

Labor Management Procedures

25th March 2024

CEPF Grant 113814

Grantee: Madagasikara Voakajy

Project Title

Reducing vulnerability to climate change in Lake Tseny

Project Location

Lac Tseny, Commune Tsaratanàna, District Port-Bergé, Région Sofia, Madagascar

Grant Summary

1. Grantee organization. MADAGASIKARA VOAKAJY
2. Project title. Reducing vulnerability to climate change in Lake Tseny
3. Grant number. 113814
4. Grant amount (US dollars). 239,977.10
5. Proposed dates of grant. 01st April 2024 – 31st December 2026
6. Countries where activities will be undertaken. Madagascar
- 7. Summary of the project [copy and paste Project Rationale and Project Approach from proposal].**

Project Rationale

Freshwater ecosystems have been identified as among the most vulnerable ecosystems to climate change worldwide by changing temperatures and patterns of flow variability (Jin et al 2009, Bates et al 2008). Climate change result in change of water temperature and properties, flow variability, change of biodiversity and increased sedimentation. This degradation due to climate change is often accelerated and aggravated by direct anthropic actions, such as use of chemicals, conversion of all or part of the ecosystem into agriculture fields, overexploitation of resources in the ecosystem (plants, fishery, etc.). When degraded, freshwater ecosystems can no longer ensure its essential functions such as provision of water and food, ecosystem regulation, nutrient cycling (Desta et al. 2012). This is why freshwater conservation is considered among the priorities in the Sustainable Development Goals.

In Madagascar, people are highly dependent on wetland ecosystems. However, in the last 50 years, around 60% of Madagascar's wetlands have been heavily degraded or destroyed (Kull, 2012). Those remaining are subject to array of pervasive threats from sedimentation, pollution, burning, invasive species and over-harvesting (Bamford et al 2017). Climate variability aggravates this degradation. In fact, rainfall and temperature are becoming irregular throughout the country. On the ground, lakes and rivers get dry for a longer period while risks of flood increase during heavy rains.

Lake Tseny is no exception. It is defined as a KBA for the presence of an endemic cichlid, the Pinstripe Damba *Paretroplus menarambo*, that was considered extinct in the wild until it was rediscovered at the site in 2008 (Andriafidison et al, 2011). The species is now considered as Critically Endangered (CR), based on its limited extent of occurrence (< 100 km²), its occurrence in only one known location (Lake Tseny), and a continued, observed decline in the quality of habitat within both its extent of occurrence and area of occupancy (which in this case are the same) (Ravelomanana 2016). The presence of a critically endangered, endemic species also qualifies Lake Tseny site as a site of the Alliance for Zero Extinction (AZE). In addition, the lake supports at least seven other threatened species: the turtle *Erymnochelys madagascariensis* (CR), the fishes *Arius festinus* (CR), *Paretroplus lamnabe* (EN), *Sauvagella robusta* (EN), *Paretroplus kieneri* (VU), the plant *Hydrostachys maxima* (VU), the fish eagle *Haliaeetus vociferoides* (CR), and the flying fox *Pteropus rufus* (VU).

Locally, Lake Tseny and its immediate catchment is integral to the livelihoods of at least 4,000 people who rely on the lake for fish – for local consumption and as a source of income – as well

as water for household use and watering of lakeside agricultural plots. The wider lake basin is also part of the wetland and is cultivated with rice or beans, with one crop per year and a long fallow period during the dry season. Following the guidelines for sustainable wetland management in Madagascar (Blackham & Avent 2018), our work at Lake Tseny focused on establishing legal management rights and responsibilities for local communities since 2021. This work resulted in the creation of four new community associations known as VOI, inaugurated in October 2022. The VOIs were created following the decree n°96-025 on 30th September 1996 on the management of the renewable natural resources by the local communities. Through this process, the designated community associations establish and enforce the rules for using the natural resources in their territory, on behalf of the Ministry of Environment and Sustainable Development.

During the interviews with the community as part of the VOIs creation and the elaboration of each territory's management plan, we found that climate change – reported as rainfall and temperature variability – has major impacts on the people's livelihood and the short and long-term viability of the lake (see attached Problem Overview). In addition to the direct impact of climate change on the water properties reported in the literature, it reduces agriculture yields and incentivizes people to overuse other natural resources (including forest and fishery resources), extend their agricultural fields into natural habitats, and/or participate in mining activities. The rules established by the VOIs should reduce the risks of further degradation from these uses. However, it is important that the VOIs have the knowledge, tools and power to enforce the rules, while community members are supported to adopt solutions to cope with climate variability without damaging the lake and its catchment. This is why this project has been designed.

Project Approach

The project general approach is attached to this application. Below we present the approach for each activity in the project logframe.

Component 1: Reduce Lake Tseny and catchment area's vulnerability to climate change

Deliverable 1.1. Three reports of habitat quality monitoring and use of natural resources at the core conservation zone, including data, photos and videos

Activity 1.1.1. Mark limits of the different zones in the community-managed areas

The management plan of each community-managed area includes four zones: agriculture (6,958ha), tree planting (647ha), sustainable use (12,470ha) and core conservation (1,240ha), the area of which varies between the communities. During this project (April – June 2024), we will mark the limits of the core conservation and sustainable use zones. To do so, we will hold community meetings to define the types of mark that should be used to ensure people can recognize the limits of each zone on the ground. These marks can range from simple painting to wooden signs. We will also locate on a map where the marks should be placed. Following the meeting, we will acquire all the materials and set up the marks in the field with representatives of the communities who were at the meeting. Posters with the map of each community-managed area, the different zones and the signs will be produced and posted in the villages for people to read and remember.

Activity 1.1.2. Set up monitoring plots and run initial assessment of habitat quality at the monitoring plots.

We will use multiple indicators to measure habitat quality:

- Species diversity, considering plants, vertebrates, and invertebrates,
- Temperature, humidity and light level on the ground,
- Water properties if there is a water surface in the plot, including pH, dissolved oxygen and nutrient level,
- Soil properties: texture, pH, nutrient content,
- Habitat structure: vegetation density, canopy cover, structural complexity,
- Human activities which will be our measure of natural resources use, and
- Disturbance levels if any (fire, presence of invasive species, risks of erosion, etc.).

These variables will be measured in permanent plots of 20m x 50m distributed randomly across the different zones following Ratovoson & Birkinshaw (2018). MV staff accompanied by local community members will measure the parameters in each selected plot. Habitat quality will then be scored in the spectrum between the best and worst scenarios. Initial habitat quality assessment will be carried out in June – July 2024. Data collected in this initial assessment will be our reference during this project and in the long term. This data will also indicate the level of degradation in each plot following Elliott et al. (2013) and will inform on the restoration efforts required for the forest ecosystem.

Habitat quality assessment will be led by Tonisoa I. R. (MV) who will ensure the design of the methods, data management and analysis, assisted by a research assistant that we will recruit at the project start who will coordinate field activities and data collection.

Activity 1.1.3. Run mid-term assessment of habitat quality at the monitoring plots.

This assessment will be carried out in June – July 2025 following the methods adopted by in 1.1.2. We will note any interventions within 20m each plot since the initial assessment and use this to analyse changes over time. Results of this comparison will inform decisions on actions to carry out to increase resilience to climate change.

Activity 1.1.4. Run end-of-project assessment of habitat quality at the monitoring plots.

As in 1.1.3., this assessment will follow the methods adopted by in 1.1.2 and will be carried out in June – July 2026. Results of this comparison will inform decisions on actions to carry out to increase resilience to climate change, beyond the project period.

Deliverable 1.2. A comparative report of the active and passive restoration costs and results

Activity 1.2.1. Delimit areas for passive and active restoration initiatives.

During this project, we will focus on restoring forest ecosystems in Lake Tseny catchment area. We aim to start restoration of 10% of the forest ecosystems in the core conservation and sustainable use zones, a total of 1,306ha by 2030. Passive restoration methods will be used on 80% of this area (1,045ha) and active methods on the 20% (261ha). Passive restoration is the act of enabling favourable conditions for a degraded area to return to its natural state, without pushing for this restoration through tree planting. Active restoration involves enabling favourable conditions for a degraded area to return to its natural state and planting trees to accelerate this restoration. This project will start the forest restoration initiatives.

Based on the results of the initial habitat quality assessment, we will identify on GIS areas for active and passive restoration initiatives. This map and the two approaches will be shared with local community members for their approval and/or modification. Limits of the areas agreed with the communities will be added on GIS and marked in the field. If these areas already have monitoring plots, we will start the restoration activities. If there are no monitoring plots within 20m of the mapped area, additional habitat monitoring plots will be installed and initial assessment carried out.

Activity 1.2.2. Awareness campaigns on the restoration initiatives

Information and education tools will be designed to raise public awareness on the forest restoration initiatives around Lake Tseny. In each tool, we will highlight the location of the areas where the restoration initiatives are taking place and how to recognize them, as well as the rules to respect on the access in these areas. Various means will be used in the awareness campaigns: posters, education sessions in the schools, information during community meetings, radio programs.

Activity 1.2.3. Train, equip and support local patrollers.

A patrol committee have already been established in each community in 2022. During this project, we will provide training, equipment and support to the members of these committees so that they can:

1. run monthly awareness campaigns in their villages on the rules regarding the access to the forest and the resources, especially in the passive and active restoration areas,
2. run bi-monthly patrols in the forest they oversee, and include monitoring of the restoration areas in these patrols,
3. collect seeds of native species while on their patrols that will be used in the nurseries for active restoration initiatives.

Activity 1.2.4. Design and run active restoration initiatives.

Once the areas for active restoration are identified with the local communities, we will identify the closest location where we could set up a nursery. We will then recruit and train three nurserymen/women from the nearby villages for each nursery (September – October 2024). They will receive training organised by MV and the CIREF Port-Bergé from November 2024 when we will establish the nurseries. Seedling production will start in December 2024.

Simultaneously, we will use the data from the initial habitat assessment in the active restoration areas to design the strategy to adopt, including the species and number of trees to be planted over time and space. In January 2025 (start of rainy season), we will start preparing the planting area by digging holes and improving access. Depending on the selected species and the availability of the seedlings at the nursery, tree planting will start in March 2025 and continue until the end of the project period. From January 2025, the nurserymen/women will monitor the active restoration areas monthly, recording the growth of the planted seedlings and other changes in the habitat.

Deliverable 1.3. A fire management strategy document and two implementation reports established.

Activity 1.3.1. Retrace the history of fires in each community-managed area

Using Global Forest Watch and Firealerts platforms, we will retrace the history of fire in each community-managed area from 2013 to 2023. This work will result in a map of the fire locations through time and space, and a graph showing fire frequency each year. These results will form the basis for developing the fire management strategies.

Activity 1.3.2. Define the fire management strategies with the local communities

In each community, we will organize a workshop with the adults and elders who have been in the village during the target period (2013-23). We will present the fire map and graphs to identify which events they most remember. We assume that they will remember the most important fires which had the worst impact on them. We will then facilitate a discussion around the following questions:

- What strategies have been adopted to prevent these cases after they occurred?
- Which of these strategies were most effective and efficient?
- Which of these strategies were costly but did not have impacts?
- What strategies could be used or tested in the future to prevent/stop/manage fire?

Responses to these questions will be used to define the fire management strategy in each community-managed area. When writing up, we will check for coherence between the decisions in the different communities. If there are contradictions, further meetings involving members of different communities will be organized to reach a common decision. When all contradictions are resolved, we will present the fire management strategy for the Tseny catchment area at the Commune and level, involving representatives of each community.

Activity 1.3.3. Support implementation of the fire management strategy

Implementation of the fire management strategy should be led locally by the Fokontany, the Commune and the patrollers. Based on the actions defined in the strategy, and the needs expressed by each community, we will provide equipment, food or stipends for people doing prevention work. In the budget, we allocated an amount of \$1,000 for each community to implement to fire management strategy.

Activity 1.3.4. Share and learn lessons with other communities in Madagascar.

Since 2022, there are several initiatives to manage fire throughout the country, especially in Menabe and Boeny Regions (around Parc National Ankarafantsika). MV is part of a consortium running the project 'Fitantanana Maharitra Holovainjafy' which has a component on fire. This project involves several exchanges and training workshops for project leaders and local community members. In 2026, we will involve community members from Lake Tseny in these workshops, so that they can learn from other areas and people.

Component 2: Reduce people's vulnerability to climate change at the four CBOs around Lake Tseny

Deliverable 2.1. Three reports (every July) supported by photos and one video reporting on the adoption of climate-smart agriculture techniques by community members to maintain and improve soil fertility hence improving and increasing yields despite weather variability.

Activity 2.1.1. Monitor weather variability around Lake Tseny

It is important to collect accurate data on weather variability in the project area. To do so, we will set up a weather station ([Vantage Pro2 — Davis Instruments](#)) in Tsaratanàna, with which we will be able to record weather conditions continuously. Data will be collected every two weeks. A graphic summary will be printed and posted at the Commune office. A copy will also be posted in the villages. We expect this information to generate discussion and initiatives to improve agricultural techniques to adapt to the climate. Results will also be shared at the district and Region levels for their reference every month.

Activity 2.1.2. Initial assessment of agricultural practices, challenges faced due to climate change and existing adaptation techniques.

This initial assessment (June – September 2024) will be a combination of interviews with community members and field observations. Our objective is to have an accurate information of the current practices to inform the decision on the climate-smart options that will be promoted, based on existing resources, the literature, and experiences from other regions.

The information we will collect include:

- The different crops and livestock adopted by each household,
- The size of the farms, including agricultural fields,
- The destination of each crop and livestock,
- The place of fishery in the household economy,
- The challenges faced for each crop and livestock, and how they are being addressed to date,
- An assessment of the effectiveness or weakness of these adaptation measures.

This initial assessment will also enable us to identify the innovators (n = 20) and early adopters (n = 108) in the communities, following the theory of diffusion. They will be our targets in the following activities. We also anticipate focusing on agriculture – i.e. crop production only during the period of this project.

Activity 2.1.3. Identify climate-smart approaches and practices that will be promoted with local farmers, support their adoption and assess their impacts.

We will recruit a climate-smart agriculture specialist to lead on this component of the project. He/She will use the results of the initial assessment to identify solutions that could be adopted by the communities around Lake Tseny. These solutions will likely include agroforestry, crop diversification, permanent soil cover, water management. Results of the initial assessment and the proposed solutions will be presented to members of the communities in November 2024 during a village workshop. We will ensure that the innovators and early adopters in each community will participate in the workshop, while inviting everyone to join. There, we will decide how the proposed solutions are going to be implemented in practice. Up to 10 volunteers per community will be registered to start implementing the solutions from December 2024. They will receive material and technical support, as well as ongoing mentoring from the specialist we recruited throughout the project period.

In May-June 2025, we will run the interviews and field measurements as in the initial assessment. We will run another workshop to share the results with community members and register another group of 10-12 volunteers per community who want to adopt the techniques.

Areas of improvements will also be defined during the community workshop. This process will be iterated in May – June 2026, the number of volunteers will be increased to 15 per community.

While we will continue to support the group of volunteers who are willing to adopt the techniques during the period of the project, we will also encourage peer-to-peer learning between the volunteers and other farmers. Volunteers will have to ensure they follow the techniques as agreed. Other farmers can adopt the techniques they are convinced with only.

Activity 2.1.4. Identify and train climate-smart agriculture champions in the communities.

Among the volunteers who joined the initiative during the first and second year, we will identify those who are most dedicated to improving the techniques and helping other members of their communities to follow their examples. We will select 3 people per community to follow further training on climate-smart agriculture at a specialized centre during the third year of the project. These champions will diffuse the climate-smart agriculture beyond the project period. The training programme will be identified according to the education history of each champion.

Deliverable 2.2. One report on the economic potential of useful native plants around Lake Tseny

Activity 2.2.1. Identify the economic values of the plants recorded during the initial habitat assessment based on interviews and literature review.

Developing sustainable and inclusive value chains from wild species is another way to reduce people's vulnerability to climate change. Based on our experience in Menabe Region, it is also an incentive to conserve the targeted species and its habitat. During this project, we will identify the species that could be promoted for this sustainable and inclusive value chain model. Using literature, we will determine the properties and potential of each species identified during the initial habitat assessment, especially for the use of fruits and leaves. We will rank the species from low to high economic value. We will map the market on the species of high economic values and identify the different actors. We will run interviews with the actors identified to better understand their requirements and challenges and assess the feasibility of collaborating with them.

The next steps of this process will be to analyse the production capacity of each product identified in the field. This step is beyond the reach of this project.

Deliverable 2.3. Documents demonstrating establishment of four village savings and loan associations (VSLA), enabling community members' mutual support to adopt climate-smart agriculture techniques and improve existing income-generating activities.

Vulnerability to climate change reduces when people have savings and reserves that enable them to overcome periods of hardship or repair loss and damages. In Ambatondrazaka district, we found that VSLAs enabled members to progressively set up these savings and reserves. In 2022, members of the communities around Lake Tseny visited Lake Sofia and learned about VSLAs. They were willing to adopt the model but were lacking support. Since members of MV have now been trained on supporting VSLAs and we have learned from our experience in Ambatondrazaka, we are confident in replicating this scheme in Lake Tseny.

Activity 2.3.1. Train Lake Tseny project team on the VSLA scheme

This will be a peer-to-peer training within MV, where the Ambatondrazaka project leader (Ellarissa) and social organizer (Simon) will share the theories and field practices with the Lake

Tseny team. This learning will happen with the communities in Ambatondrazaka. Throughout the project period, Ellarissa and Simon will be available to support the Lake Tseny team. We will also look for collaboration with CARE Madagascar who trained the Ambatondrazaka team if they can directly intervene in Lake Tseny.

Activity 2.3.2. Inform communities around Lake Tseny on the VSLA scheme and identify first volunteers

This will be a series of community meetings where we will present the objectives, principles, and functions of a VSLA scheme to all members of the communities. We will ensure that meetings are held at time and days where most community members are available. We will invite two women from Ambatondrazaka to share their experience of VSLA during the workshops. This approach is also aimed to encourage women participation in the scheme.

We expect 2-4 groups of volunteers to start a VSLA scheme after the information sessions.

Activity 2.3.3. Provide in-depth training, material support and mentoring to the initial groups – Cycle 1 - 3

A loan cycle for the VSLA is expected to last nine months. Therefore, the initial groups who will start the scheme in 2024 will be able to run three cycles by the end of this project. Further training on the roles and responsibilities of each member will be provided to the volunteers who joined the scheme. We will also facilitate the initial meetings to define the rules of each VSLA. Once the rules are defined, we will provide each VSLA with the equipment (secure box, notebook) while the members will contribute to the savings. We will participate in the initial meetings (up to 10) of each VSLA to help in facilitation and give training on financial literacy and other relevant topics. Our participation will reduce progressively as the VSLA can run independently. Throughout the project, we will look at the meeting notes to detect the success and any challenges faced by the VSLAs.

Activity 2.3.4. Share results of the initial VSLAs in the communities and register new volunteers (up to 4 groups)

We expect dissemination of the VSLA results will happen informally within the communities. To ensure all members receive similar information, we will compile the results of the first cycle and share during a community meeting. This will also be an opportunity for volunteers to register if they want to start a new VSLA. Members of the new VSLA groups will be registered and Activity 2.3.3 will be repeated to the new groups.

Activity 2.3.5. Provide in-depth training, material support and mentoring to the second groups – Cycle 1 - 2

This activity replicates what's in 2.3.3. but targets the second group of VSLAs.

Activity 2.3.6. Monitor impacts of the VSLA scheme on the members' wellbeing, activities, and ability to cope with weather variability and its impacts.

We will design a questionnaire that will measure VSLA members' social and economic situation, as well as how they prepare for or respond to climate hazards at the start of the project. This questionnaire will be administered to the VSLA members as they join the scheme and then annually. Changes in responses over the years will indicate the impacts of the VSLA scheme. In addition, if climate hazards happen during the project period, we will administer a questionnaire

to VSLA members and non-members of similar socio-economic backgrounds, to see any difference in their responses.

Component 3. Improve governance and management of natural resources at the four CBOs

Deliverable 3.1. Two reports on governance status of each CBO using the SAGE tool

The Site-based Assessment of Governance and Equity (SAGE - <https://www.iied.org/site-level-assessment-governance-equity-sage>) is a tool that has been developed and tested in multiple countries to assess the governance of natural resources and most importantly, define the key areas for improvement. In Madagascar, this tool has been already used in Menabe Region in 2021 by Louvain Coopération (<https://louvaindev.org/fr/news/2021-07-16/madagascar-pour-une-meilleure-gouvernance-et-gestion-des-mangroves>) and in 2023 by MV (report available on demand). MV has adopted this tool as an indicator of governance in its 2024-28 strategy. The process is led by Mrs Voahirana Randriamamonjy who already received a training on designing and implementing SAGE in 2022.

Activity 3.1.1. Train the project team on the SAGE tool and adapt to the local context.

This is part of the preparation phase of using SAGE. Training to the project team will be delivered by Voahirana, followed by a joint mapping of actors, developing the site profile, the selection of the principles to be assessed and the design of the questionnaire. This preparation phase will be carried out in July – September 2024.

Activity 3.1.2. SAGE initial assessment (October – November 2024)

Focus group discussions will be carried out with the groups of actors identified in 3.1.1 and using the questionnaire designed. Results from all groups will be combined, presented, and discussed during a plenary where all groups of actors will participate. The discussions will be facilitated so that they result in an action plan for each relevant stakeholder. Implementation of these actions will be the focus of Deliverable 3.2.

Activity 3.1.3. SAGE second assessment (March – April 2026)

The second assessment follows the methods in 3.1.2. In addition to the questionnaire, the group discussions will also assess the implementation of the actions decided during the first assessment.

Deliverable 3.2. Two reports on training, mentoring and support program for each CBO, including copies of training tools and materials.

Activity 3.2.1. Design a training, mentoring and support program for each CBO based on the results of the initial assessment.

Informed by the initial assessment results, this program will include objectives, responsibilities, period of implementation and materials to be used. We expect key topics to be considered are about transparency, information sharing and accountability for actions and inactions, fair and effective law enforcement, respect for resource rights and human rights of community members. This program will be implemented throughout 2025.

Activity 3.2.2. Deliver the training, mentoring and support program – Phase 1

This is where we will implement the program developed in 3.2.1. Relevant actors will be called to intervene in the villages based on the needs, including government staff, members of other NGOs or consultants.

Activity 3.2.3. Design a training, mentoring and support program for each CBO based on the results of the second assessment.

This activity replicates 3.2.1. but considers the results of the second assessment. The training programme delivered here will inform on the activities that will happen in Lake Tseny beyond the project period. In fact, this programme will include detailed activities to be implemented in 2026, and priorities for 2027-28 to improve governance around Lake Tseny.

Activity 3.2.4. Deliver the training, mentoring and support program – Phase 2

This activity implements the program designed in 3.2.3. We will report on achievements until December 2026.

Component 4: Disseminate best practices and caveats learned during the project implementation

Deliverable 4.1. A communication plan developed for the project.

We recognise this project will have different audiences that should be approached differently. This is why it is important to plan our communication at the project start.

Activity 4.1.1. Develop a communication plan for the project for use by MV.

At the project start, the project team will meet up to review the project plan and develop together the communication plan. This plan will identify the target audience, when and how they should be approached and what materials should be produced. The project leader and MV's communication officer will work closely to implement and review this plan quarterly.

Activity 4.1.2. Share communication plan with relevant stakeholders.

At the project start, we will also launch the project with relevant stakeholders at the local and regional levels. This presentation will include sharing of the communication plan, and informing where and when we expect partners to contribute to the communication.

Deliverable 4.2. Photos, videos, and documents presenting best practices published online and at regional and national events such as Ramsar and Environmental Day celebrations.

Activity 4.2.1. Design and produce communication materials following the plan.

Materials will be adapted to the target audience and the actions we expect them to take after seeing, listening or reading. We might hire consultants to produce specific materials.

Activity 4.2.2. Present best practices to participants at regional and national events and obtain their feedback.

When participating in regional and national events where visitors are from the general public, we will talk to as many visitors as possible, obtain information about their background (age, job, interest), what interest them in our boot/presentation, and if any, what action/talk are they going to do after this visit.

Component 5. CEPF Project management and monitoring compliance

All deliverables and activities in this component will follow the instructions from CEPF. Their implementation will be led by the project leader, with support from MV’s leadership and administration team.

8. Date of preparation of this document. 12th March 2024

9. **Overview of labor use on the project:** This section should describe the main types of workers who will be employed or engaged on the project, as follows:

In general, this project will involve three types of workers:

- *Direct workers contracted by MV: 17*
- *Consultants & Professionals: 56*
- *Temporary workers: 200*

Direct workers: These are people with whom MV will have employment contracts. Their positions are listed under ‘Salaries’ in the project budget. They will be working from MV offices (n = 13) or in the villages (n = 4). They are all Malagasy. They are a mix of young (over 18 years old) and adult men and women with a defined job description. Skills required are defined in the job description. The local agents will be hired from the villages.

Consultants & Professionals:

- *We expect to recruit three consultants during the project. Young men/women over 18 years old, they will have a defined terms of reference related to the project activities they are assigned to. Their contracts will be for a defined term.*
- *This category includes the patrollers. They are currently 43 men and 2 women, all over 18 years old. They will have an agreement with MV, for a working period of 2 days per month.*
- *We will also recruit 8 nursery workers, with an ideal proportion of 50% men and 50% women, all over 18 years old. They will be paid monthly, with a commitment of 3-4 working days per week.*

Temporary workers are villagers who will join our team for a set period. They can be youths (15 years old and plus) or adults that are assigned to specific tasks for the defined period. Tasks can include cooking, helping in the nursery, helping during the habitat surveys, etc.

10. **Assessment of key potential labor risks:** This section should identify key potential labor risks related to the project, assess each risk against criteria of probability and severity, and describe in detail all higher risks.

Key potential labor risks	Proba-bility	Severity	Overall Risk	Details	Mitigation Measures
The boat overturned in the lake and injured/ kill people	Medium	High	High	To reach the villages, we need to take a boat going over Lake Tseny. If the boat or the	We will always follow local community recommendations for taking the boat or not. On the boat, all

				driver are not good, or when it is too windy, taking the boat is risky as it might overturn and injure or kill people.	team members will wear a lifejacket.
Social conflicts resulting from patrols and enforcement measures	Medium	High	High	Members of the communities who are not happy with the enforcement measures taken because of an infraction might stir up trouble in the communities, especially the people involved in the project.	This risk will be prevented by an initial awareness campaign. We will also ensure all community members are aware of why measures are being taken. Relevant authorities will be mobilized for each measure.
Road accidents when traveling to the sites	Medium	Medium	Medium	Road accidents might happen when traveling from the offices to the sites	We will always check the cars before the travel to ensure they are in a good state. Traveling by night (after 8pm and before 4am) is prohibited.
Team or community members get injured in the field	Low	Medium	Medium	Physical injuries can happen when the team works in the field. They can result from slips, trips and falls, or misuse of field equipment.	We will provide appropriate training, protective clothing, and safety protocols to all workers in the project. Emergency kits will be available in the field and used when necessary. We will also liaise with local health workers to help the team in case of injuries.
Use of child labor	Low	Low	Low	Child (<15 years) old might want or	We will not employ any child younger than 15 years old.

				<p>be encouraged by their parents to help in project activities and get paid.</p>	<p>Our general rule is to work with people who have an ID card, i.e. over 18 years old only. We might also engage with youths over 15 years old as temporary workers as indicated in previous section. Their age will be confirmed by verifying the person's birth certificate. During this project, we will obtain approval from the parents or elders in the villages when working with youths between 15 and 18 years old to verify also that it will not disturb their program if they are still attending school. Their employment will be adapted to their age and linked to opportunities for them to learn and improve their skills and knowledge, such as cooking for the team, looking after planted seedlings, running habitat surveys, and facilitating community meetings and discussions. They will be employed only on a temporary basis, with a maximum limit of 8 hours per</p>
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					day and five days per week.
Unfair treatment or discrimination	Low	Low	Low	Some people in the villages who should participate in/benefit from the project could be prevented to do so, because they are not known or ignored by the project team.	This project includes several community meetings and consultations where all community members are invited to participate. We will also spend time in the field to meet all community members and listen to them. From the project start, we will share/remind our grievance mechanism and anti-discrimination policy to all project stakeholders, including the staff members. This will enable us to prevent risks of discrimination and inequity, and if these still occur, to address them timely.

11. **Risk mitigation measures:** This section will describe the measures that will be taken to mitigate all higher risks. Mitigation measures will be presented following the mitigation hierarchy, which requires that risks are anticipated and avoided where possible. Where avoidance is not possible, risks should be minimized to acceptable levels. Any risks that remain following avoidance and minimization should be mitigated.

See table on Q.10

12. **Brief overview of legislation: terms and conditions:** This section should present a brief overview of the *key aspects* of national labor and employment law relevant to terms and conditions of employment (e.g., wages, deductions, benefits, etc.).

The law 2003-044 establishes the rules on labor and employment in Madagascar. Annually, the government establishes a decree that specifies the minimum wages, deductions and salaries. The latest decree is from 2023. The national regulations allow employment of youths from 15 years of age (Decrees 2007-563 and 2018-009),

provided that the employment does not harm their health and safety and does not interfere with their education at school.

13. **Brief overview of legislation: occupational health and safety:** This section should present a brief overview of the *key aspects* of national labor and employment law relevant to occupational health and safety.

The law 2003-044 provides details about occupational health and safety. It specifies that each employee should be registered with a recognized health and safety service known as *Organisme Sanitaire Inter-Entreprises (OSIE)*. Such a service is available in most districts. If this service is not available, the employer should seek for alternative. There is no OSIE in the villages where the field agents are based. In case of health issues, they will go to the nearest health services: the Centre de Santé de Base (CSB) in Tsaratanàna and hospital in Port-Bergé. Medical expenses will be refunded. Each team in the field will keep a first aid kit and will be provided with necessary personal protective equipment.

14. **Responsible staff:** This section identifies the functions and/or individuals within the project responsible for (as relevant):

- Engagement and management of direct workers. – Ravo Mamonjisoa
- Engagement and management of contracted workers. – Jelot Hernandez
- Occupational health and safety. – Ravo Mamonjisoa
- Training of workers. – Ravo Mamonjisoa and Jelot Hernandez
- Addressing worker grievances. – Ravo Mamonjisoa and Julie Razafimanahaka

15. **Policies and procedures:** This section should describe policies and procedures for managing each category of project staff, in accordance with national labor and employment law and Safeguard Policy 2 on Labor and Working Conditions. Wherever provisions of national law are relevant to project activities and satisfy the requirements of Safeguard Policy 2, these provisions do not need to be duplicated in this section.

Direct workers have employment contracts with MV, according to the national labor and employment law and in line with Safeguard Policy 2 on labor and working conditions. MV policies and procedures will be applicable to all direct workers.

16. **Contracted workers:** This section will describe how the requirements of national labor and employment law and Safeguard Policy 2 will be incorporated into sub-grant agreements and/or service contracts with third parties who will employ or engage contracted workers.

When negotiating and writing contracts with consultants and professionals, we will ensure they align with the national labor and employment law, especially regarding wages, health and safety. This will be included in the agreement.

17. **Workplace grievance mechanism:** This section will describe how a mechanism will be provided for all direct workers and contracted workers (and, where relevant, their organizations) to raise workplace concerns. The mechanism must: be made easily accessible to such workers; address concerns promptly, using an understandable and transparent process that provides timely feedback to those concerned in a language they

understand, without any retribution; and operate in an independent and objective manner. Please describe how you will put in place a workplace grievance mechanism that meets these requirements.

The grievance mechanism will be designed at the project start and documented in a leaflet and poster. Leaflets will be shared with key project stakeholders, and posters placed in public places. In the villages, the grievance mechanism will be presented to the communities during a public meeting before it is posted. As a rule, the project team will also be recommended to remind the mechanism to the communities during each public meeting (over 20 participants). The text of the grievance mechanism will be translated into the local language. We will share all grievances — and a proposed response — with the Regional Implementation Team (RIT) and the CEPF Grant Director within 15 days. If the claimant is not satisfied following the response, they may submit the grievance in writing to the IUCN NL Complaints Committee at mail@iucn.nl or use the telephone number: +31(0)20 626 1732. Translation services will be provided if the claimant does not speak French or English.

If the claimant is not satisfied following the Regional Implementation Team's response, the claimant will have the option of submitting their grievance directly to CEPF, via the CI Ethics Hotline (toll-free telephone line: +1-866-294-8674 / secure web portal: <https://secure.ethicspoint.com/domain/media/en/gui/10680/index.html>). As above, translation services will be provided.

The environmental and social grievance mechanism of the French Development Agency (AFD) allows any person or group of people affected by the environmental or social aspects of a project funded by the CEPF as part of its program entitled “Ecosystem-based adaptation in the Indian Ocean”, funded by the EU, through the AFD, to file a grievance with these institutions. It is a mechanism that can only be used by the affected person(s) when all possibilities of dialogue with Madagasikara Voakajy, the Regional Implementation Team, and via the “CI Ethics Hotline” » have been exhausted.

For the AFD mechanism, grievances can be sent:

- by filling out the [form](#) online on the AFD website (www.afd.fr)
- by sending an email to: reclamation@afd.fr
- by mail to the attention of:

French Development Agency
Secretariat of the Environmental and Social Complaints Management System
5, Rue Roland Barthes
75598 Paris Cedex 12
France

The ultimate responsibility of grievances is MV's human resources and safeguard officer. During the first year of the project, she will present the mechanism during a stakeholders' meeting and in the villages. This will enable her to develop a trusting relationship with the local communities, from whom we might receive the most grievance.

18. **Disclosure:** CEPF requires that all direct and contracted workers be informed of the existence of the grievance mechanism and the measures put in place to protect them against any reprisal for its use, either at the time of recruitment or at the start of the project, whichever is later. CEPF also requires that all direct and contracted workers be provided with Conservation International's (CI's) Code of Ethics, and be informed that any violations of the Code of Ethics should be reported to CI via its Ethics Hotline at <https://secure.ethicspoint.com/domain/media/en/gui/10680/index.html>