



FONDATION POUR  
LES AIRES PROTÉGÉES  
ET LA BIODIVERSITÉ  
DE MADAGASCAR



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# SMALL GRANTS SCHEME MANUAL v2.0: Procedures for providing grants to community groups for wetland conservation using ecosystems-based adaptations

WWT Madagascar


*December 2025*

Funding partner



GLOBAL CENTRE ON  
BIODIVERSITY  
FOR CLIMATE



<b>Abstract</b>	This document presents the process to follow when awarding grants to local communities as part of the implementation of tests on nature-based solutions. It is made up of several paragraphs including the context of the implementation of the subsidy; the steps to follow before the grant is awarded; target and eligible groups; the amount of budget to be allocated as well as the method of payment of funds; the importance of setting up a complaints system as well as holding annual evaluation and rescheduling meetings. This is the first revision of the small grants manual from 2025 (WWT_
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<b>About the authors</b>	This document was prepared by the WWT project implementation team in Madagascar, with support from the project management team in UK.
<b>Author contact(s)</b>	Corresponding author (UK): <a href="mailto:mark.grindley@wwt.org.uk">mark.grindley@wwt.org.uk</a> Corresponding author (MD): <a href="mailto:harison.andriambelo@wwt.org.uk">harison.andriambelo@wwt.org.uk</a>
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## ii. Acronyms and Abbreviations

CEF	Representative of Ministry in charge of environment at District level
CEP	Community Engagement Plan
CIRAE	Representative of Ministry in charge of agriculture and livestock at District level
DREDD	Regional Directorate of Environment and Sustainable Development
GCBC	Global Centre for Biodiversity and Climate
GM	Grievance Mechanism
FDA	Agricultural Development Fund
FtW	Following the Water
FPIC	Free, Prior and Informed Consent
MAE	Ministry of Agriculture and Livestock
MEDD	Ministry of Environment and Sustainable Development
NBS	Nature-based Solutions
NGO	Non-Government Organisation
VOI	Local community
WWT	Wildfowl & Wetlands Trust

## 1. Overview

WWT and our partners are testing a small grants mechanism to support local community wetland management groups like VOIs, associations and cooperatives to implement tests on nature-based solutions to the impacts of climate change and other threats on their wetlands, associated livelihood activities and wetland nature.

The small grant mechanism makes it possible on the one hand to empower community wetland managers in the search for solutions best suited to their context, and on the other hand to strengthen their organisational and partnership capacities, thus preparing them to be more autonomous in protecting their wetland and using them sustainably.

The mechanism is called the Community Wetland Fund, and its main objective is that community managers of globally important wetlands in Madagascar are empowered to identify and implement ecosystems-based adaptation (EbA) measures that address climate change vulnerabilities at their sites.

As a result of this funding mechanism, community wetland managers will:

- Be technically strengthened to effectively and sustainably manage their sites
- Know how to undertake climate vulnerability assessments to identify needs and priorities
- Prepare environmental and social impact assessments for the proposals, to ensure they avoid any unplanned harms
- Identify EbA solutions that are suited to them
- Implement their EbA solutions at their sites with money from the Community Wetland Fund
- Help measure and report improvements as a result of their EbA projects

Through a small grant and project call, 30 community-based organisations will be selected for a new fund mechanism test. WWT and FAPBM through the Community Wetland Fund project, want to learn to sustain the new mechanism.

### 1.1 Small grants overview

The main eligibility conditions are that the:

- Project must be within the notified selected geographical area
- Applicant must be a community-based organisation working on wetland conservation (directly or indirectly) and have been formed for at least one year
- Applicant must be legally constituted as a community-based organisation (eg, VOI, association, cooperative etc)

During the selection process, additional pre-criteria are that the:

- Project should promote EbA solutions to address named climate change issues at their sites
- Budget should not exceed 5.000.000 MGA (around £800)
- Project duration should not exceed than 5 months
- Applications must use the provided template when submitting the proposal (narrative and budget)
- Proposal should consider the following cross-cutting elements; gender, inclusivity and protection and promotion of human rights
- Proposed activities should align with the project objectives and expectations

### 1.2 Eligibility and criteria

Existing community groups can take a variety of forms and be set up for a variety of purposes. For this call for tenders, we are giving priority to community groups involved in wetland management/conservation/use.

Groups are generally made up of individual members or household representatives, with one representative per household, and by considering an inclusive and gender-based approach.

Eligible groups must also have one management committee (comprising one president, treasurer, secretary, and advisors), a clear statute, a democratic constitution (with free and fair elections of representatives and leaders), and transparent financial management. Capacity building will be provided later to ensure that these criteria are met.

The following activities are eligible for this type of funding:

- Wetland restoration/conservation activities or activities having an impact on wetland conservation.
- Sustainable income-generating activities linked to wetland-based adaptation.

Additionally, mass sensitisation about the importance of your wetland within the community should be included in the planned activities.

### 1.3 Selection process

The selection process will be done according to the following steps:

- Pre-selection, to screen for applications not meeting the basic criteria
- Detailed proposal analysis to come up with a decision if the project will be granted, or needs to be reviewed, or rejected
- Site validation to assess the potential project success or the risks

### 1.4 Proposal evaluation

Each proposal will be evaluated in compliance with the evaluation guideline document. The committee for evaluation is composed of one or two WWT Staff, one or two from the minister (Environment, Agriculture/Fishing), one from the regional authority, one representative of the local community (VOI), and one representative of technical partners. At the end of the application review, the result will be published at the regional and district level, with notification for selected VOIs about a site visit confirming the choice and feasibility of their activities.

### 1.5 Proposal development

To help applicants, proposal development training and use of the template will be organised for VOI prior project call launch. Additionally, they will benefit from how to conduct an effective and simplified CCVA and ESMS with the community to figure the climate threats out and to identify the solutions that can address the existing climate issues within their sites.

### 1.6 Capacity strengthening

Training in financial, technical, institutional, organisational, and managerial areas will be offered only to the granted groups. All training needs will be identified at the outset of project implementation, and groups will be encouraged to identify and share their own support needs.

### 1.7 Responsibilities

Applicants' commitments

- You will sign a contract committing you to spend the funds under the proposal.
- You will provide written proof that the funds have been spent under your proposal.
- You will present an oral report on your project to the visiting project teams.

- You will provide a brief written report of activities.

#### WWT commitments

- We will prepare a contract based on your proposal. We will visit you to sign the contract and then disburse the first instalment of project funds.
- We will provide training in different topics and reporting from the outset of your project, as well as simplified accounting support.
- We'll visit your project at least once to discuss its progress.
- We will provide technical assistance if required, based on your proposal and discussions at our first meeting.

### 1.8 Funds conditions, disbursement, and grantee reporting

Initial disbursement (about 50 %) corresponds to the grantees budget related to the two first months (first category of their activities). We proceed to the first disbursement following the signature of the agreement (with local community validated workplan and budget plan) and the financial management training for the grantee.

The subsequent and last tranche (about 50%) which corresponds to the grantees budget related to the remaining months, is released only when the first technical and financial reports are submitted and validated with optional site visit.

The payment to the grantee is via direct cash, not mobile banking or a bank account. The cash is required to be put in a box hosted in a safe place at the grantee treasurer, who is responsible for any loss. The opening of the cash box needs three keys from three others local association's officers. The project will make available to each grantee group this special box, inspired by the successful approach of the Saving and Internal Lending Community groups.

In their report, if small accounting or reporting anomalies are identified, corrective measures will be requested by WWT. On the other hand, if funds are misused or unaccounted, the VOI will be considered as in breach of contract will must repay the relevant amount.

Lastly, we plan to support grantees to open an account with micro-bank system. The idea is that if receive additional funding from diverse sources, they must deposit it into the micro-bank and limit the cash they keep in the box.

### 1.9 Eligibility of expenditures

Expenditures must be indispensable for project performance and achievement of project results. All expenditures must be incurred during the eligibility period of the project, as defined in the grant agreement. Expenditures must be identifiable and verifiable; grant recipients should be prepared to present documentation in the case of a financial audit. Expenditures must be detailed in accounting records, backed by supporting evidence (e.g. invoices, receipts, contracts, time sheets, etc.) and in accordance with the accounting standards. Expenditures must be reasonable, justified and in line with the principle of financial management that the project team will provide training.

All expenditures that do not meet the eligibility conditions will be declared ineligible. In this case, the grant recipient will need to reimburse.

Here are examples of expenditures described above that are not eligible (not exhaustive):

- Expenditures that cannot be attributed to the project.
- Expenditures that cannot be supported by original supporting evidence.
- Expenses without proof of payment.
- Expenditures incurred outside the period covered by the grant.
- Furthermore, the following activities will not be funded under the Community Wetland Fund:

- Law enforcement or patrolling.
- Labour contributions will be voluntary, whether paid or unpaid.
- Activities where young children will be made to help deliver project activities.
- Purchase or use of chemical products or other hazardous materials.
- Activities that may affect land tenure arrangements or community property.
- Activities that cause economic displacement by restricting peoples' access to land or natural resources where they have recognised rights (legally or customarily defined).
- Impact on cultural heritage, including archaeological, paleontological, historical, architectural, and sacred sites including graveyards, burial sites, and sites with unique natural values.
- Activities that will have adverse impacts on critical habitats including forest.
- The procurement of natural resource commodities such as timber.
- Projects that breach international law, or international environmental treaties and agreements, as well as national laws and policies.
- Involve wild introduction of non-native species, or species outside of their natural range, or habitat restoration using non-native species.
- Negatively affect wild species of plant, animal or other flora and fauna.

### 1.10 Accountability mechanism

All associations will be treated equally. The program is designed to be fair, equitable, and transparent, offering equal opportunities to all potential beneficiaries. The funding cycle is transparent, and selection criteria and results are publicly available. Project participants and non-participants alike will be encouraged to provide feedback on the project and its implementation, in writing or orally and anonymously as they see fit.

A mechanism for collecting feedback and complaints will be set up to facilitate communication with beneficiaries and to flag up any irregularities (VOI level, project staff level), before project implementation. A complaints committee will be set up and/or a complaints box can be used. Complaints will be dealt with according to their level of sensitivity by the WWT project management team in Tana.

## 2. Monitoring, Evaluation, and Learning

**Monitoring visit and project meeting:** To ensure that the grantee project stays on track with delivers expected results, regular monitoring site visits and project meetings will be in place. Progress will be check by direct observations, data and evidence checking, and discussions with beneficiaries and implementers. Furthermore, the monitoring visit aims to gather feedback, detect challenges encountered by the grantee, and support them.

**Annual review:** To ensure that the project has a special critical moment for reflection, accountability, learning, and strategic planning, during the implementation period, an annual review is planned at the regional level with grantees and in the presence of local authorities.

**Capitalisation workshop/Participatory review with stakeholders:** Required at the end of the grantee project, it helps the project team to disseminate good practices, lessons learned and avoid pitfalls for the next intervention. It is an opportunity to encourage teams and stakeholders to learn from both success and failure by adopting a culture of transparency, critical thinking, and continuous improvement.

**Endline survey for selected sites:** Assessment of achievements at the end of the project, compared to the baseline or initial situation regarding the VOI and their sites. It will be an external service for the project.

### 2.1 Granting process

**Wetland sites and Associations pre-identification:** The project has a clearly defined geographical target area for its call for proposals. To ensure equal opportunity for all associations that meet the basic eligibility criteria, a pre-identification process of existing associations and wetland sites is conducted. These identified associations are then invited to participate in the regional project launch, which includes an orientation session and training to support them in developing their proposals.

**Associations capacity needs assessment:** Before project activities begin, a capacity needs assessment of the associations for the targeted areas will be held. This assessment will be carried out in collaboration with the partners to gather baseline information on the associations' competencies and their ability to effectively manage a small grant.

**Project Kick-off workshop at the national level:** An official project launch will be held in August in collaboration with FAPBM and the Ministry of Environment and Sustainable Development (MEDD). This event will serve as an opportunity to present the project to key stakeholders, foster engagement, and ensure coordination for effective implementation.

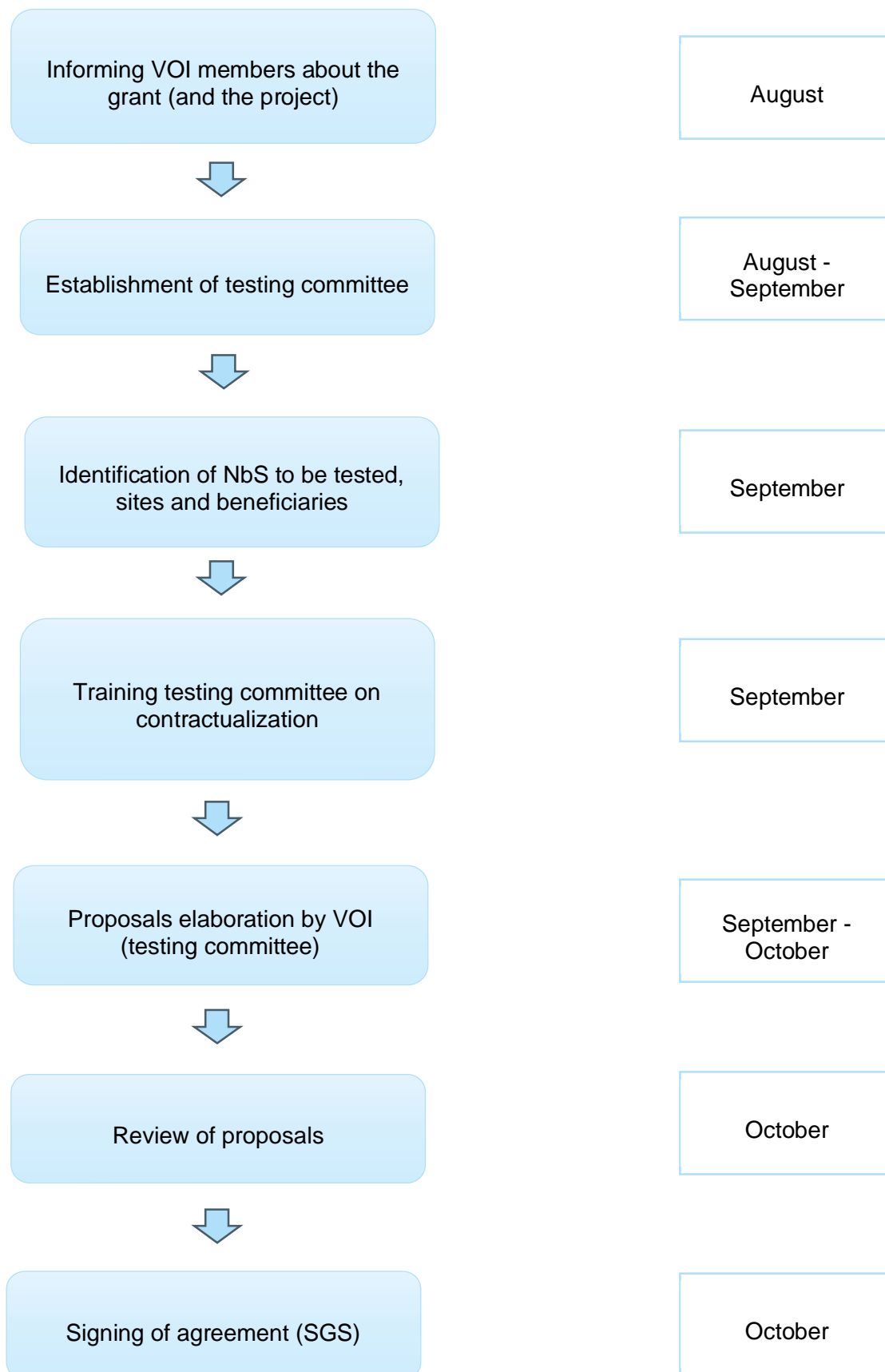
**Project launch at the regional level and pre-identified association orientation and training at district level:** Following the national project launch, regional rollout will begin involving local partners and authorities in a workshop to introduce the project and ensure alignment. This will be followed by two days orientation and training session for representatives of the pre-identified associations. The sessions will cover the use of templates, proposal development, and the methodologies and tools required to carry out the CCVA and ESMS processes.

**Proposal review:** The evaluation committee will be responsible for reviewing submitted proposals based on the criteria outlined in the guideline's manual.

**Contract signature and disbursement:** Each selected grantee will sign a formal contract detailing the responsibilities and obligations during the implementation phase. Disbursement of funds will follow the signing of the agreement.

**Association grantee strengthening capacity:** Once selected, each association grantee will benefit from tailored training based on the findings of their association capacity needs assessment. The training will cover a range of topics designed to equip grantees with the necessary skills and knowledge to manage the small grants effectively.

**Project implementation:** Regular monitoring visits will be conducted by the field team to track project progress and provide ongoing support to grantees. These sessions will help ensure that implementation remains on course and aligned with project objectives.

**Diagram:** Workflow and schedule for the granting process

## 3. Financial procedures

### 3.1 Overview

This section describes how grantees are vetted, funds are managed, and financial integrity is ensured for the Madagascar Community Wetland Fund.

#### 3.1.1 Summary workflow WWT Madagascar

1. Call for proposals → 2. Eligibility screening → 3. Capacity assessment → 4. Proposal evaluation → 5. Site verification → 6. Contract & training → 7. First disbursement → 8. Implementation & monitoring → 9. Interim reports & additional disbursements → 10. Final report & closure → 11. Lessons learned and audit/verification

### 3.2 Due diligence procedures

#### 3.2.1 Eligibility and screening

Applicants must be:

- Legally registered community-based organisations (CBOs)
- Involved in wetland management for at least one year
- In the pre-defined geographic area
- Use the official proposal templates provided by WWT
- Respect the available budget ( $\leq$  USD 1,000) and timeline ( $\leq$  5 months) limits
- Show inclusive governance, transparent management, and democratic election of officers (using CEPF's Civil Society Tracking Tool, CSTT)
- Proposals are pre-screened, then evaluated by a multi-stakeholder committee (WWT, ministries, local authorities, VOI, partners) using defined criteria (relevance, feasibility, ESMS compliance, EbA principles, budget justification)

#### 3.2.2 Pre-award checks

- Site validation visits confirm feasibility, risks, and local buy-in.
- Capacity needs assessments identify organisational and financial management gaps.
- Only groups able to meet minimum governance and accountability standards are approved; others may receive capacity-building first.

#### 3.2.3 Contracting and orientation

- Each grant is formalised by a written agreement setting roles, reporting duties, timelines, and allowable costs.
- Training is given before first disbursement on:
  - Financial record-keeping
  - Simplified accounting
  - ESMS and CCVA procedures
  - Safeguarding and grievance mechanisms

### 3.3 Fiscal accountability procedures

#### 3.3.1 Disbursement rules

- Initial disbursement: ~25 % of approved budget after contract signature and training
- Subsequent tranche released only when:
  - $\geq$  80 % of previous instalment is evidenced as spent

- Technical and financial reports are submitted and validated
- Optional site visit confirms satisfactory progress
- Final 10 % withheld until approval of the final financial report (within 30 days of project end).

### 3.3.2 Cash-Handling system

- Payments made in cash, stored in a locked community cash box held by the VOI treasurer.
- Box opened only with three keys (president, secretary, one member).
- Note: This procedure is based on Saving and Internal Lending Community (SILC) procedures developed by Catholic Relief Services and widely tested and known in Madagascar

### 3.3.3 Financial documentation

All expenditures must be:

- Necessary for project delivery
- Within the grant period
- Supported by original invoices/receipts (where possible)
- Recorded in accounting books

Expenditures are recorded in a cash book that it held in the community cash box and maintained by the board member responsible for financial records ("treasurer").

Ineligible costs include unsupported expenses, costs outside project dates, law enforcement, hazardous materials, displacement of people, or impacts on critical habitats.

Unjustified or ineligible expenditures will be deemed ineligible and must be repaid.

### 3.3.4 Reporting and oversight

- Grantees submit progress reports using WWT templates
- This includes a statement of income and expenditure
- WWT conducts monitoring visits to see progress
  - At least one week notice is provided to grantees
  - The inspection involved document reviews, and activity inspection
- Annual regional review with grantees or their representatives
- Final participatory evaluation to ensure transparency and learning (if required by funder)
- External endline survey for selected sites assesses compliance and impact on capacity and conservation targets

### 3.3.5 Accountability and grievance mechanisms

- Transparent selection and publication of results
- Complaints mechanism (suggestion box, committee or hotline – as per project ESMS) for anonymous reporting of irregularities or grievances by beneficiaries or through project staff
- Possibility of escalation to national level, in line with ESMS grievance mechanism
- Issues handled proportionally by WWT's national management team

## 4. Social and Environmental Safeguarding

### 4.1 Complaint procedure

In accordance with the policy of WWT as well as the donor, a **complaints process (grievance mechanism)** will be put in place to denounce irregularities (or inequalities of treatment) at the level of the VOI (or group) and/or those made by members of the team of the project. It will be materialized by the establishment of a grievance box (opened and collected each month) and/or the communication of the email address (or telephone contact details) of the WWT country manager. If needed, a third person who is not involved in the project neither with WWT or VOI will be asked to receive the complaint (teacher in a primary public school for example).

### 4.2 Implementation of tests

As these are tests, all VOI members who have come forward to participate will benefit from **technical** (theoretical and practical) **and economic** (profitability) training on the practices to be tested. An attendance sheet will be completed during these training sessions and the list of participants posted in the village concerned.

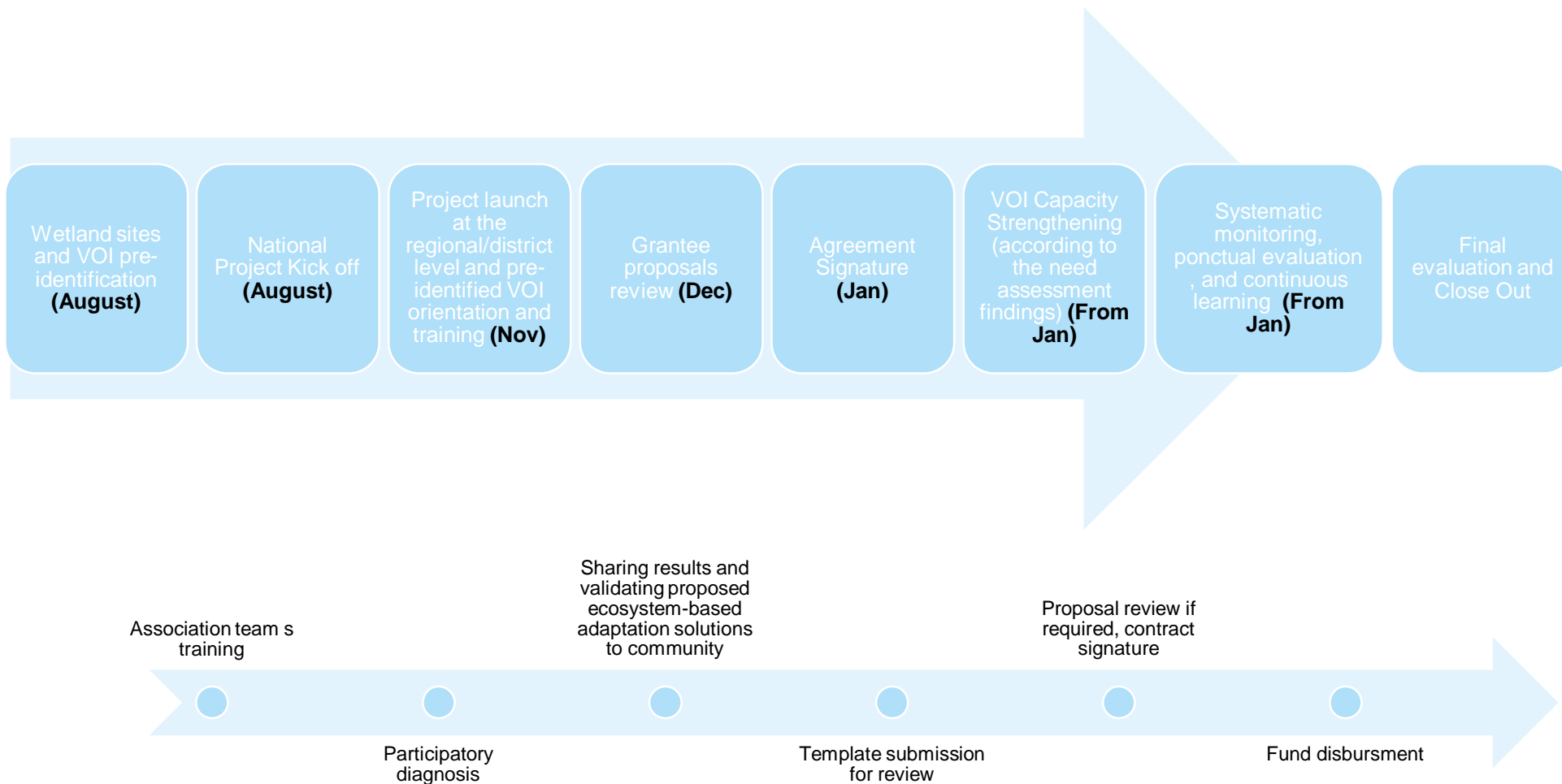
A **start-up meeting** will be held with all participants in the launch of the tests: validation of the timetable and the distribution of tasks and responsibilities in addition to a reminder of the test objectives.

In addition to the **ongoing support and monitoring** carried out by the WWT team, a **monthly update** will be organised between the WWT representative(s) as well as the representatives of the VOI (or group), at least the members office (or NbS test committee ). **Close communication** will be maintained between the WWT team and VOI members: in the event of a problem (due to climatic hazards or for other reasons, social for example) affecting the tests, the WWT team will be immediately informed in order to be able to remedy the situation if possible.

### 4.3 Annual Review

In order to facilitate the dissemination of good practices in terms of NbS as well as to maintain the **transparency** of the collaboration, an annual review meeting will be organised with all VOIs (even members who did not participate in the tests will be invited). The objective of the assessment is to draw lessons from the tests: successes and failures on technical, economic, organisational, social, biological aspects, etc. Representatives of local authorities will also be invited to attend these annual assessment meetings.

## 5. Timetable



## Annex 1: Proposal Template

The following...

### A. Vinavina Tetik'asa Andrana Nbs

Taom-pambolena :

Commune :

Fokontany:

VOI:

### B. NbS ho andramana (refy) :

-

-

-

### C. Sandan'ny tetik'asa (mga) :

### D. Tanjona :

Ny tanjon'ny tetik'asa dia :

-

-

-

-

-

-





## TETI-BOLA:

Ny teti-bola ilaina hanatanterahina ny tetik'asa dia miraikitra

<b>FANDANIANA</b>	<b>FATRA</b>	<b>VIDINY IRAY (MGA)</b>	<b>TOTALY (MGA)</b>
<b>HANA-PAMOKARANA</b>			
<b>FITAOVANA</b>			
<b>ASA</b>			
<b>FITAMBARANY</b>			





## ANNEX 4: Contract Template

### FIFANARAHAM-PIARAHAM-MIASA

- Ny mpikambana @ VOI avy ao

Izay misotatra anarana eo ambany soloin'i Atoa / Rtoa

- Sy WWT, Wildfolw Wetlands and Trust, izay soloin'i Andriamatoa Andriambelo Harison tena

Dia mifanaraka araka ireto andiany manaraka ireto

#### Andiany Voalohany :

Atao izao fifanarahana izao ahafahana manao andrana "vahaolana mifototra amin'ny natiora" (NbS) hohentina miaro ny farihy

#### Andiany faharoa :

Ny mpikambana @ VOI izay nisoratra anarana hanao ny andrana dia manaiky fa:

- Hitondra ny teknisianin'ny WWT sy ny mpiara-miasa aminy hijery ifotony ny olana mis eo @ taniny ka hizaha miaraka ny vahaolana afaka raisina;
- Hanaraka ny fiofanana izay hotanterahin'ny ekipan'ny WWT ary hampihatra ny toro-marika napetraka @ fotoana tokony hanaovana azy;
- Hametraka ny NbS araka ny fiofanana voaray sy @ fotoana tokony hanaovana azy;
- Handray antsoratra ny tarehi-marika rehetra ilaina momba ny andrana ary hamela ny ekipan'ny WWT hitsidika ny toerana nanaovana andrana sy handray ny antontan'isa mety ilaina;
- Handray ireo mpitsidika rehetra maniry hijery ny andrana (mpikambana @ VOI namana, mpiasan'ny Ministera manaramaso toy ny CIRAE na CIREF na CIRPEB);
- Hanao tatitra ara-potoana mikasika ny fanampiana voaray (asa vita sy ny fandanianana natao);
- Hizara ny taikefany mandritra ny toman'ezaka izay atao eo anivon'ny VOI na ny fokontany.

#### Andiany fahatelo :

Ny WWT kosa dia manaiky fa hanohana ireo mpikambana ny VOI izay vonona hanao ny andrana @ alalan'ny :

- Fanomezana ny toro-marika entina hamahana ny olana misy eo @ tanin'ny mpikambana @ VOI vonona hanao ny andrana NbS;
- Fampiofana ara-teknika ireo mpikambana ireo hahafahany manatanteraka ny vahaolana NbS;
- Famatsiana ny hana-pamokarana (masomboly, vilona, zanakazo, sns), sy ny fitaovana (gony, fantsika, grillage, borety raha ilaina, sns) mety ilaina raha tsy misy eo ampelatanan'ny mpikambana @ VOI izany mba tsy ho fandanianana mihoatra ho azy ny fanatanterahana ny andrana;
- Fanara-maso ny andrana (fandraisana antontan'isa) mba hahafahana manitsy ara-potoana sy mizara ny traikefa @ mpikambana hafa mety ho liana;
- Fanomanana fivoriana fanaovana toman'ezaka rehefa tapitra ny andrana.

#### Andiany fahaefatra:

Ity fifanaraha-mpiaraha-miasa ity dia natao hanankery mandritra ny taompambolena 2024-2025, manomboka ny daty nanaovana sonia hatr@ faran'ny volana jona 2025.

#### Andiany fahadimy:

Raha misy ny tsy fifankazoana mandritra ny fanatanterahina ny fifanarahana dia hezahina ny mitady ny vahaolana miaraka. Raha tsy tanteraka ny fitadiavana vahaolana miaraka dia manankery ny Tribonaly ao @ Distrika.

Natao sonia teto

androany faha

Solontenan'ny VOI

Solontenan'i WWT

LISITR'IREO MPIKAMBANA VOI VONONA HANAO NY ANDRANA NBS:



The Wildfowl & Wetlands Trust (WWT) is one of the world's leading conservation organisations dedicated to saving wetlands for people and wildlife. Founded in 1946 by the pioneering conservationist Sir Peter Scott, WWT's vision is a world where healthy wetland nature thrives and enriches lives.

Our mission is to conserve, restore and create wetlands, save wetland wildlife, and inspire everyone to value the amazing things healthy wetlands achieve for people and nature. WWT has been working in Madagascar since 2010 and operates under an agreement with the Ministry of Foreign Affairs.

**WWT Madagascar**

Lot VT 74 Ter B Andohanimandrozeza,  
Rue Kotavy, 101 Tana  
MADAGASCAR  
+261 32 62 154 16 / 34 47 192 84

[enquiries@wwt.org.uk](mailto:enquiries@wwt.org.uk)