



seed **madagascar**  
sustainable environment, education & development



## **RURAL LIVELIHOODS STRATEGY**

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**A Report on the Strategic Planning Process with  
the Rural Livelihoods Programme**

August 2022



# 1 Introduction

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SEED Madagascar (SEED) is in the process of reviewing its organisational strategy and developing long-term programme plans for each of its four major programmes. Aiming to guide the development of projects more strategically, each programme strategy will provide stability and direction, improve the development of longer projects, and allow for multi-year funding applications.

This is a report on a strategic planning process undertaken with the Sustainable Livelihoods Programme (now renamed the Rural Livelihoods Programme) between July and August 2022. The outcomes of this process were a vision and mission for the Rural Livelihoods Programme, the identification of key strategic areas to guide livelihoods work over the coming years, strategic outcomes for this work, and a theory of change to explain the Programme's understanding of how such outcomes will be achieved. The timeframe for the plan is five years.

## 2 Rural Livelihoods in Madagascar

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Ranking 164 of 189 on the Human Development Index, Madagascar has one of the highest poverty rates globally, with 77% of the population living on less than US\$1.90 per day.<sup>1 2</sup> With over 80% of flora and fauna estimated to be endemic to the island, the country is among the world's most significant biodiversity hotspots. While the natural environment underpins the livelihoods, food security, and health of the Malagasy people, Madagascar is one of the most vulnerable countries in the world to climate change.

The 2020-2021 COVID-19 pandemic had severe adverse economic and social repercussions in Madagascar, causing the economy to contract by 7.8%.<sup>3</sup> Collectively, the impact of climate change and economic decline has been amplified in the south where, between 2018 and 2021, the most severe drought in four decades left one million people critically food insecure and in need of humanitarian support.<sup>4 5</sup> In these regions, referred to collectively as the Deep South, a staggering 90% live below the poverty line.<sup>6</sup>

The drought, combined with factors underpinning poverty, means that food security for many households in southern Madagascar has deteriorated in recent years. Major large-scale investment is required to improve agricultural productivity and address structural constraints such as lack of irrigation and crop varieties with poor drought tolerance. SEED does not have the financial or human capacity to address large-scale agricultural improvement; rather its Livelihoods Programme will provide targeted support to rural households to improve livelihoods in selected geographical areas.

Most households involved with the current Programme primarily rely on the natural resource base for their livelihood. These households include fishers who harvest a range of fish including lobster as a high-value export product, beekeepers who sell honey produced in forage-dependent hives, and women in a reed weaving cooperative earning income from the sale of woven products; the long-term security of these resources is fundamental to livelihood stability and improvement. Diversifying household income sources away from natural resources will enable communities to better prepare and respond to climate shocks and social and cultural pressures, such as purchasing food if there is a drought or a decline in fish stocks. Disposable income can be used for school fees or capacity to start a business.<sup>7</sup>

In the area where SEED's Livelihoods Programme works, opportunities for improving small-scale agriculture and diversifying household income are limited. Located in isolated rural areas with poor infrastructure, the availability

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<sup>1</sup> <http://www.worldbank.org/en/country/madagascar/overview>

<sup>2</sup> <https://www.worldometers.info/world-population/madagascar-population/>

<sup>3</sup> <https://www.trade.gov/country-commercial-guides/madagascar-market-overview>

<sup>4</sup> <https://reliefweb.int/report/madagascar/humanitarian-action-children-2021-madagascar-2021-revision-1-june-2021>

<sup>5</sup> <https://reliefweb.int/report/madagascar/madagascar-country-office-humanitarian-situation-report-no-1-reporting-period-01>

<sup>6</sup> <https://reliefweb.int/report/madagascar/madagascar-food-insecurity-crisis-grand-sud-regions>

<sup>7</sup> K Westerman, KLL Oleson, AR Harris. Building Socio-ecological Resilience to Climate Change through Community-Based Coastal Conservation and Development: Experiences in Southern Madagascar. Western Indian Ocean J. Mar. Sci Vol II, No. 1, pp87-97, 2012

of agricultural and financial services is limited and product marketing is difficult. With little capital, people are often risk averse, unwilling or unable to invest. Additionally, there is extremely limited access to formal education and people are guided by strong traditions and a conservative culture. Working across Community Health, Education Infrastructure, Water, Sanitation and Health, Conservation, and Livelihoods Programmes, SEED's collaborative approach puts the organisation in a unique position to support rural households achieve greater wellbeing and resilience.

### 3 A History of SEED's Livelihoods Programme

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SEED has been involved in rural livelihoods initiatives in the Anosy region for 20 years. Thus far, the Programme's portfolio has primarily aimed to either promote food production, and therefore the nutritional status of families, or to increase household income.

In 2001, SEED began a small initiative promoting beekeeping as an income generating activity in Sainte Luce and Andramanaka. The Programme introduced a small grants and training programme from 2003-2006, providing individuals in Sainte Luce with one-off grants to establish businesses, typically in food security or town-based skills (sewing, small stall holding). Vegetable gardening began in Evatraha over the same period.

The Lanirano training centre (in Fort Dauphin) operated between 2006 and 2008, providing courses in *mahampy* dyeing, sewing, and demonstration gardens. A second small grants programme was introduced between 2008 and 2012, supporting business development for women in Fort Dauphin. Vegetable farming initiatives and crop trials, including rice, continued. In 2010, moringa was introduced in communities as a nutritional and medicinal supplement.

Between 2012 and 2014 the Livelihoods Programme technically closed for review. With the exception of the final year of the women's small grants project, the projects introduced up to 2012 were considered unsuccessful. Despite the Programme closure, a number of new initiatives began during this period. Managed under the Conservation Programme, the Miaro project brought together fishers, weavers, and foresters from Sainte Luce to improve natural resource management. The Mitsinjo project promoted beekeeping, fruit trees and moringa growing in bush communities. The Stitch Sainte Luce (Stitch) embroidery project began.

Numerous pilots have been trialled since 2012 that have failed to develop into major projects, including fruit and coconut farming, vegetable and chicken farming, and the use of fuel- efficient stoves. SEED piloted Sakondry, an edible insect farming project, with five communities in 2021. The project is currently in review to establish whether SEED is able to promote insect farming as a new income generating initiative.

During the strategic planning process, Programme staff identified four projects as core projects of the Livelihoods Programme: Stitch Sainte Luce, Oratsimba and Mahampy (beginning in 2012, 2013 and 2014 respectively) and Renitantly that has continued as an intermittent project.

#### 3.1 Stitch Sainte Luce

Founded in 2012, the Stitch Sainte Luce Cooperative (Stitch) was established to develop embroidery as a livelihood opportunity for women in Sainte Luce. Initially involving 12 women, the Cooperative's membership now totals 96. In 2013, the Stitch Studio opened where the women work, sell, and store products. Members also received skills training to expand their product range and business and marketing training to manage the Cooperative's finances independently. A flagship project of the Livelihood's Programme, in April 2020, Stitch became independent of SEED with an MOU outlining the partnership between the two organisations. Primarily selling to tourists, the closure of Madagascar's borders during the peak of the pandemic significantly reduced Cooperative sales. SEED provided Stitch with immediate financial support in 2021, enabling the Cooperative to recover and resume operations autonomous of SEED in April 2022. SEED continue to provide logistical support to assist Stitch with international sales.

## 3.2 Oratsimba

Project Oratsimba began in 2013 when both donor interest and a request from the community for assistance with marine management coincided. The project was first established in Sainte Luce to encourage community-based, sustainable lobster fishery management, and has since expanded to the community of Elodrato. Each community has established a Locally-Managed Marine Area (LMMA), followed by the creation and legal ratification of *dina* (local laws) regulating certain aspects of the fishery. Regulations include fishing gear restrictions and a periodic no take zone in each community, to allow lobster populations a period of recovery and to reduce overexploitation. Fishers in Elodrato struggle particularly during the national closed season, which the project attempted to address through supplementary income generation such as chicken farming. So far supplementary livelihoods have been a challenge, with none thriving as of yet. There are numerous challenges the project needs to address from 2022 onwards, solidifying key markers of success in Sainte Luce and Elodrato before reducing support and expanding to other fishing communities. The challenges of managing a small local marine area when it is just a small part of the bigger marine environment, and recognising that lobster and other fish move freely in and out of the project area, needs consideration.

## 3.3 Mahampy

Since 2019, Project Mahampy has supported over 100 women in Sainte Luce to increase the income generated from *mahampy* reed weaving. During Phase I, SEED supported the establishment of the Mahampy Weavers' Cooperative and the Mahampy Weavers' Workshop, increasing the weavers' supplier power and creating a space for sales to local buyers and tourists. Currently in its second phase, the project supports the Cooperative to improve market access and build their capacity, with weavers receiving training in weaving, finance, business, and literacy skills. Regular wetland monitoring, conducted by both SEED's Conservation Research Programme (SCRIP) and the weavers themselves, has contributed to gaining a better understanding of the *mahampy* reedbeds and resource management.

## 3.4 Renitantly

Project Renitantly began in 2016 with the aim of improving the sustainability and viability of beekeeping as an income generating activity amongst rural communities. With a high focus on capacity building, the project supported beekeepers in six rural communities to use more sustainable and efficient practices. SEED initiated an additional six-month project in 2017 to build the capacity of beekeepers in preventing, recognising, and treating hive infestations of the varroa mite. Currently in an interim phase, the project relaunched in 2021, supporting a smaller group of independent beekeepers to address key challenges that limit the potential of beekeeping as a profitable and reliable livelihood.

# 4 The Strategic Planning Process and Outcomes

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In July and August 2022, the Sustainable Livelihoods team met to develop a strategic plan that would guide the Programme for the next five years. This included a review of SEED's livelihoods work to date, a discussion and agreement of how SEED understands 'a sustainable livelihood' and 'a Sustainable Livelihoods Programme', and a series of exploratory exercises for the team to consider the contextual environment and make choices for the future. The components of the process and their outcomes are described below. A full description of each analysis is included as an annexe to this report.

## 4.1 Developing a Programme Timeline (Annex 1)

The team identified the projects that have taken place since the Programme began in 2001. With only one member having worked in the Programme for the duration, the exercise was a chance for newer members to see how work had progressed and changed over time.

## 4.2 Portfolio Analysis (Annex 2)

Using the Programme timeline, a portfolio analysis was undertaken. Each project was categorised according to its perceived success and value in the Programme:

<b>Foundation Stones</b>	Core strength areas that bring respect to the Sustainable Livelihoods Programme or constitute “what we are known for”
<b>Stars</b>	Strong projects with real potential for growth
<b>Question Marks</b>	Innovative projects but effectiveness has not yet been proven
<b>Dead Ducks</b>	Components that add little value to the Programme but consume time and resources

Food production projects were considered mainly unsuccessful with varying outputs and often little interest from targeted groups. Various models have been tried including the provision of small grants and skills training and support to encourage communities to form associations, trialling food and crop production collectively. Most of these projects were seen to consume time and financial resources with little impact and were categorised as ‘Dead Ducks’.

Communities perceive that income improving projects have had greater benefit and success. The team agreed that Stitch is a Foundation Stone.

Projects Oratsimba, Renitantely, Mahampy, and Sakondry were categorised as ‘Question Marks’. Sakondry was piloted, but needs review and further piloting to see if challenges can be overcome. The other three projects have been implemented for a number of years and focus on increasing participants’ income. Whilst all have successful and replicable aspects, questions remain over each project’s overall viability and strength. However, the team expressed confidence that all three projects had the potential to become ‘Stars’ with some reshaping.

None of the Programme’s projects were categorised as Stars, revealing the complexity of implementing sustainable livelihoods work in this environment.

## 4.3 Exploring Our Understanding of ‘a Sustainable Livelihood’ and ‘a Sustainable Livelihoods Programme’ (Annex 3)

To ensure a common understanding of sustainable livelihoods terminology, the team explored their understanding of what ‘a sustainable livelihood’ is and what ‘a sustainable livelihoods programme’ should include and achieve. The team defined a sustainable livelihood as having adequate income and resources, the ability to cope with stresses, increasing and generating employment, creating a security and confidence about life, and respecting the environment. Ideas relating to what constitutes ‘a sustainable livelihoods programme’ included: a set of projects that secures basic necessities in a sustainable way, building capacity and supporting people to achieve their own goals, increasing income for communities whilst respecting the environment.

The team’s ideas were compared with widely accepted academia, understanding livelihoods as comprising capabilities, assets and activities required for a means of living, and a sustainable livelihood being one that can cope with and recover from shocks and stresses, maintain or enhance its capabilities and assets, while protecting the natural resource base. Academic understanding of sustainable livelihoods programmes includes elements of capacity building, improving socio-economic conditions through accessing and acquiring assets, and engaging in and maintaining thriving livelihoods.

The team agreed the outcomes of a sustainable livelihoods programme could include: increased income, improved food security, reduced vulnerability, improved health and wellbeing, more education and skills, and a sustainable natural resource base. The team decided that the Livelihoods Programme would not be taking on such a broad portfolio of work with other SEED Programmes also contributing to the achievement of these outcomes. With this understanding the team agreed it is more appropriate to call the Programme the ‘Rural Livelihoods Programme’.

## 4.4 Who We Work With and Where We Work

The team identified where the Programme historically and currently works and with whom, necessary in determining how and where the Programme should focus its work in future.

The Programme began in the fishing community of Sainte Luce and has since remained the location of SEED's conservation work. The Programme expanded to operate in three rural communes, supporting lobster fishers (mainly men), women weavers and embroiderers, and beekeepers, many also farming crops and occasionally livestock. The Programme targets people already engaged in these activities, motivated, or who show potential, to develop their skills and enterprises. The Programme does not specifically target youth, children, or disabled people.

## 4.5 Strengths, Weaknesses, Opportunities, and Threats Analysis (Annex 4)

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was conducted to analyse the Programme's internal strengths and weakness', external opportunities, and threats.

The team identified staff experience and motivation as strengths of the Programme in addition to community trust and the Programme's capacity building approach. Limited human resources, characterised by lack of specialist skills and high staff turnover, especially of international staff, were identified as weaknesses, preventing best practice and learning being incorporated into the Programme. Recognising the need in other areas, the team questioned the focus of the Programme continuing to be in Sainte Luce.

Team members identified current funding trends as an opportunity for the Programme, for example local marine management. Climate change mitigation also presents an opportunity to develop new projects and access new funding streams. A major threat to the Programme is the expansion of the QMM, the Malagasy government/RioTinto mining partnership. The growing population is also increasing pressure on resources, in addition to climate change, with livelihoods support becoming ever more challenging.

## 4.6 Stakeholder Analysis (Annex 5 and 6)

To identify how and who the Programme should work with, a stakeholder analysis enabled the team to identify individuals or groups who may be affected by the Livelihoods Programme (primary and secondary stakeholders) or who have an effect on the Programme's work (key stakeholders). All stakeholders were grouped according to the strength of their perceived interest in the Programme's work, such as impact or interest, and their capacity to influence, in terms of power.

Primary stakeholders were namely those directly impacted by the Programme's work, and included groups such as beekeepers, weavers, embroiderers, and lobster fishers. These stakeholders were primarily classified as *defenders*, or those with high interest in projects, but relatively low influence.

The stakeholder mapping exercise also revealed strong *promoters*: supporters of the Programme who have high influence and who should be included and informed of Programme activities to ensure their continued support. The Ministry of Fisheries, the local fisheries management committees, the Sainte Luce Chef Fokontany, and project partners such as Blue Ventures were grouped in this category.

Stakeholders whose interest should be nurtured, potentially providing useful support to the Programme, were considered *latents*, with high influence but low interest, and include QMM, lobster companies, honey platform members, local mayors, and the Chef Fokontany in most areas. Through the Programme's capacity building efforts, the primary stakeholders could gain confidence and have more influence on stakeholders in this *latents* group.

Amongst the stakeholders who currently have little interest in or influence on the Programme, the team identified the Ministry of Agriculture and the Ministry of Environment and Mines as stakeholders whose influence could increase.

## 4.7 Political, Economic, Social, Technological, Legal, and Environmental Analysis (Annex 7)

A Political, Economic, Social, Technological, Legal, and Environmental (PESTLE) Analysis enabled the team to understand and explore macro factors and trends that had, or has, the potential to influence the Programme.

The government and role of national ministries could impact the Programme, particularly as their policies and priorities are likely to change. Madagascar has chosen not to condemn the current Russian invasion of Ukraine, potentially resulting in ramifications for the country in the future. The war is one of numerous factors currently driving inflation, impacting Programme costs and the value of agricultural and marine products. Economic stability, both nationally and internationally, impacts markets, and the cost of major shocks, such as a pandemic, are clearly understood by the team.

The increasing population is also a factor placing greater pressure on already scarce resources. Extremely low levels of formal education, the region's conservative culture, and low financial capital often means communities are risk averse and slow to change. Despite this, rapidly developing technology is creating major change in communications and creating opportunities for new information flow, including data collection, mobile banking and access to solar electricity. New technology also has the potential to influence fundraising, supporting new ways of donating and expectations of donors.

New environmental laws are quickly emerging alongside increasing product certification requirements. Changes made by communities to *dina* (local laws) can bring both positive and negative impacts on Programme operation and success.

The negative impacts of climate change, particularly in the south, are increasingly evident and will be a major threat to Programme success as well as an important consideration for planning. Drought, cyclones, cricket invasions and wild fire have all increased in recent years. Planting seasons are changing in response. Certain land is becoming unsuitable for agriculture and due to deforestation, ongoing habitat loss is threatening the unique biodiversity of the area. Improved road access and infrastructural developments may improve product marketing but similarly threaten the availability of natural resources. QMMs plans for future mining are not yet known, however, preparations could start as soon as 2025. QMM's activities could have an enormous impact on the Livelihoods Programme.

## 4.8 Problem Analysis (Annex 8)

The team conducted a Problem Analysis to deepen understanding of the problems currently faced by communities and to decide on the areas the Programme would focus on in the future. Based on staff's considerable experience and previous monitoring, evaluation, and learning, the team identified challenges they deemed the most important, in terms of duration, severity or impact, coverage, and community perception. The following key livelihood problem areas were identified:

- Lack of formal education
- Lack of income
- Poor land use and agricultural productivity
- Lack of financial management and business skills, services, entrepreneurial capacity
- Poor infrastructure and lack of services
- Conservative culture
- Marketing
- Natural resource management (as it impacts livelihoods)

The team reduced the list to decide on the main areas the Programme would focus on in the future. The team considered the experience of SEED's Livelihoods Programme to date, skills in the team, the focus of other SEED Programmes, and the work of other livelihoods organisations. The four main areas are:



- **Lack of income**
- **Lack of financial management and business skills, services, entrepreneurial capacity**
- **Marketing**
- **Natural resource management (as it impacts livelihoods)**

Each problem was analysed using a Problem Tree tool, examining why they exist (their root causes) and the consequences of such problems if not addressed. This process produced a picture of the potential levels of intervention for each problem. A summary of each problem analysis is listed below.

#### **4.8.1 Lack of Income (Annex 8a)**

Why?

- No formal jobs - lack of employment in rural areas, many people cannot access jobs when they are available due to poor education
- Lack of livelihood opportunities - lack of entrepreneurial mind-set, lack of skills, risk adverse
- Lack of few assets/capitals - health, physical, financial, social assets are limited leading to low investment in income generating initiatives

Consequences

- No savings or reserves, contributing to food insecurity
- Lack of well-being and stress
- Households and communities are vulnerable to crises and shocks

#### **4.8.2 Lack of Financial Management and Business Skills, Services and Entrepreneurial Capacity (Annex 8b-8d)**

This problem analysis was divided into three areas to capture the complexity of the problem.

*Lack of financial management, entrepreneurial and business skills*

Why?

- Many people have low numeracy skills – parents do not perceive school to be a priority over household/livelihoods work, many children have not been to school
- Little knowledge on financial matters – not on school curriculum, those who have knowledge choose not to share, fearing competition and their income declining.
- No culture or prioritisation of savings –owning zebu is the only form of savings people know (monetised in line with *fomba* e.g. needed for funerals, which can wipe out savings), daily needs are too important

Consequences

- Successive generations are uneducated
- People make bad spending decisions
- People live in debt
- Tendency for everyone to engage in same livelihood activities
- Those who attempt income generating initiatives fail, keep changing initiatives, and lose investments
- Living standards decrease and people more vulnerable to shocks

*People not accessing financial services (banks, microfinance, training)*

Why?

- People fear their money being with someone else – cultural norm and poor education
- Few formal financial services – areas are isolated with poor infrastructure, not attractive for formal institutions, majority of people are farmers without stable income
- Lack of associations or cooperatives



## Consequences

- Lack of opportunities leads to little development
- Social/financial insecurity – can lead to loss of assets e.g. property
- People spend any money they have immediately – they don't save

## *Lack of entrepreneurial initiative*

### Why?

- Social isolation – people not exposed to new ideas or thinking
- Little culture of 'entrepreneurship' – lack of education
- People have low paid jobs or little money/resources - entrepreneurial investment is high risk
- Lack of motivation – people need to see the benefits of an initiative
- No one to train people

## Consequences

- No innovation or new ideas
- No increase in income which can contribute to food insecurity

### **4.8.3 Marketing (Annex 8e)**

#### Why?

- Rural areas are isolated - poor infrastructure, high cost and effort to sell products
- Quantity of product – low as producers lack skills, don't work together to exploit economies of scale
- Lack of information – isolated communities, poor communication
- Low prices – monopolies on transport, no value added to products

## Consequences

- Prices are low so unable to expand business
- Products decrease in quality or go to waste
- Livelihood opportunities involving production and selling are unviable

### **4.8.4 Diminishing Natural Resources – Problem of Use and Management (Annex 8f)**

#### Why?

- Government selling natural resources for profit – corruption
- Population growth – migration to and within southern Madagascar driven by climate change and changing resource availability; poor access to family planning services, stock outs common and government unable to provide secure services
- Climate change – including fires in the wetlands – high resource use by rich nations, pollution by large industries etc.
- Over exploitation of natural resources – increasing number of people reliant on natural resources for their livelihood, poor local enforcement of regulations
- Unsustainable use and techniques – lack of knowledge and information, access to equipment; lack of sustainable alternatives e.g. for building materials or cooking

## Consequences

- A human-made disaster – leading to decreasing natural resources, impacting natural resource-based livelihoods, lack of income
- Lack of livelihood opportunities – leads to food insecurity, hunger, and insecurity

## 5 Vision and Mission

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Following the problem analysis, the team worked to produce a Vision and Mission for the Programme.

### 5.1 Vision

This is our dream for the future – what we will see in 20 years if SEED’s rural livelihoods work (and the work of others) has been successful.

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**Rural communities are thriving and resilient, supported by a healthy natural resource base**

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### 5.2 Mission

This is the purpose of the Programme – why we exist – how we will contribute to the vision.

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**To improve the livelihoods of rural households in southeast Madagascar through improving income generation, enhancing market access, building financial resilience, and securing natural resources for future use**

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## 6 Key Strategic Areas and Outcomes

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Based on learning from the comprehensive exploratory process described above, the team chose key strategic areas that will be the focus of the Livelihoods Programme for the next five years. Key strategic areas should be those where SEED can have the largest impact. In this new strategic period, current work will continue but be reshaped in line with the new Programme priorities if needed. New work will be developed.

Livelihoods needs of the communities and households the Programme works with are diverse and complex. This was reflected in the long list of problems the team identified during the problem analysis. Even when viewed thematically, the list demonstrated the far-reaching challenges people face in attempting to secure a livelihood. The team recognised that the Programme cannot address all problem areas and expect to make an impact. Strategic planning involves making choices, and these should be based on:

- Identifying and analysing the critical, widespread problems that communities face and that have a significant impact on their livelihoods
- Understanding communities’ perceptions of their major problems
- Recognising the strengths, skills, and experience of the team
- Understanding the livelihoods work of others (government, private sector, NGOs) to identify opportunities for networking and planning complementary work that will increase impact

Within the field of livelihoods development, two major areas are recognised: improving food security and enhancing income for poor rural households. There can be direct overlap between approaches, for example if an increased fishing yield improves the consumption or nutrition of households, and allows for produce to be sold to generate income. Other initiatives will address only one area of need. For example, food crop production increases but only household consumption is impacted, making the household more food secure but not addressing its need for income. Or conversely, when for example non-agricultural products are sold to generate income. Some of this income may be spent on food, contributing to the household’s food security.

SEED’s Livelihoods Programme has, over its 20-year existence, worked with households to support them with various vegetable growing, tree crop production, and small livestock farming initiatives aimed at improving food security. The team reviewed these initiatives and concluded that they had largely been unsuccessful and had little impact. A major explanation for this was that households have little interest and commitment to ‘new’ farming initiatives that aim to produce food but have no capacity to generate income. The team stressed that households’ main concern is to have income to support their diverse cash needs, which include purchase of basic food and household items, paying for children’s education costs, and ensuring they can cover important cultural obligations such as funerals.

In recent years, southern Madagascar has seen the increasing impact of climate change, through increasing natural disasters and the devastating drought and subsequent famine after successive years of poor rainfall. Household food security has deteriorated for many in recent years, including those in the area where SEED's Livelihoods Programme is active. Major large-scale investment is required to address the structural constraints faced in this region, including poor infrastructure, lack of services, inadequate water supply, and the need for agricultural productivity improvement through irrigation and the introduction of drought resistant crop varieties. SEED, as a small NGO with limited resources, has little capacity to contribute to such large-scale investments. SEED's Livelihood Programme must instead look for ways to support rural households with tailored initiatives that address households' needs and bring impact on a smaller scale.

The Livelihoods Programme is currently implementing a number of initiatives that have proven their impact or are showing the potential to do so.

The Stitch Sainte Luce women's Cooperative generates income for its members and is now independent of SEED's support. The Mahampy Weaver's Cooperative is making progress towards its aims and, whilst there are challenges to address, has the potential to provide a small, steady income for its members.

Oratsimba, which works with (male) lobster fishers, has resulted in periodic increased catches and therefore greater income. Women are involved in pre- and post-harvesting activities and there is potential to explore how these activities could be supported. The project has challenges to address and needs to prove impact can be sustained. SEED needs to find ways to recruit and retain skilled fisheries staff.

Supporting beekeepers has long been part of SEED's Livelihood Programme, but faced challenges. Project Renitantly has recently been reviewed and re-established, and shows potential to support a sustainable income-generating business for small-scale producers.

The projects that show potential all aim to increase the income of resource-poor households and therefore address their expressed, priority need. Many of these income-generating initiatives are dependent on the natural resources of the area (sea, reed beds, forests). The long-term security of these resources is therefore fundamental to the improvement of local livelihoods.

This emerging picture was the basis for the team making a strategic choice to focus on addressing income needs of households in the new strategy. Given the success of women's entrepreneurial projects, the team felt there was potential to explore more initiatives that women can engage in, suit their strengths and particular circumstances, and provide them with the opportunity to contribute to their household income stream.

The team chose four key *strategic areas* for its work. For each strategic area the team developed a *strategic outcome*, which defines what will be achieved in the area over the next five years.

## 6.1 Strategic Area 1: Income Generation

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### Strategic Outcome:

**Rural households improve their ability to employ livelihood strategies that generate income and are able to respond to uncertainty**

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Rural households have expressed the need to increase household-level income to support and improve basic livelihoods as a priority. Without income, households cannot purchase essential basic items, fulfil their desire to educate their children, or meet their social and cultural obligations. There are few income-generating opportunities in rural areas, where there is little formal employment and households have few assets to invest in what they can perceive as high-risk activities (micro-enterprises, small businesses). People are therefore wary to invest their money in 'new things' having not seen their success.

Building on its experience and success to date, the Livelihoods Programme is well-placed to support households in exploring a range of livelihoods strategies, including those accessible for women, that will generate income and

improve skills, confidence, and build a more entrepreneurial outlook. The Programme can then provide appropriate support as households engage in these new strategies.

## 6.2 Strategic Area 2: Access to Markets

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### Strategic Outcome:

**Rural households have improved access to stable and profitable markets**

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In isolated rural areas, the costs and effort needed to market products are high. Transport monopolies lower prices for producers. Products are often of low quality through lack of skills, and little value is added to primary products.

The Programme will work with producers to find ways to address the challenges of current marketing arrangements and explore new marketing options where producers can establish long-term, more equitable arrangements. Improving quality and adding value to products are critical to ensure improved profits from production.

## 6.3 Strategic Area 3: Financial Resilience

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### Strategic Outcome:

**Rural households have greater access to financial services and improved financial management capacity**

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With poor access to and poor quality of formal education, many people have low numeracy skills and have little capacity to manage household finances effectively. It is easy to make bad decisions and end up in debt, often prompted by extreme need and/or a lack of alternatives. Households have limited disposable income and there is no culture of saving. Those able to 'save' are most likely to invest their money in zebu that can be sold in time of crises or to meet cultural obligations (for example, funerals). There are few formal financial services in isolated areas served only by poor infrastructure. As many don't have a reliable income, they are viewed unfavourably by financial institutions. Few informal financial services exist beyond exploitative money lenders.

The Livelihoods Programme will introduce initiatives to encourage savings, and explore training and other support in managing household finances. The Programme will explore linkages with specialised support organisations, the potential for support from the formal financial sector, and where opportunities exist, play a broker role between the institutions and rural households. The livelihoods team will need to strengthen its capacity in this area of work.

## 6.4 Strategic Area 4: Natural Resources

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### Strategic Outcome:

**Rural households maintain access to and sustainably manage the natural resources they rely on**

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A number of factors are threatening the natural resource base that rural households in the Programme area rely on to support their livelihood strategies. Continued population growth increases pressure on all resources. Climate change is bringing change to the area with increasingly negative impacts, including the already experienced devastating effect of fire on the wetlands, and the potential for fish stocks to reduce due to ocean warming and acidification. Contracts issued by government for natural resource exploitation can be driven by corrupt profit motives and pay little respect to the long-term survival of resources. QMM has an exploration license covering some of the current Livelihoods Programme area. The imminent exploration and potential extraction of minerals in these areas would potentially have a catastrophic impact on the natural resources in the wetlands, sea, and forests.

The Programme can address short- and long-term impacts on the security of natural resources. Better equipment and techniques for resource harvesting can prevent wastage, such as using bees wax to increase honey production. Replanting of resources, such as the *mahampy* reedbeds, may be required to maintain stocks. Innovative aquaculture potential can be explored. Provision of family planning education and support to service provision is a priority initiative for the Livelihoods Programme in collaboration with SEED's Community Health



Programme. It is critical to build a strong relationship with QMM in order to understand their plans, share information, ensure QMM is aware of community and household reliance on natural resources, and to provide a route for community voices in decision-making.

Importantly, SEED's Conservation Programme Strategy also includes *sustainable management of natural resources* as a key strategic area, supporting communities to use natural resources in a way that fulfils their needs whilst maintaining viable ecosystems. Therefore, the implementation of this key strategic area in the Livelihoods Programme will require close collaboration with and learning from the Conservation team and its strategy, including the additional areas of *community engagement and partnership* and *learning, dissemination, and advocacy* which are key to cultivating community buy-in, stewardship, and leadership in natural resource management.

## 7 Theory of Change for the Rural Livelihoods Programme

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The final stage of the planning process was to develop a Theory of Change for the Rural Livelihoods Programme. A Theory of Change is a tool to describe how the Programme understands and brings about change.

Starting with the changes the team had agreed to make (the strategic outcomes), members identified the *strategies* they would use to achieve each outcome. They then identified a number of other factors that impact on this desired change:

**Enablers:** Factors (internal and external) that support our work. Internal enablers can be influenced, such as the quality of our work or attitudes of staff.

**Barriers:** Factors (internal and external) that may impede the achievement of a strategic outcome. Internal factors can be addressed, such as a lack of skills in the team.

**Assumptions:** The assumptions that underpin how chosen strategies will lead to the achievement of strategic outcomes.

**Evidence:** The evidence that exists to suggest our chosen strategies will lead to achieving our strategic outcomes. This evidence can be internal (from SEED's own work and experience) or external (from the documented work of others).

This model of Theory of Change is known as a logic model. Many other models exist with varying degrees of complexity – more complex models include descriptions of causality. It may be possible for the Livelihoods Programme to add in aspects of causality to its Theory of Change as learning develops in the key strategic areas.

## Income Generation

**Strategic Outcome: Rural households improve their ability to employ livelihood strategies that generate income and are able to respond to uncertainty**

### Strategies:

- Map current income generating livelihoods activities in the programme area
- Map current income generating livelihoods activities in other places – assess their potential for our programme
- Understand how climate change is and will impact income generating livelihoods activities
- Build entrepreneurship understanding and skills in livelihoods team
- Support households to develop their entrepreneurial ability
- Identify and pilot potential new income generating activities
- Identify income generating activities particularly suited to women – to encourage women entrepreneurship
- Explore and implement ways to adapt current livelihoods activities to improve income generation and robustness/resilience of activities
- Identify the range of potential structures to support successful entrepreneurship

### Enablers

- SEED's depth of experience in livelihoods (historical and current)
- Women are more willing to engage – mind set is more entrepreneurial, women outside of Sainte Luce are already engaged in work
- Staff
- International experience
- Communities trust SEED – SEED has relationships with them

### Assumptions

- New opportunities will exist / there are entry points for improved livelihoods – we can identify livelihoods opportunities that match the community needs/ability/reserves
- If we understand threat from climate change we will be able to act on it / we'll have effective solution
- Resources are available and affordable to train the livelihoods team
- Households are receptive to topics and, if so, implement them
- People have motivation to try new things
- Funders will fund pilots / trials / exploration periods
- Climate change or QMM doesn't ruin livelihoods available

### Barriers

- Capacity (time, staffing etc.) – skills, breadth of knowledge
- Uncertainty about threats (climate change, timescales, scale)
- Limited numeracy skills of some households
- Cultural expectations of women – child care / other duties may limit viable options
- Funding for projects (especially current projects)
- Takes a long time to establish and agree on structures (cooperatives etc.)
- Beneficiaries hesitant to work cooperatively (mindset)

### Evidence

- We see current impacts of climate change
- Common in literature: diversity of livelihoods / income streams = more resilience
- Supported by team's knowledge
- Stitch – piloting new things works
- We see that people in the area are willing to diversify their activities

## Access to Markets

**Strategic Outcome: Rural households have improved access to stable and profitable markets.**

### Strategies:

- Build the team's knowledge on existing and potential markets for products
- Map out the routes to market for each product
- Support producers to improve quantity and quality of products
- Support producers to improve marketing techniques (e.g. product promotion)
- Support producers to access information on access to markets, changes, trends, prices, weather
- Build links with NGOs and businesses to identify potential to collaborate to improve access to markets
- Support producers to build links with buyers

### Enablers

- SEED has a wide network in Madagascar / access to information and partners
- Membership on platforms
- Existing work/experience (Reni, SSM)
- International experience
- Staff
- Strong social media presence of SEED
- Prior staff network could help spread the word (e.g Stitch)

### Barriers

- Current lack of market knowledge
- Capacity of the team (time, people)
- Beneficiaries are not receptive to suggestions/training/change
- Limited marketing options – limited communications, isolated communities
- Certification timelines / bureaucracy for some products
- Natural disaster (drought, cyclone etc.)

### Assumptions

- Producers are working with SEED – engaged
- Conditions exist so that producers can increase quantity/quality (weather, resources etc.)
- Buyers willing to work with beneficiaries
- Natural resources are sufficient / abundant
- Infrastructure (roads) will improve

### Evidence

- Stitch has used product promotion / marketing (pop-up sales, brochure etc.)
- New ideas + creativity work 😊

## Financial Resilience

**Strategic Outcome: Rural households have greater access to financial services and improved financial management capacity.**

### Strategies:

- Build household financial capacity: training in financial management; improving people's financial literacy
- Map available financial services: formal, micro finance, savings, pensions
- Explore access to services
- Understand gaps in services
- Encourage a savings culture in households
- Link/connect with service providers
- Set up/provide appropriate services

### Enablers

- Staff very motivated to achieve outcome
- Good team understanding of difficulty in managing money / context

### Assumptions

- Training leads to people changing their practices
- People want to manage their finances
- People want to access services

### Barriers

- Lack of capacity in team to realise outcome
- People not motivated to learn / do the work
- Low literacy levels / low levels of existing financial management knowledge in communities
- No savings culture
- Isolation
- Low understanding in community about services

### Evidence

- Organisations all over the world have successfully trained people in financial management
- Financial inclusion is key rural development strategy in the world
- Staff experience that training leads to change



## Natural Resources

**Strategic Outcome: Rural households maintain access to and sustainably manage the natural resources they rely on.**

### Strategies:

- Support existing community management structures to sustainably manage natural resources
- Establish a representative group of community management stakeholders to bring oversight, develop better communication and promote coordinated action
- Understand availability of current natural resources
- Determine best way to manage current resources
- Determine and implement other mitigation activities in response to threats (population increase, climate change, QMM, large scale exploitation of resources) e.g. PHE activities, support communities to restore natural resources, build links with QMM)
- Utilise collaborative links with ministries, platforms, networks and other organisations
- Develop cross programme communication and action between livelihoods and conservation programmes

### Enablers

- Team knowledge and experience
- Community structure are in place
- Dina (in place / knowledge on how to develop them)
- Links with other organisations on to best manage natural resources
- Government (e.g. ministries)
- Community motivation to manage resources
- SEED's experience working in the area

### Assumptions

- When there management in place, people follow the rules
- Management measures are sufficient for sustainable management
- SEED is able to do enough for people to maintain access to resources (QMM)

### Barriers

- QMM
- Climate change
- Overexploitation
- Natural catastrophes
- Population growth
- Lack of community knowledge
- Government (e.g. ministries)
- Community motivation to manage resources
- Poverty
- Mentality (today vs future)
- (Price) inflation

### Evidence

- SEED's experience working with community structures

## 8 Revisited: Who We Work With and Where We Work

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The team had a lively and challenging discussion to reach agreement on who the Programme, with its new strategy, will work with and where.

The profile of rural households currently targeted remains relevant for the new strategy. As income-generating opportunities are identified, persons already engaged in these activities who show motivation to develop their skills and entrepreneurial capacity will be selected. The Programme will be conservative when introducing new income-generating or business ideas. Such an initiative will first be piloted to build confidence in the potential of the enterprise. Entrepreneurial opportunities for women will specifically be identified, as they have demonstrated their entrepreneurial abilities and motivation through current projects.

A clearly defined geographical area was not chosen for the Programme. Instead, a number of principles to guide the choice of operating areas for implementation of the new strategy were agreed:

- Current activities in Sainte Luce will be maintained until they are completed, but won't be extended – the team agreed that after the long-term investment in Sainte Luce, it was appropriate to move to new areas
- New initiatives will be developed away from Sainte Luce
- Where possible, the Rural Livelihoods Programme will work in areas where other SEED Programmes are operating, to build synergy between Programmes and enhance the impact of SEED's collective work
- Work will continue and be expanded, and new initiatives implemented. Where possible, this will happen in the three current operational communes (Mandromodromotra, Mahatalaky, labokoho)
- Areas adjacent or close to these communes will also be explored for the potential (resources, motivation, etc.) to expand successful initiatives and introduce new ones
- The expansion of Project Oratsimba was questioned in terms of its potential to deliver successfully, within an acceptable time frame, and for sufficient households. The team agreed the following way forward:
  - Learn from the current expansion into two new areas and review outcomes in the context of the new strategy
  - Explore the potential to introduce new activities and consolidate more 'Oratsimba-related' work, e.g. pre- and post-harvest activities, in these two new areas
  - Consider the justification for, and the team's capacity to, expand the project along the coast
  - Explore the potential to partner with other organisations to support expansion of Project Oratsimba.

## 9 Annexes

### Annex 1: Timeline for SEED's Sustainable Livelihoods Programme work

Date	Project	Location
2001	Renitantly. Promoting beekeeping for income generation	Sainte Luce; Andramanaka
2003	Small grants to associations for livelihoods activities Training in livelihoods projects	Sainte Luce
2004-2005	Crop trials Vegetable gardening with individuals	Evatraha
2006-2008	Lanirano Training Centre. Sewing classes, <i>mahampy</i> dyeing, demonstration gardens, English Rice trials	Lanirano
2008-2012	Small grants for women's businesses Vegetable farming training	Fort Dauphin Various bush locations
2010	Moringa project (promoted as a nutritional and medicinal supplement)	
2012	Stitch. Teaching embroidery to 12 women	Sainte Luce
2012-2014	Livelihoods Programme closed, as many projects not successful and staffing structure in SEED wasn't right	
2012	Miaro. Natural resource management: fishers, weavers, and foresters brought together to discuss NRM (managed under Conservation Programme)	Sainte Luce
2013	Oratsimba. Lobster fishery management (managed under Conservation Programme)	Sainte Luce
2013-2016	Mitsinjo. Bees, fruit trees, moringa promoted (managed under Conservation Programme)	6 bush communities in 2 communes
2014-2015	<i>Mahampy</i> planting	Sainte Luce
2015	Fagnavotsy. Fuel efficient stoves, fruit trees distribution	
2016	Renitantly restarted. Beekeeping skills training, honey marketing	Mananara, Beandry, Tsagnoriha, Sainte Luce, Mahialambo, Vatambe
2016-2017	Coconut growing and marketing trial	Grown in Sainte Luce Sold in Fort Dauphin
2019	Festival of the Sea. Mass mobilisation event	Sainte Luce
2019-2022	Mahampy. Wetland research, Cooperative with workshop, skills training in weaving and Cooperative management	Sainte Luce
2012-2019	Stitch membership growing. Training on marketing – national and international	Sainte Luce
2013	Stitch studio opens for members to meet, work, sell	
2019-2022	Renitantly scaled down to focus on problem solving	Mananara, Beandry, Tsagnoriha, Sainte Luce, Mahialambo, Vatambe
2019-2020	Stitch becomes independent Because of COVID-19 some SEED support still needed	Sainte Luce
2020-2021	COVID!	
2020-2021	Parts of Mahampy paused, funding redirected into a 6-month menstrual hygiene management pilot (making pads)	Sainte Luce
2021	Chicken farming for Oratsima fishers – to provide closed season income Associations established but didn't thrive	Elodrato

2021	Mahampy resumed in June 2021	Sainte Luce
2021-2022	Stitch provided with some emergency support (November 2021-April 2022)	Sainte Luce
2021	COVID-19 rapid response project (3 months) for Oratsimba fishers: sakondry and crop farming	Sainte Luce, Elodrato
2021-2022	Sakondry. Training and materials provided to 5 communities (September 2021-February 2022). Experimental learning to address challenges	Mananara, Tsagnoriha, Sainte Luce, Ebakika, Vatambe
2022	Vegetable seed provided to Oratsima fishers (June 2022)	Elodrato
2022	Oratsimba Phase IV. Supporting current communities to become independent; expanding to new communities; focus on financial management	Sainte Luce, Elodrato



## Annex 2: Sustainable Livelihood Programme Portfolio Analysis

<p><b>Stars</b></p>	<p><b>Questions Marks</b></p> <p>←Mahampy (expectation is that this project could become a Star project with more time and problem solving)</p> <p>Vegetable and crop farming as complementary elements of other projects e.g. Sekondry beans production</p> <p>←Oratsimba (current review and changes to the project could lead to this project becoming a Star)</p> <p>←Renitantly (the current review of challenges indicates that if aspects of the project are dropped/changed this project has potential to become a Star project)</p> <p>Mass mobilisation events – first attempt a dead duck but with learning could be improved?</p>
<p><b>Foundation Stones</b></p> <p>Stitch</p>	<p><b>Dead Ducks</b></p> <p>Festival of the Sea</p> <p>Vegetable and crop farming as stand alone projects</p> <p>Moringa project</p> <p>Fuel efficient stoves</p> <p>Chicken farming</p> <p>Coconut farming and marketing</p> <p>Individual small business development</p> <p>(Note: The MHM initiative was not primarily designed as a livelihoods project but the indication was that it would not have been successful as such)</p>

## Annex 3: The Concept of Sustainable Livelihoods

### What is a sustainable livelihood?

- Programmes to help people, change minds and raise an income that can be passed on to future generations
- Good/increased standard of living
- Coping with hard times
- People's ability to cope with stress, shocks, and trends → resilience (opposite to vulnerable)
- Respects the environment
- Grows and creates employment for other people
- Improved income and resources
- Person that has been trained, developed, able to change their behaviour
- Maintain and/or an improve standard of living in a way where resources remain available for future generations
- Security and confidence about life
- Not short term, it's about long term security of individuals and families
- Made up of a number of parts
- Doesn't drain the resources of any of the parts → economically viable
- People have capacity to take opportunities
- Exploit local resources

### What is a sustainable livelihoods programme?

- Aims to increase income of the community while respecting the environment
- Combination of many projects
- Strong idea, clear vision, supports and maintains the needs of households in a sustainable way
- Plan to achieve long-term lifelong livelihoods
- A set of projects for the communities to secure basic necessities in a sustainable way
- Supporting people to achieve their own sustainable livelihoods goals
- Building capacity in (their own) livelihoods strategies
- Livelihood activity: sometimes promotes local activities and sometimes introduces new strategies
- Introduces activities and support people/communities to turn the activity into a sustainable livelihood → result of the activity is what matters
- Sustainable livelihoods programmes must work with all the key players/stakeholders → an inclusive approach

### What does the literature say?

A *livelihood* comprises the...

- *capabilities*,
- *assets* (human, physical, financial, natural and social capital), and
- *activities*

...required for a *means of living*.

A livelihood is *sustainable* when it...

- can cope with and recover from shocks and stresses, and
- maintain or enhance its capabilities & assets

... while not undermining the natural resource base.

Sustainable livelihoods programmes are...

- Capacity building programmes
- Help improve socio-economic conditions
- Through accessing and acquiring assets
- To engage in and maintain thriving livelihoods

Outcomes thereof are...

- More Income
- Improved food security
- Reduced vulnerability
- Increased wellbeing and health
- More sustainable natural resource base
- More education and skills

### **In SEED's Sustainable Livelihoods Programme, who do we work with?**

- Community
- Fishers / lobster fishers (men), women-involved in pre- and post-harvesting
- Weavers
- Beekeepers
- Farmers (indirectly as fishers, weavers, beekeepers are farmers)
- Sakondry is a project that works with farmers
- Women doing embroidery
- Women targeted for specific projects
- People living in rural areas
- Adults
- Not targeting the most vulnerable
- Target those who are most motivated → aiming to enhance success

Sometimes we choose the community and then design an appropriate project, sometimes the project is designed first and then appropriate community sought.

SEED doesn't work with youth and children; disabled people take part in project but not specifically targeted.

### **Where does SEED's Sustainable Livelihoods Programme work?**

- Rural areas
- Coastal areas – north of Tolagnaro
- Communes (all partially on coast and inland)
  - Mahatalaky
  - Mandromondromotra
  - labokoho

Why these areas? These communities are all close to Sainte Luce, where SEED started. SCRP works in Sainte Luce, and SEED has then expanded around the Sainte Luce's forests.

In SEED, the Livelihoods Programme works in the smallest geographic area, except for the Conservation Programme.

We have to make strategic choices. Factors influencing these choices:

- Projects: The activities we have historically implemented in different communities.
- People: The people that are most in need (or other factors).
- Places: The geographical location of our projects.

## Annex 4: SWOT Analysis for the Sustainable Livelihoods Programme

This analysis includes recognising the internal *strengths* and *weaknesses* of the Livelihoods Programme, in order to utilise and build on the strengths going forward and address the weaknesses that may be limiting performance. It also involves exploring the *opportunities* the Programme can embrace and *threats* it must mitigate against in the future.

### Strengths

- Team experience – national and international staff
- Team motivation – want to get the best outcome
- Trust from the community
- SEED has a good reputation
- Long history of working in the area
- Long term support – continuity of projects
- Team and community relationship strong
- Permanent presence in Sainte Luce
- Capacity building approach
- Community consultation a key
- Presence of partners, networks in the Programme area (MIHARI, INDRI)
- Respond to people's needs – community-based
- Work is community led and organised
- Engage with local and tourist markets
- Livelihoods supported by projects are sustainable – can recover after shocks e.g. Stitch has recovered after COVID-19
- The environment is at the heart of all projects
- Range of projects – learn and adapt
- The Programme supports existing livelihoods
- SEED has assets/resources available

### Weaknesses

- Limited capacity
- Not all learning is recorded
- Not able to include best practice (because of capacity limitations)
- Donor restrictions/compliance
- Start projects without adequate development or testing
- Not enough communication between projects
- Projects seen as separate
- Not focusing on the right challenges (work at hand vs the big picture)
- Not able to increase impact because of lack of resources
- Not enough contact with other organisations
- Not enough support/provision of materials to achieve objectives
- Projects weak on supporting with financial management training, activities lack sustainability
- Funding continuity
- Staff capacity/turnover
- Too focused in Sainte Luce – other areas need support
- Projects vulnerable to climate change/natural disasters
- Reliant on tourist market – Stitch
- Lack of specialist knowledge – limited staff capacity building, technical training for staff



## **Opportunities**

- More collaboration with other stakeholders
- Communities requesting support (e.g. LMMAs)
- International trends (funding/priorities) e.g. LMMAs
- Climate change can provide funding opportunities for adapting projects/new ideas
- To develop stronger projects to ensure livelihoods in ways we may not have considered before
- Conservation – combined with livelihood initiatives
- Tourism – new markets
- Young, growing population

## **Threats**

- Climate change
- Road building/access (could also be an opportunity)
- QMM
- Pandemics
- Lack of resources – natural resources, staff, knowledge – uncertainty
- Environmental degradation due to human pressure – logging, over fishing, fires
- Growing population – livelihoods potential for all reducing
- Economic changes
- Displacement of communities (from mining and/or other stresses)

## **Annex 5: Stakeholders of the Sustainable Livelihoods Programme**

### **Primary Stakeholders – directly affected by our Programme**

- Fishers
- Beekeepers
- Embroiderers
- Weavers
- Fisheries management committees
- [Farmers – Sakondry]

### **Secondary stakeholders – indirectly affected by our Programme**

- Lobster companies
- Household members of the people we work with
- Women in other areas – negatively impacted if not supported by the cooperative
- Resellers of Mahampy products
- Resellers of Stitch products
- Honey and Soga Cooperative
- Traditional beekeepers
- Shopkeepers selling equipment for bees and fishing
- Other weaving cooperatives
- Loggers (make planks for hives)
- Transporters of products
- Rabbateurs – buy the catch on the beach
- Construction labourers
- Pirogue makers
- Traders in Fort Dauphin
- Fishers from other areas
- [SSM – a honey exporter – developing]
- Data collectors / researchers

### **Key stakeholders – can affect our Programme work – positively or negatively**

- Ministry of Fisheries
- Ministry of Agriculture and farming
- Ministry of Environmental and Sustainable Development
- Ministry of Mines
- (Minister, Regional ministries, Regional Governors)
- QMM
- Lobster companies
- Mayors
- Chef Fokontany
- Weavers not in the cooperative (could overexploit reed beds; undercut prices)
- Other NGOs / organisations that work in our Programme area: Aquatic Services, Blue Ventures, GIZ, MIHARI (LMMA network), AFAFI, Asity
- Project partners – Blue Ventures, Cortni Borgerson (Sakondry expert)
- IUCN
- Platform for honey stakeholders
- Certification body
- SEED Madagascar for Stitch and Mahampy

- COBA – forest management committee – Mahampy management
- Gendarme
- Fishers from other areas
- Fisheries management committees
- Opinion leaders in the community
- Local courts
- UCL – fisheries research consultant
- Donors
- Stitch online marketers – Etsy
- SSM

## Annex 6: Stakeholder Map for Sustainable Livelihoods Programme

<p><b>High influence, Low interest</b> <i>LATENTS</i></p> <p>Lobster companies QMM Chef Fokontany (most) Gendarme Certification body Mayors x 3 GIZ Platform – honey stakeholders Opinion leaders – community Local courts [SSM]</p>	<p><b>High influence, High interest</b> <i>PROMOTERS (or DESTRUCTORS)</i></p> <p>Project partners (+ Cortni) Fisheries management committee Chef Fokontany (Sainte Luce) Ministry of Fisheries Blue Ventures SEED Madagascar Donors</p>
<p><b>Low influence, Low interest</b> <i>APATHETICS</i></p> <p>Fishers from other areas (in general) Buyers on the beach Transporters of products Aquatic services Pirogue makers Resellers – Mahampy Weavers in other areas (in general) Weavers not in coop Other weaver cooperatives Shop keepers Etsy Traders in Fort Dauphin Loggers Construction labourers AFAFI Asity IUCN COBA Ministry of Agriculture, Environment &amp; Mines (could become influential)</p>	<p><b>Low influence, High interest</b> <i>DEFENDERS</i></p> <p>Fishers Fishers from some other areas (e.g. Ankaramany, Esama) MIHARI – LMMA network UCL Data collectors / researchers Weavers Weavers in some other areas (e.g. Ebakika) Embroiderers Resellers Stitch Beekeepers Traditional beekeepers Honey and Soga Household members</p>

Important to keep the *PROMOTERS* informed and on side.

Important to choose important *LATENTS* and increase their interest so they can become *PROMOTERS*.

Important to build capacity of *DEFENDERS* so they have more power/influence.

Usually, the effort it would take to increase interest of *APATHETICS* cannot be justified – especially if they have no power to help/promote the work of the Programme.

## Annex 7: PESTLE Analysis for the Sustainable Livelihoods Programme

An analysis of the wider environment and how it might impact on the Sustainable Livelihoods Programme in the next 5-10 years.

### Political

- Elections – could bring changes to leadership – chef fokontany, mayor, president positions
- International wars e.g. Russia/Ukraine war – currently Madagascar has not come out openly and criticised Russia – international ramifications?
- Political crises – impact on economic and social structures
- Political persons take ownership of our projects – take credit
- Political decisions e.g. border closing during COVID-19
- Different political parties with different ideas
- Ministries priorities change
- Corruption
- Lack of transparency in political processes, decisions

### Economic

- Inflation – due to a variety of factors – impacts on the financial feasibility of projects and agricultural and other products
- Exchange rate fluctuations impact on the purchasing power of the MGA and access to international markets
- Markets for products may change as a result of economic stability nationally and internationally
- Routes to markets constantly changing, impacts on livelihoods products
- Decrease in products – this could be an outcome of changes in the economy changing the economics of production
- Pandemic ... another??
- Price increases due to a variety of factors impacts on input and output costs
- Poverty – leads to low-risk strategies and unwillingness to participate in projects ... which are designed to improve livelihoods
- Unemployment – driven by a multitude of factors – including downturn in the economy
- International crisis e.g. Russia/Ukraine war increasing price of imported commodities like wheat, fuel

### Social

- Increasing population puts strain on all livelihood activities
- Fomba – traditional practices/local culture can impact success of livelihoods work
- Gender norms may impact work, who can participate, benefit
- Conservative culture – makes change very slow, poor traditional communities averse to risk taking
- Culture of suspicion regarding working together and investing anything as a group e.g. time, work, money – makes livelihood ideas that might best be implemented in groups hard to introduce
- Religion and religious beliefs dictate practices, beliefs etc. – may impact on livelihoods work
- Poor education/Illiteracy/low literacy levels/ignorance – make change difficult, and risk aversion the norm – and indifference to new ideas
- Migration and immigration disturb social norms and can lead to complications for projects
- Road construction – increasing connectivity – impacts on social boundaries
- Local trends in purchasing change as communities are exposed to new products – new priorities?
- Lack of access to services e.g. health care, family planning
- Social insecurity can result from changes in communities – poverty, immigration, unemployment, changing expectations etc.



## Technology

- New products/trends can lead to change in behaviour
- New materials, tools, models, resources for production always emerging
- Limited phone service in rural areas – this may change
- Increasing access to electricity (solar) – may impact on fish storage etc.
- Social media/internet – wide ranging impacts – availability of information, communications – type, speed, mode of interacting, potential for using positively – market information, weather alerts etc, donor communication, new ways to donate
- Mobile banking
- Radio – provided to connect people to news but used for music/socially – perceived (by team) to distract people from other activities

## Legal

- Changes to laws introduced in National Framework
- Environmental laws and management - emerging
- Corruption in the legal system
- Transparency in the legal system
- Communities making *dina* (local laws) can have a positive or negative impact on Programme work e.g. fisheries
- Certification requirements

## Environmental

- Climate change – increased frequency of drought, cyclones, crickets, fire, hurricanes
- Bad/destructive weather
- Changes to seasons for planting, harvesting etc.
- Land becoming unsuitable for agriculture – drought – depletion of land, landscape changes
- Habitat loss, biodiversity threatened – e.g. impact on Project Mahampy
- Communities or groups choosing to change fishing schedules – shortening closed season, breaking local *dina*
- Changes in the environment forcing changes in farming practices – but unpredictable, hard to plan for
- Road construction and other infrastructural developments – potential to have significant impact on access to rural areas and consequences of this – positive and negative
- Deforestation – ongoing – increasing threat to livelihoods
- Management transfer over natural resources from government or communities – trend – potential impact for NR management and livelihoods
- Fire
- Illegal fishing
- QMM – plans for future – timeframe, mining areas, extent of mining not known (but may be as early as 2025 to allow mining to go ahead in new areas in 2027) potentially huge impact on Livelihoods Programme

## Annex 8: Problem Analysis

Brain storm about the problems we see in communities that impact on livelihoods:

- Lack of awareness – other options, alternatives, existing opportunities
- Lack of education: access to secondary school; high costs
- Communities are not able to see outside their small locality
- Lack of income
- Food insecurity
- Uncertainty about where food will come from
- No food reserves
- No reserves at all – no income to invest in reserves
- No land for cultivation
- Lack of livelihood opportunities: restricted to fishing and farming
- Few formal jobs
- Lack of infrastructure: fisheries landing infrastructure – smoke houses, freezers; dams
- Lack of services: agricultural colleges, vocational training, health (poor health impacts on productivity), family planning, schools
- Family size big
- Poor access to information – about agriculture and fishing – but about everything
- Few people read and write
- Corruption – all levels - region, communes, influential people in fokontany; embezzlement
- Lack of financial literacy and management skills
- Lack of entrepreneurial skills
- Lack of business skills
- Unwillingness to work together in communities – to collaborate
- Availability of consumer products increasing – changes priorities
- Social pressure to ‘conform’ to new norms – new habits e.g. buying clothes – follow trends
- Lack of capacity to do financial planning for the future
- Religion: communities spend time praying; expect things from miracles – think you don’t need to work – waiting to be given something; borrow money for religious events
- Fatalistic approach
- Limited routes / options for marketing crops
- NGOs giving things and no consequences if money not used as advised – sets expectations/norms about working with NGOs
- Tavy (swidden agriculture) – can produce poor land when overused
- Inefficient use of land
- Poor soil fertility techniques (techniques lacking)
- Fomba – culture: conservative; disadvantages poor people
- Isolation of villages: hard to market products
- Lack of information on markets
- Markets restricted because of isolation
- Insecurity because of isolation – bandits
- Declining natural resource base
- Climate change: seasons unpredictable – affects when to plant; ocean changes affecting fish populations; drought; extreme weather
- Migration of others to the area because of climate change / poor resources elsewhere, putting more pressure on resources like fishing

- Reliance on natural resources
- Infertility of soils: due to monoculture - reduced harvest – but more mouths to feed
- Government signing agreements with foreign parties to export natural resources
- Fear of change
- Gender norms – women prohibited from accessing livelihood opportunities; men don't deal with household expenditure – sometimes the best person doesn't do the job
- Lack of motivation
- No reserves for taking risks
- Savings – no culture of saving, no systems
- Reliance on NGOs for help
- No value adding to products

From this list the team identified key problem areas as follows:

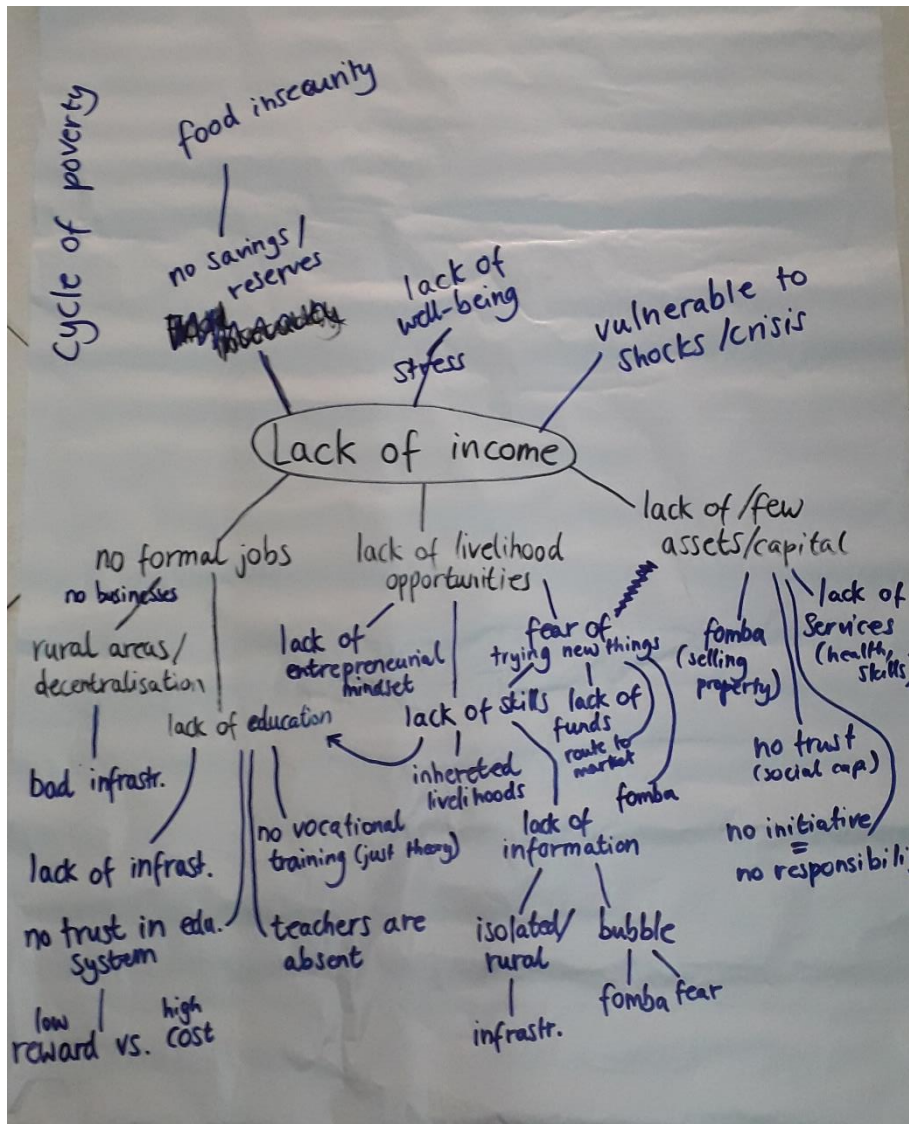
- Lack of formal education
- Lack of income
- Poor land use and agricultural productivity
- Lack of financial management and entrepreneurial and business skills
- Poor infrastructure and lack of services
- Conservative culture
- Marketing
- Natural resource management (as it impacts livelihoods)

The team then considered these problems in the light of the experience of SEED's Livelihoods Programme to date, skills in the team, what other SEED Programmes are working on, problems that underpin everything and therefore impact on all work so will need to be considered. Based on these factors, the team chose the main areas that the future Livelihoods Programme is likely to focus on. These are:

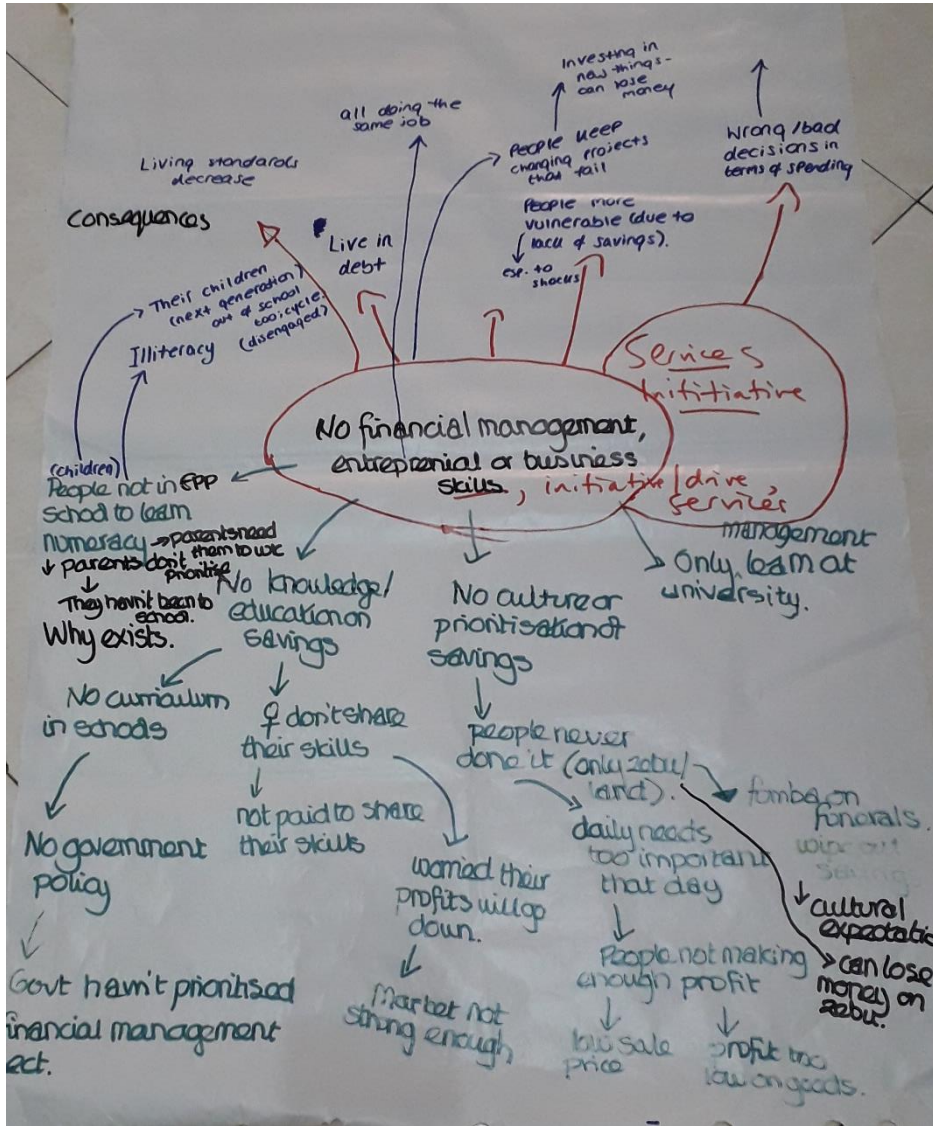
- Lack of income
- Lack of financial management, entrepreneurial and business skills
- Marketing
- Natural resource management (as it impacts livelihoods)

These 4 problems were then analysed using the Problem Tree tool.

Annex 8a: Problem Tree – Lack of Income

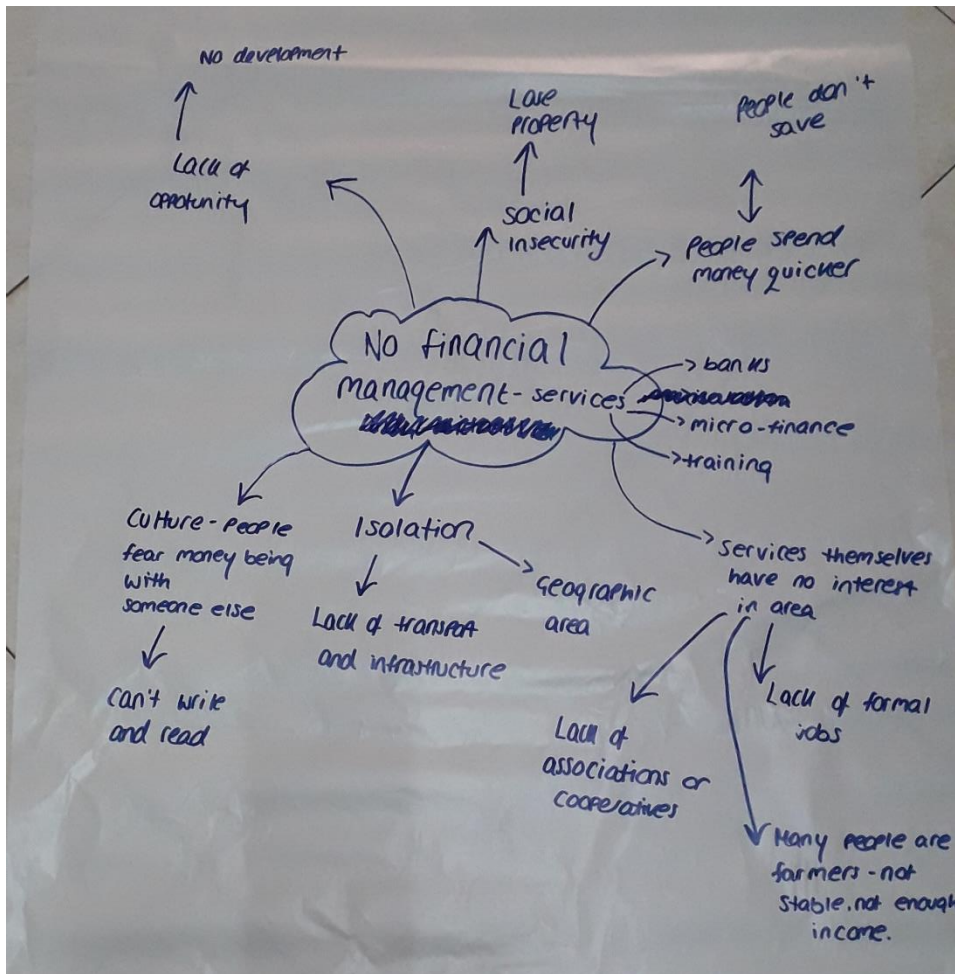


Annex 8b: Problem Tree – Lack of financial management, entrepreneurial and business skills

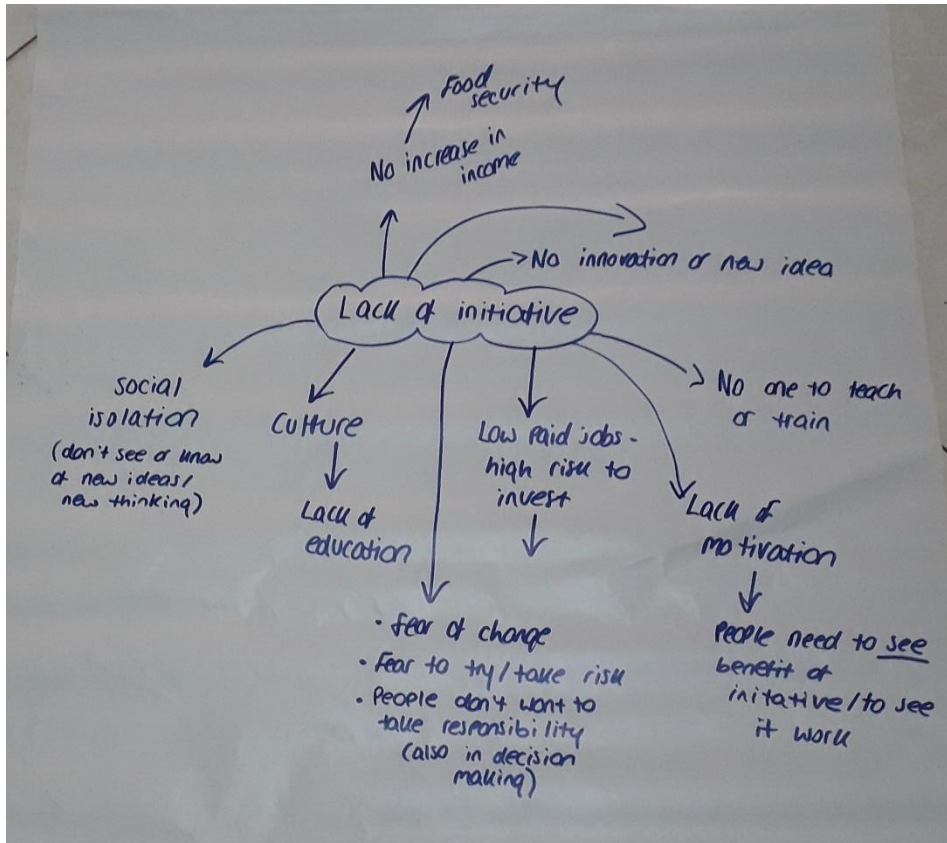




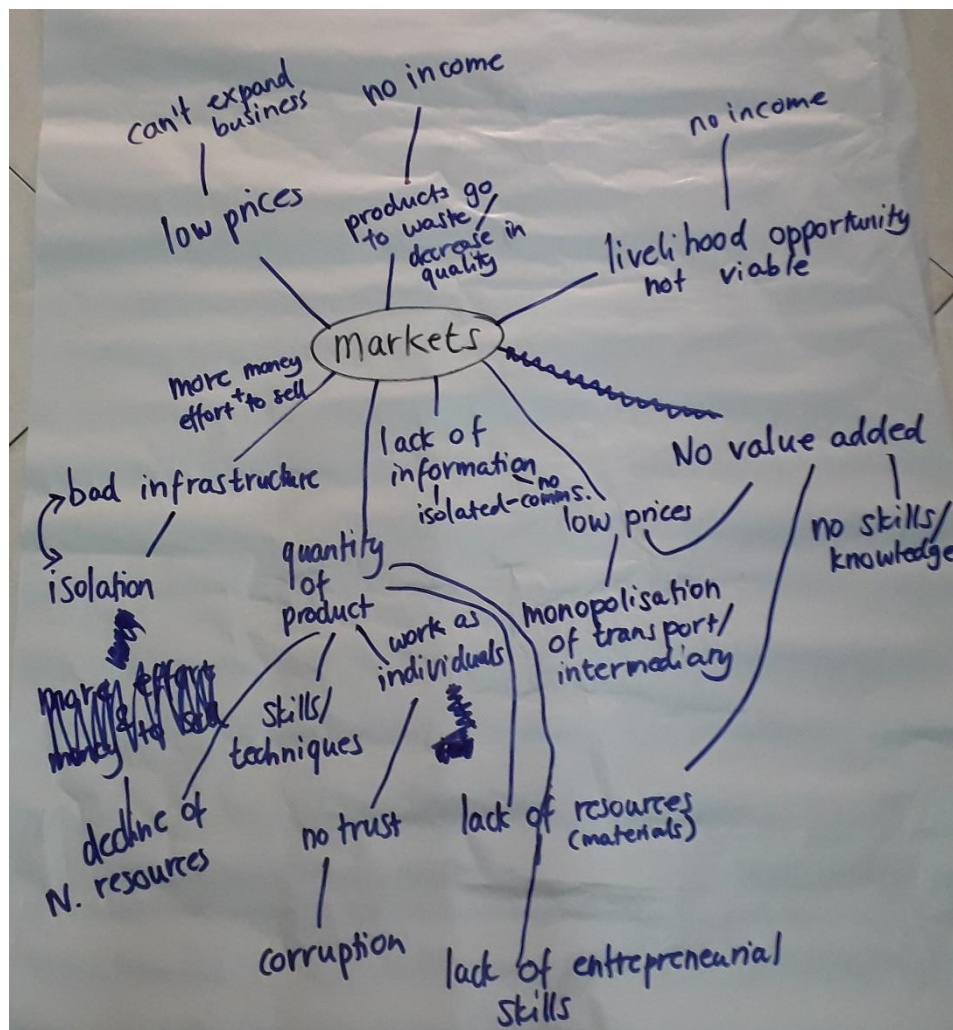
## Annex 8c: Problem Tree – Lack of Financial Management and Services



## Annex 8d: Problem Tree – Lack of Initiative



Annex 8e: Problem Tree – Marketing



Annex 8f: Problem Tree – Diminishing Natural Resources

