources. The network will ensure the equal and meaningful participation of these groups, particularly in decision-making processes and the implementation of key activities. The inclusion of young people is particularly essential, as they represent the future of natural resource management and play a key role in innovation and the implementation of sustainable solutions.

The meeting brought together representatives of local communities, key ministries involved in natural resource management, and technical and financial partners. Together, they laid the foundations for this GRNBC network by exploring the governance and funding mechanisms required for its operation. This initiative promises to play an essential role not only in conserving biodiversity in Madagascar, but also in improving the living conditions of local communities by offering them a platform to make their voices heard on the national and international stage.

2. Background and justification

2.1. General context

Natural resource management in Madagascar is at a critical juncture, marked by rapid environmental degradation, alarming biodiversity loss and pressing rural development challenges. Madagascar, home to some of the world's most unique biodiversity, is a key player in global conservation efforts. Within this framework, international commitments such as the **Convention on Biological Diversity and the 30x30 target** - to protect 30% of land and oceans by 2030 - set crucial objectives for the preservation of ecosystems.

Although local communities are at the forefront of ecosystem management, their contribution is often underestimated. They also have to contend with insecure land tenure, ineffective governance of natural resources and a lack of legal recognition. Current conservation policies, while sometimes including language

on community rights, do not guarantee their effective application, and financial mechanisms remain largely inaccessible to community organisations.

Among these stakeholders, women and young people play an essential role in ecosystem management, although they are often under-represented in decision-making bodies. The GRNBC Network will work to reverse this trend by facilitating access to resources for these groups and creating training opportunities tailored to their specific needs. Inclusive spaces for dialogue will be created to ensure that women and young people can make their voices heard and actively contribute to the sustainable management of natural resources. By recognising the importance of these stakeholders, the network aims to integrate women and young people into decision-making processes and ensure their equal and meaningful participation.

The creation of the **National Network for Community-Based Natural Resource Management (NNRBM)** is part of this global dynamic, seeking to structure the efforts of local communities so that they are more effective and visible, both nationally and internationally. This network will act as an interface between local communities, government decision-makers, non-governmental organisations and financial partners, thereby guaranteeing the sustainable and inclusive management of natural resources. It also responds to the need to coordinate local actions with the global objectives of preserving and restoring ecosystems, in line with the commitments made by Madagascar on the international stage.

2.2. Contextual analysis :

2.2.1. Politics :

The Malagasy government has undertaken a number of reforms to improve the management of land and natural resources. However, the implementation of these reforms is encountering obstacles, notably the exclusion of local communities from decision-making processes. This limits their ability to influence policies that directly affect their environment and livelihoods. In addition, legislation on community land rights is often incomplete or ill-defined, paving the way for expropriation for conservation or development projects.

2.2.2. Economical :

The economic potential of Madagascar's natural resources, including its forests, mineral wealth and marine ecosystems, is considerable. However, local communities do not always reap the expected benefits. Lack of access to appropriate funding prevents the development of sustainable resource management projects. It is therefore essential to develop transparent and accessible financing solutions that enable communities to become autonomous economic players.

2.2.3. Social :

The fragmentation of community players and the absence of organised networks limit their influence on the decisions that affect them. Setting up a structured network such as the **GRNBC** can improve this situation by strengthening social cohesion and facilitating the representation of local community interests in resource management policies.

2.2.4. Environmental :

The rate of deforestation in Madagascar is one of the highest in the world, threatening unique and fragile ecosystems. A community-based resource management approach, supported by best conservation practices and secure land rights, can help to reverse this trend and restore ecological balance, while strengthening the resilience of communities in the face of climate risks.

2.3. Justification:

This initiative responds to an urgent need to structure and strengthen community management of natural resources in Madagascar. The proposed network will provide a formal platform for :

- **Building the capacity of local communities:** By organising training courses on land rights and best sustainable management practices, the network will help to empower communities so that they can play an active role in conservation.
- **Improving local governance and promoting social justice:** The network will promote the participation of communities, including marginalised groups such as women and young people, in decision-making processes, ensuring that the benefits of natural resource management are shared fairly.
- **Securing land rights and supporting community conservation models:** By securing community land, the network will encourage community-led conservation models, while ensuring social and environmental stability.
- **Facilitating dialogue and partnerships:** The network will enable a constructive exchange between local communities, public decision-makers and financial players, so that policies and initiatives are adapted to local realities.
- **Access to appropriate funding:** By improving access to funding for local projects, the network will contribute to the economic autonomy of communities and the viability of their resource management initiatives.
- **Building resilience to climate change:** By promoting the adoption of sustainable practices, the network will help communities to better adapt to the impacts of climate change and build their resilience.

3. Objectives of the initiative

3.1. General objective :

By June 2025, build a strong and united national Community-Based Natural Resource Management (CBNRM) network in Madagascar, bringing together communities, decision-makers and partners to work together to protect our natural resources, ensure their sustainability and create a prosperous future for generations to come.

3.2. Specific objectives :

3.2.1. Mobilising stakeholders to create the GRNBC network

Description: This objective aims to bring together all key stakeholders, including local communities, NGOs, government agencies and financial partners, with a particular focus on women and young people to ensure their active participation in the creation and governance of the GRNBC network.

Expected result: A mapping of identified stakeholders, including local communities, NGOs, government bodies and financial partners, will be carried out. **At least 80%** of key stakeholders will be mobilised and engaged in discussions around the creation of the network, ensuring broad participation and representation of diverse interests.

3.2.2. Develop a strategic framework for the GRNBC network

Description: This objective consists of developing a clear strategic framework for the network, which will define its missions, objectives and priority actions. This will provide long-term direction for the network and ensure coherence in its activities.

Expected result: A strategic framework document will be drawn up, including a clear vision, missions, short- and long-term objectives and a detailed action plan. This framework will serve as a reference

for the network's operations and guide the priorities for community-based natural resource management in Madagascar.

3.2.3. Promoting the sustainability and financing of the GRNBC network

Description: This objective focuses on identifying and mobilising the financial resources needed to operate and sustain the network, thereby guaranteeing its long-term effectiveness.

Expected result: A report analysing available sources of funding will be drawn up, identifying at least five funding opportunities tailored to the network's needs. Resource mobilisation strategies will be developed to ensure the long-term financial viability of the GRNBC network.

3.2.4. Launching the GRNBC network and establishing partnerships

Description: This objective aims to formalise the launch of the GRNBC network by bringing together stakeholders, while establishing formal partnerships to support natural resource management initiatives.

Expected result: A network launch event will be organised, bringing together at least 120 participants from communities, governments and technical partners. Formal partnerships will be established with at least four key organisations to support natural resource management initiatives and ensure the sustainability of the network over time.

4. Stakeholders

4.1. Local communities :

4.1.1. **Community representatives:** Inclusion of grassroots voices to ensure the network meets their needs.

4.2. Civil society organisations :

4.2.1. **Environmental and social NGOs:** Organisations working for environmental protection, sustainable development and social justice.

4.2.2. **Community associations:** local groups directly involved in the management of natural resources.

4.2.3. **Women's groups:** spokespersons for initiatives to empower women in the management and sustainable use of natural resources.

4.2.4. **Religious authorities and associations:** Key players in community mobilisation and moral support for local initiatives.

4.2.5. **Customary authorities:** Traditional institutions involved in land and resource management based on ancestral practices and knowledge.

4.3. Local and national governments :

4.3.1. Ministry for the Environment and Sustainable Development,

4.3.2. Ministry of Agriculture and Livestock,

4.3.3. Ministry of Decentralisation and Town and Country Planning,

4.3.4. Ministry of Education,

4.3.5. Ministry of Mines,

4.3.6. Ministry of Water, Sanitation and Hygiene,

4.3.7. Ministry of Fisheries and the Blue Economy,

4.3.8. Ministry of Higher Education

4.4. Local authorities :

- 4.4.1. Regional authorities: Regional governments responsible for territorial management.
- 4.4.2. Local authorities: Communal and municipal governments involved in the direct management of local natural resources.

4.5. Universities and research institutes :

- 4.5.1. **Academic collaboration:** Partnerships for research, training and the development of solutions based on scientific data.

4.6. Private sector :

- 4.6.1. **Strategic partnerships:** Working with private companies to promote sustainable and responsible business practices.

4.7. Technical and financial partners :

- 4.7.1. **JAMMA**
- 4.7.2. **IUCN:** (International Union for Conservation of Nature)
- 4.7.3. **RRI:** Rights and Resources Initiative

5. Preparation committees

5.1. Internal :

5.1.1. National preparation committee,

- MIHARI representative: ANDRIATSALAMA Tianome, 034 04 704 04, e-mail: tianome@mihari-network.org
- CPM representative: RAKOTOMANDIMBY Hajasoanirina, 034 11 442 84, e-mail: hajasoa@moov.mg
- FEKRITAMA representative: HERIANTENAINA Mahefa, 034 14 611 47, e-mail: fekritama.sg@gmail.com
- BELOBE representative: RASOLOFONIRINA Fetra, 034 41 200 00, e-mail: beolobe.community@gmail.com
- Representing Man and the Environment: ANDRIAMIHAJA Myora, 034 16 870 40, e-mail: coordination@hommeenvironnement.org
- Natora Defenders representative: VELONJARA Jade Aloïs, 032 21 032 10, e-mail: contact@natoradefenders.org
- BÔNDY representative: RANDRIANJAOANARIMANANA Tiana (Njato), 034 17 402 15, e-mail: njato@bondy.earth
- IUCN representative: RAKOTONDRAZAFY Vatosoa, 034 20 340 23, e-mail: vats_soa@yahoo.fr
- RRI representative: Jean Ousmane Camara, 034 05 534 73, e-mail: jcamara@rightsandresources.org

5.1.2. Regional preparation committee

- List

6. Project phases

SO 1: Mobilise stakeholders to create the GRNBC network

Objective: By **May 2025**, mobilise at least 80% of local communities and key stakeholders in the sustainable management of natural resources.

Activity 1.1: Produce a multi-level and multi-sector map of the key players involved in natural resource management

The aim of this activity is to identify and analyse the key stakeholders in order to ensure a collaborative and inclusive approach to the sustainable management of natural resources. Accurate mapping will help to understand the dynamics of interaction between the various stakeholders and facilitate their involvement in decision-making processes.

- **Sub-activity 1.1.1: Identifying and gathering information on stakeholders**
 - **Description:** Identify and inventory the stakeholders involved in natural resource management by collecting qualitative and quantitative information. This stage involves documentary research, questionnaires and interviews with various stakeholders (local communities, NGOs, public authorities, private players, etc.).
 - **Lead:** National preparation committees and consultants
 - **Schedule:** Months from November 2024 to January 2025.
 - **Expected results:** Inventory of stakeholders with qualitative and quantitative information.
 - **Deliverables:** Detailed stakeholder inventory report, including analysis of their role and influence.
- **Sub-activity 1.1.2: Building a database**
 - **Description:** Develop a centralised digital database to catalogue and organise the information collected on stakeholders. This database will serve as a reference to facilitate communication, information sharing and relationship management with identified stakeholders.
 - **Manager:** External consultant.
 - **Timetable:** December 2024.
 - **Expected results:** An operational digital database, facilitating access to and management of stakeholder information.
 - **Deliverables:** Functional database and data collection reports.

Activity 1.2: Organise regional meetings to inform and mobilise local communities and stakeholders

This activity aims to establish a constructive dialogue and strengthen the commitment of local communities by emphasising the importance of their participation in the management of natural resources. The workshops will actively involve stakeholders in discussions about the constitution of the network, as well as gathering their ideas for formulating the network's future vision and objectives.

- **Sub-activity 1.2.1: Planning and organising regional workshops**
 - **Description :**
 - Plan and run 24 one-day regional participatory workshops, bringing together at least 50 participants. Particular attention will be paid to choosing venues that are accessible to all, taking into account accessibility for women, in particular by adapting timetables and providing childcare services.
 - Mobilise communities around local issues and strengthen their commitment by gathering their ideas to formulate the vision and missions of the future network.

- **Lead:** National and regional preparation committee.
- **Timetable:** Months from January to March 2025.
- **Expected results:** Active participation of at least 1,200 people (50 participants per workshop), development of a common vision and shared objectives for the network.
- **Deliverable:** Workshop report detailing participants' contributions, ideas gathered, and a summary document of the vision and objectives formulated.

SO 2: Develop a strategic framework for the GRNBC network

Objective: By **April 2025**, co-construct a strategic and operational framework for the GRNBC network by defining the mission, vision and values, with the participation of 90% of the stakeholders identified.

Activity 2.1: Define the missions, vision and values of the GRNBC network

This activity will focus on co-constructing a solid foundation for the network, aligning the aspirations of stakeholders around a shared mission and vision. A clear mission and a shared vision are essential to guide actions and unite efforts around common goals.

- **Sub-activity 2.1.1: Drafting the preliminary document**
 - **Description:** To compile stakeholder input from the information sessions and draft a first version of the strategic framework for the establishment of the GRNBC network. This draft document will serve as a basis for further discussions and ensure that the perspectives of all stakeholders are incorporated into the formulation of the mission and vision.
 - **Person in charge:** National and regional preparation committee & Communications manager & Consultant
 - **Timetable:** March 2025.
 - **Expected results:** A draft strategic framework incorporating stakeholder contributions, with a coherent vision, mission and values.
 - **Deliverables:** Draft operational framework document, ready for validation.
- **Sub-activity 2.1.2: Validating the final document**
 - **Description:** Organise a one (01) day validation workshop to submit the final document to stakeholders and obtain their official approval. This meeting will aim to confirm that the operational framework accurately reflects the contributions and expectations of the various stakeholders. Collective approval will strengthen ownership of the network and encourage continued commitment.
 - **Person in charge:** National and regional preparation committee & Communications manager & consultant.
 - **Timetable:** April 2025.
 - **Expected results:** Final document validated by all stakeholders, ensuring their support for the strategic framework.
 - **Deliverables:** Final strategic framework document approved and distributed to stakeholders.

Activity 2.2: Develop a network governance and management structure

This activity aims to establish a clear and effective governance structure, ensuring transparent and inclusive management of the network, while incorporating feedback from stakeholders.

- **Sub-activity 2.2.1: Analyse existing governance models**
 - **Description:** To carry out an in-depth study of the different governance models in force within similar networks, using research and case studies. The aim is to inspire the GRNBC's governance framework

by identifying best practices and lessons learned. This analysis will provide a solid basis for adapting a governance model that specifically meets the needs and particularities of the network.

- **Lead:** National Preparation Committee & Governance Consultant.
- **Timetable:** April 2025.
- **Expected results:** A comparative analysis of existing governance models, including appropriate recommendations.
- **Deliverables:** Analysis report on governance models, with specific recommendations for the GRNBC.
- **Sub-activity 2.2.2: Organising design workshops**
 - **Description:** To organise six (06) workshops of two (02) days each, bringing together a minimum of fifty (50) participants in the provincial capitals, in order to co-design the most appropriate governance model for the GRNBC network. These workshops will provide a platform for exploring governance expectations and developing a framework that embodies the shared values of the various stakeholders. The active involvement of stakeholders in this process will encourage ownership and sustainability of the proposed governance model.
 - **Person in charge:** Preparatory and regional committee & Governance consultant.
 - **Timetable:** April 2025.
 - **Expected results:** A co-constructed governance model reflecting the values and expectations of stakeholders.
 - **Deliverables:** Report on the design workshops, including the proposed governance model.
- **Sub-activity 2.2.3: Drafting the governance document**
 - **Description:** To draft the governance document that will define the structures and decision-making processes within the network, based on the workshop discussions. This document will also describe the roles and responsibilities of each player, as well as the communication and coordination mechanisms. Clear governance will contribute to effective management and trust between network members.
 - **Lead:** Preparation Committee & Governance Consultant.
 - **Timetable:** May 2025.
 - **Expected results:** Clear and accessible governance document detailing the roles and responsibilities of members.
 - **Deliverables:** Governance document finalised and circulated to network members.
- **Sub-activity 2.2.4: Presenting and approving the governance structure**
 - **Description:** Organise one (01) one-day meeting to present the finalised governance model and obtain approval from network members. This presentation will aim to ensure that all stakeholders understand how the network works and their role within it. Formal approval will reinforce the legitimacy of the governance model.
 - **Person in charge:** Preparation committee & Governance consultant
 - **Timetable:** May 2025.
 - **Expected results:** Governance model approved by members, ensuring a clear understanding of roles.
 - **Deliverables:** Governance presentation report, including approval minutes.

Activity 2.3: Draw up a strategic and operational plan for the network

This activity is essential for defining strategic priorities and operational objectives, thus ensuring a clear direction for the GRNBC network's future activities. A well-developed strategic plan will help to guide actions and measure the impact of the initiatives implemented.

- **Sub-activity 2.3.1: Identifying strategic and operational priorities**
 - **Description:** To organise a two (02) day strategy meeting to bring together key stakeholders to discuss and identify the strategic and operational priorities that will guide the network's actions in the coming years. This participatory process will ensure that the priorities reflect the needs and aspirations of the stakeholders involved.
 - **Responsible:** Preparation and Regional Committee & Consultant.
 - **Timetable:** May 2025.
 - **Expected results:** A consensus on strategic priorities to guide the network's future actions.
 - **Deliverables:** Strategic priorities document validated and distributed to stakeholders.
- **Sub-activity 2.3.2: Validating the strategic and operational plan**
 - **Description:** Organise **one (01) one-day national workshop** bringing together at least one hundred (100) participants to submit the strategic and operational plan to stakeholders for validation at a dedicated meeting. This workshop will ensure that the stakeholders adhere to the proposed strategic directions and strengthen their commitment to the network.
 - **Responsible:** Preparation and Regional Committee & Consultant.
 - **Timetable:** May 2025.
 - **Expected results:** Strategic and operational plan validated, with commitment from stakeholders.
 - **Deliverables:** Finalised strategic and operational plan, accompanied by a validation report.

Activity 2.4: Develop a communications strategy and plan for the GRNBC network

The aim of this activity is to develop an effective communications plan to ensure optimum dissemination of information and to raise the network's profile among stakeholders and the general public.

- **Sub-activity 2.4.1: Creating a communication strategy**
 - **Description:** To develop a coherent and inclusive communication strategy to improve communication between network members and their partners. This strategy will define the key messages, target audiences and communication channels to be used to maximise the impact of the messages disseminated.
 - **Responsible:** Communications team & Consultant.
 - **Timetable:** April 2025.
 - **Expected results:** Communication strategy validated and adapted to the needs of the network.
 - **Deliverables:** Finalised communication strategy document, layout and 100 copies.
- **Sub-activity 2.4.2: Validating and disseminating the communication plan**
 - **Description:** Organise one (01) one-day meeting with at least fifty (50) participants to submit the communication strategy. The strategy will include the dissemination of newsletters, the use of social networks and the organisation of events to increase the visibility of the network and encourage stakeholder engagement.
 - **Responsible:** Communications team.
 - **Timetable:** May 2025.
 - **Expected results:** Increased stakeholder information and commitment through effective communication.
 - **Deliverables:** Communication activity report, including the results of actions carried out and performance indicators.

SO 3: Promote the sustainability and financing of the GRNBC network

Objective: By the end of **2025**, identify and mobilise at least **USD 200,000** in funding for the GRNBC network, establish at least five (05) strategic partnerships and organise two (02) awareness-raising events to ensure the sustainability of natural resource management activities.

Activity 3.1: Identify and mobilise financial resources for the GRNBC network

This activity focuses on finding and mobilising the funding needed to ensure the sustainability of the GRNBC network's activities, thereby guaranteeing its long-term smooth operation. Adequate funding is essential to support community initiatives and build local capacity.

- **Sub-activity 3.1.1: Mapping potential donors and sources of funding**
 - **Description:** Identify a diverse range of funding sources, including grants, donations and government funding. This mapping will create a database of available financial opportunities, facilitating access to the resources needed to support the GRNBC network's activities.
 - **Responsible:** Preparation Committee & Consultant.
 - **Timetable:** February 2025.
 - **Expected results:** A complete database of donors and funding sources identified.
 - **Deliverables:** Report on the mapping of funding sources.
- **Sub-activity 3.1.2: Developing financing proposals**
 - **Description:** Write at least five (05) compelling funding proposals aligned with the network's priorities and objectives. These proposals will be submitted to various identified sources to attract funds to support natural resource management initiatives.
 - **Lead:** National Preparation Committee & Consultant.
 - **Timetable:** March 2025.
 - **Expected results:** Funding proposals ready for submission to donors.
 - **Deliverables:** Funding proposal file.

Activity 3.2: Promote the GRNBC network

The aim of this activity will be to implement awareness-raising and communication initiatives to increase the network's visibility and draw the attention of stakeholders and the general public to its objectives and actions.

- **Sub-activity 3.2.1: Organising awareness-raising events**
 - **Description:** Plan and carry out six (06) awareness-raising events to inform the public and stakeholders about the GRNBC network and its activities. These events will engage the community and generate interest in sustainable management initiatives.
 - **Manager:** Events team.
 - **Timetable:** April 2025.
 - **Expected results:** High attendance at events, with a target of at least one thousand (1,000) people per event.
 - **Deliverables:** Report on awareness-raising events, including number of participants and feedback from participants.
- **Sub-activity 3.2.2: Creating awareness-raising materials**
 - **Description:** Produce various awareness-raising materials, such as brochures, posters and digital content, to support the network's communication initiatives. This material will be disseminated at events and through appropriate communication channels to maximise impact.
 - **Responsible:** Communications team.
 - **Timetable:** Fourth week of April 2025.

- **Expected results:** Awareness-raising materials ready and successfully distributed.
- **Deliverables:** Awareness-raising kits including brochures, posters and digital content.

SO 4: Launch the GRNBC network and establish partnerships

Objective: To organise an official launch event for the GRNBC network by June 2025, involving at least **one hundred and twenty (120)** participants.

Activity 4.1: Organise the GRNBC network launch event

This activity is dedicated to preparing and organising a landmark event to mark the launch of the network, mobilising stakeholders around its shared objectives.

- **Sub-activity 4.1.1: Planning and mobilising for the launch event**
 - **Description:** Develop effective communication strategies to invite and mobilise at least one hundred and twenty (120) participants to the event, including key stakeholders and the general public.
 - **Manager:** Communications & Events team
 - **Timetable:** May 2025.
 - **Expected results:** A complete event plan, with effective mobilisation of participants and a full list of confirmed participants.
 - **Deliverables:** Event planning document, including programme, budget and logistics.
- **Sub-activity 4.1.2: Organising the event**
 - **Description:** Organise a one-day workshop to officially launch the network.
 - **Manager:** Communications & Events team
 - **Timetable:** June 2025.
 - **Expected results:** A successful, well-coordinated event, appreciated by participants.
 - **Deliverables:** Event report, including participant evaluations and feedback.

Activity 4.2: Develop strategic partnerships for the GRNBC network

This activity aims to build strong alliances with key partners, strengthening the support and resources available to the GRNBC network.

- **Sub-activity 4.2.1: Identifying and mobilising partners**
 - **Description:** Identify organisations and key players that share common interests and can support GRNBC network initiatives. This process will involve research into potential partners and consultations to assess opportunities for collaboration.
 - **Person in charge:** National Preparation Committee & Partnership Officer
 - **Timetable:** March 2025.
 - **Expected results:** List of potential partners identified and contacted.
 - **Deliverables:** Partner identification and opportunity analysis report.
- **Sub-activity 4.2.2: Developing collaboration proposals**
 - **Description:** To draw up formal collaboration proposals detailing the mutual benefits and commitments of the parties, for each partnership envisaged.
 - **Lead:** Preparation Committee & Partnership Officer.
 - **Timetable:** April - May 2025.
 - **Expected results:** Collaboration proposals ready for presentation to partners.
 - **Deliverables:** Collaboration proposal file

- **Sub-activity 4.2.3: Organising partnership meetings**
 - **Description:** Plan and conduct at least ten (10) meetings with identified partners to discuss collaboration arrangements and formalise partnerships through agreements.
 - **Lead:** Coordination team.
 - **Timetable:** May - June 2025.
 - **Expected results:** Partnerships formalised and agreements concluded.
 - **Deliverables:** Minutes of meetings and partnership agreements signed.

7. Personnel required

Under the supervision of the National Preparation Committee, the permanent team dedicated to implementing the project is made up of the following members:

1. Project Coordinator

- **Role:** Senior project supervisor, responsible for coordinating teams and maintaining effective liaison with stakeholders.
- **Responsibilities:** Overall management of activities, monitoring and evaluation of results, and regular communication of progress and challenges to stakeholders.

2. Administrative and Financial Manager

- **Role:** Responsible for the financial and accounting management of the project, ensuring transparency and the proper use of resources.
- **Responsibilities:** Drawing up budgets, monitoring expenditure, managing financial flows and preparing detailed financial reports.

3. Head of Administration and Logistics Organisation

- **Role:** To manage the administrative and logistical aspects essential to the smooth running of the project.
- **Responsibilities:** travel planning, supplies management, logistical organisation of workshops and other events, to ensure smooth running of activities.

4. Head of Communications

- **Role:** Coordinates internal and external communication strategies to promote the project and raise awareness among stakeholders.
- **Responsibilities:** Designing and distributing communication materials, managing public relations and strengthening stakeholder commitment through awareness-raising and information initiatives.

Action plan for the creation of the GRNBC network

Specific Objective 1: Mobilise stakeholders to create the GRNBC network

Objective: By May 2025, mobilise at least 80% of local communities and key stakeholders in the sustainable management of natural resources.

Activity 1.1: Produce a multi-level and multi-sector map of the key players involved in natural resource management

Activity	Under-activity	Description	Manager	Calendar	Expected results	Deliverables
Activity 1.1: Draw up a map of key players	Sub-activity 1.1.1: Identifying and gathering information on stakeholders	Identify and list the stakeholders involved in natural resource management through documentary research, questionnaires and interviews.	National and consultant preparation committees	Nov. 2024 - Jan. 2025	Stakeholder inventory with qualitative and quantitative information.	Detailed inventory report, including analysis of their role and influence.
	Sub-activity 1.1.2: Building a database	Develop a centralised digital database to catalogue and organise the information collected on stakeholders.	External consultant	Dec 2024	Operational digital database for easy access and management of information.	Functional database and data collection reports.

Activity 1.2: Organise regional meetings to inform and mobilise local communities and stakeholders

Activity	Under-activity	Description	Manager	Calendar	Expected results	Deliverables
Activity 1.2: Organise regional meetings	Sub-activity 1.2.1: Planning and organising regional workshops	Plan and run 24 one-day regional workshops, bringing together at least 50 participants. Mobilise communities around local issues and strengthen their commitment by gathering their ideas for the vision and missions of the future network.	National and regional preparation committee	Jan. 2025 - March 2025	Active participation of at least 1,200 people (50 participants per workshop) and development of a common vision and shared objectives.	Workshop report detailing participants' contributions and a summary document of the vision and objectives formulated.

Specific Objective 2: Develop a strategic framework for the GRNBC network

Objective: By April 2025, co-construct a strategic and operational framework for the GRNBC network by defining the mission, vision and values, with the participation of 90% of the stakeholders identified.

Activity 2.1: Define the missions, vision and values of the GRNBC network

Activity	Under-activity	Description	Manager	Calendar	Expected results	Deliverables
Activity 2.1: Define mission, vision and values	Sub-activity 2.1.1: Drafting the preliminary document	Compile stakeholder contributions and draft a first version of the strategic framework for the GRNBC network.	National and regional preparation committee, Communications manager, Consultant	March 2025	A draft version incorporating stakeholder contributions, with a coherent vision, mission and values.	Draft operational framework document, ready for validation.
	Sub-activity 2.1.2: Validating the final document	Organise a one-day validation workshop to submit the final document to stakeholders and obtain their official approval.	National and regional preparation committee, Communications manager, Consultant	April 2025	Final document validated by all stakeholders.	Final strategic framework document approved and distributed to stakeholders.

Activity 2.2: Develop a network governance and management structure

Activity	Under-activity	Description	Manager	Calendar	Expected results	Deliverables
Activity 2.2: Develop a governance structure	Sub-activity 2.2.1: Analyse existing governance models	Carry out a study of the different governance models used in similar networks.	National Preparation Committee, Governance Consultant	April 2025	Comparative analysis of existing governance models, with recommendations.	Report analysing governance models, with specific recommendations.
	Sub-activity 2.2.2: Organising design workshops	Organise six two-day workshops to co-design the governance model for the GRNBC network.	Preparation and regional committee, Governance consultant	April 2025	A co-constructed governance model that reflects the values and expectations of our stakeholders.	Report on the design workshops, including the proposed governance model.
	Sub-activity 2.2.3: Drafting the governance document	To draft a document defining the decision-making structures and processes within the network, based on the workshop discussions.	Preparation Committee, Governance Consultant	May 2025	Clear, accessible governance document detailing roles and responsibilities.	Governance document finalised and distributed to network members.
	Sub-activity 2.2.4: Presenting and approving the governance structure	Organise a meeting to present the finalised governance model and obtain members' approval.	Preparation Committee, Governance Consultant	May 2025	Governance model approved by members, ensuring a clear understanding of roles.	Governance presentation report, including approval minutes.

Activity 2.3: Draw up a strategic and operational plan for the network

Activity	Under-activity	Description	Manager	Calendar	Expected results	Deliverables
Activity 2.3: Draw up a strategic and operational plan	Sub-activity 2.3.1: Identifying strategic and operational priorities	Organise a two-day strategy meeting to discuss and identify the network's strategic and operational priorities.	Preparation and Regional Committee, Consultant	May 2025	Consensus on strategic priorities to guide future actions.	Strategic priorities document validated and distributed to stakeholders.
	Sub-activity 2.3.2: Validating the strategic and operational plan	Organise a one-day national workshop to submit the strategic plan to stakeholders for validation.	Preparation and Regional Committee, Consultant	May 2025	Strategic and operational plan validated, with commitment from stakeholders.	Finalised strategic and operational plan, accompanied by a validation report.

Activity 2.4: Develop a communications strategy and plan for the GRNBC network

Activity	Under-activity	Description	Manager	Calendar	Expected results	Deliverables
Activity 2.4: Develop a communications strategy and plan	Sub-activity 2.4.1: Creating a communication strategy	Develop a communications strategy to improve communication between members and their partners.	Communications team	April 2025	Validated communication strategy, tailored to the needs of the network.	Communication strategy document finalised, formatted and printed in 100 copies.
	Sub-activity 2.4.2: Validating and disseminating the communication plan	Implement the communication strategy by mobilising various channels to inform stakeholders about the network.	Communications team	May 2025	Increased stakeholder information and engagement through effective communication.	Communication activity report, including results and performance indicators.

SO 3: Promote the sustainability and financing of the GRNBC network

Objective: By the end of 2025, identify and mobilise at least USD 200,000 in funding for the GRNBC network, establish at least five (05) strategic partnerships and organise two (02) awareness-raising events to ensure the sustainability of natural resource management activities.

Activity 3.1: Identify and mobilise financial resources for the GRNBC network

Activity	Under-activity	Description	Manager	Calendar	Expected results	Deliverables
Activity 3.1: Identify and mobilise financial resources for the GRNBC network	Sub-activity 3.1.1: Mapping potential donors and sources of funding	Identify a diverse range of funding sources, including grants, donations and government funding. This mapping will create a database of available financial opportunities, facilitating access to the resources needed to support the GRNBC network's activities.	Preparation Committee & Consultant	February 2025	A comprehensive database of identified donors and funding sources.	Report on the mapping of funding sources.
	Sub-activity 3.1.2: Developing financing proposals	Write at least five (05) compelling funding proposals aligned with the priorities and objectives of the network. These proposals will be submitted to various identified sources to attract funds to support natural resource management initiatives.	National Preparation Committee & Consultant	March 2025	Funding proposals ready for submission to donors.	Financing proposal file.

Activity 3.2: Promote the GRNBC network

Activity	Under-activity	Description	Manager	Calendar	Expected results	Deliverables
Activity 3.2: Promote the GRNBC network	Sub-activity 3.2.1: Organising awareness-raising events	Plan and carry out six (06) awareness-raising events to inform the public and stakeholders about the GRNBC network and its activities. These events will engage the community and generate interest in sustainable management initiatives.	Events team	Month of April 2025	Strong attendance at events, with a target of at least 1,000 people per event.	Report on awareness-raising events, including number of participants and feedback from participants.
	Sub-activity 3.2.2: Creating awareness-raising materials	Produce various awareness-raising materials, such as brochures, posters and digital content, to support the network's communication initiatives. This material will be disseminated at events and through appropriate communication channels to maximise impact.	Communications team	Fourth week of April 2025	Awareness-raising material ready and successfully distributed.	Awareness-raising kits including brochures, posters and digital content.

SO 4: Launch the GRNBC network and establish partnerships

Objective: To organise an official launch event for the GRNBC network by June 2025, involving at least one hundred and twenty (120) participants.

Activity 4.1: Organise the GRNBC network launch event

Activity	Under-activity	Description	Manager	Calendar	Expected results	Deliverables
Activity 4.1: Organise the GRNBC network launch event	Sub-activity 4.1.1: Planning and mobilising for the launch event	Develop effective communication strategies to invite and mobilise at least one hundred and twenty (120) participants to the event, including key stakeholders and the general public.	Communications & events team	May 2025	A complete event plan, with effective mobilisation of participants and a full list of confirmed attendees.	Event planning document, including programme, budget and logistics.
	Sub-activity 4.1.2: Organising the event	Organise a one-day workshop to officially launch the network.	Communications & events team	June 2025	It was a successful, well-coordinated event that was much appreciated by those who took part.	Event report, including participant evaluations and feedback.

Activity 4.1: Develop strategic partnerships for the GRNBC network

Activity	Under-activity	Description	Manager	Calendar	Expected results	Deliverables
Activity 4.2: Develop strategic partnerships for the GRNBC network	Sub-activity 4.2.1: Identifying and mobilising partners	Identify organisations and key players who share common interests and can support the GRNBC network's initiatives. This process will involve research into potential partners and consultations to assess opportunities for collaboration.	National Preparation Committee & Partnership Officer	March 2025	List of potential partners identified and contacted.	Report identifying partners and analysing opportunities.
	Sub-activity 4.2.2: Developing collaboration proposals	Draw up formal collaboration proposals detailing the mutual benefits and commitments of the parties, for each partnership envisaged.	Preparation Committee & Partnership Officer	April - May 2025	Collaboration proposals ready for presentation to partners.	Proposals for collaboration.
	Sub-activity 4.2.3: Organising partnership meetings	Plan and conduct at least XXXX meetings with identified partners to discuss collaboration arrangements and formalise partnerships through agreements.	Coordination team	May - June 2025	Formalised partnerships and agreements.	Minutes of meetings and partnership agreements signed.

8. Budget

Category of expenditure	Description	Relevant activity number	Cost in local currency	Cost in USD
Salaries and related expenses			40 000 000	\$ 8 717,48
Consultants			17 000 000	\$ 3 704,93
Sub-contracts with other organisations			-	\$ -
Travel			147 900 000	\$ 32 232,90
Conferences, workshops, meetings			234 100 000	\$ 51 019,07
Publications			-	\$ -
Supplies and miscellaneous expenses			6 640 000	\$ 1 447,10
Equipment (items > US\$1,000)			15 000 000	\$ 3 269,06
Subtotal			460 640 000,00	\$ 100 390,54
<i>Administration (7% of direct costs)</i>			32 244 800	\$ 7 027,34
<i>Audit (if applicable)</i>	Audit fees		1 000 000	\$ 217,94
Total budget financed by RRG			493 884 800,00	\$ 107 635,82
Other funding <i>(for other expenditure under this project)</i>				\$ -
Total project budget			493 884 800,00	\$ 107 635,82
<i>If the above amounts are in local currency, please complete the following information:</i>				
Currency used:				
Exchange rates:	4588,48	= 1 USD		
Source of the exchange rate:	https://www.banky-foibe.mg/marche_marche-de-change			
Exchange rate date:	EXCHANGE RATES ON 18/10/2024			