GEF-8 REQUEST FOR CEO ENDORSEMENT/APPROVAL

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General Project Information

Project Title Sustainable Financing and Inclusive Management to Perpetuate Madagascar’s Locally Managed Marine Areas	
Region Africa	GEF Project ID 11802
Country(ies) Madagascar	Type of Project GBFF
GEF Agency(ies): WWF-US	GEF Agency Project ID G0066
Project Executing Entity(s) Ministry of Environment and Sustainable Development Fondation pour les Aires Protégées et la Biodiversité de Madagascar (FAPBM) Tany Meva	Project Executing Type Government Others Others
GEF Focal Area (s) Biodiversity	Submission Date 9/11/2025
Type of Trust Fund GBFF	Project Duration (Months) 72
GEF Project Grant: (a) 5,294,722.00	GEF Project Non-Grant: (b) 0.00
Agency Fee(s) Grant: (c) 476,525.00	Agency Fee(s) Non-Grant (d) 0.00
Total GEF Financing: (a+b+c+d) 5,771,247.00	Total Co-financing 3,304,484.00
PPG Amount: (e) 150,000.00	PPG Agency Fee(s): (f) 13,500.00
Total GEF Resources: (a+b+c+d+e+f) 5,934,747.00	

Project Tags :

GBF Target 1, GBF Target 3, GBF Target 10, GBF Target 19, GBF Target 22, GBF Target 23, Support IPLC

Rio Markers

Climate Change Mitigation	Climate Change Adaptation	Biodiversity	Land Degradation
No Contribution 0	No Contribution 0	Principal Objective 2	No Contribution 0

Project Summary

Provide a brief summary description of the project. (max. 2000 words, approximately 1/2 page)

Locally Managed Marine Areas (LMMAs) are a cornerstone of sustainable conservation in Madagascar, yet they lack sufficient legal and institutional recognition. This gap does not guarantee the community rights to effectively govern and manage these areas, limits the development of sustainable financing mechanisms and prevents the full implementation of community-driven solutions to protect marine and coastal biodiversity while securing local livelihoods. Increasing pressure from illegal and destructive fishing, coupled with unsustainable resource use, further threatens both ecosystems and coastal communities.

Building on the achievements of the GEF-6 MPA project (ID 9546), this “Sustainable Financing and Inclusive Management to Perpetuate Madagascar’s Locally Managed Marine Areas (LMMAs)” aims to promote conservation and sustainable use of coastal and marine biodiversity in LMMAs across three seascapes in Western Madagascar by facilitating sustainable financing solutions and effective and inclusive management practices, and strengthening the conservation and sustainable use of costal and marine biology. Acting on three key levers — the legal institutional environment, sustainable financing, and inclusive local LMMA governance, management, and development — the project will contribute to the inclusive and sustainable management of the LMMAs network in Madagascar. The project will create an enabling environment for the effective management of LMMAs , foster innovative financing solutions through national CTFs to strengthen the financial capacity of LMMAs, and support the sustainable development of LMMAs and coastal local communities.

The project will contribute to national and global biodiversity targets while enhancing community resilience. It will improve management effectiveness across 729,285 ha of MPAs and promote sustainable practices in 18,400 ha of LMMAs. At least 5,450 Malagasy people - 50% of whom are women - will directly benefit from the project.

Project Description Overview

Project Objective

Conservation and sustainable use of coastal and marine biodiversity in LMMAs across three seascapes in Western Madagascar

Project Components

Component 1: Enabling Environment for LMMA effective management (National)

Component Type	Trust Fund
Technical Assistance	GBFF
GEF Project Financing ($)	Co-financing ($)
1,133,045.00	707,143.49

Outcome:

1.1. Improved regulatory framework, planning and capacities to harmonize sectors and secure community rights to govern and manage marine resources and land.

Outcome 1.2 LMMAs that meet the OECM criteria are formally recognized as OECM to help strengthen long-term community management rights and to increase Madagascar's contributions to the Global Biodiversity Framework

Output:

Output 1.1.1. Existing regulatory frameworks to secure long-term rights to govern LMMAs effectively are identified, revised and agreed upon by key stakeholders

Output 1.1.2 Mechanisms for informing and consulting communities in place at the community level and mitigating any environmental and/or social impacts of the project

Output 1.1.3 Marine spatial planning and zoning for small-scale fisheries established with relevant ministries and harmonized with other sectors

Output 1.2.1 Process of identifying new OECM sites supported

Output 1.2.2. List of OECM candidate sites with appropriate database and description submitted to Government for approval and inclusion in the World OECM database

Component 2. Sustainable Finance solutions and Strengthened Conservation Trust Funds (CTF) Capacities to support LMMAs

Component Type	Trust Fund
Technical Assistance	GBFF
GEF Project Financing ($)	Co-financing ($)
1,740,616.00	1,086,334.20

Outcome:

Outcome 2.1 Enabling conditions for sustainable financing in place

2.2 Potential national and site-level sustainable financing mechanisms and/or blended finance options for LMMAs piloted.

Output:

Output 2.1.1. Capacities on sustainable financing for LMMAs within the Government, CTFs and other key stakeholders are built

Output 2.1.2.LMMA system including management costs, current public and private expenditure and gaps are assessed; and relevant policy and institutional needs for sustainable financing is identified

Output 2.2.1. LMMAs potential sustainable finance mechanisms and/or blended finance options are identified, short-listed and tested

Output 2.2.2. Technical, financial and regulatory proposals developed and implemented for selected sustainable finance mechanisms and/or blended finance options for LMMAs

Component 3: Inclusive Management for an effective and social and ecologically resilient LMMA Network (site-level)

Component Type	Trust Fund
Investment	GBFF
GEF Project Financing ($)	Co-financing ($)
1,663,036.00	969,077.35

Outcome:

Outcome 3.1 Strengthened capacities of LMMA managers and local leadership communities to effectively govern, manage and finance targeted LMMA

Outcome 3.2 Improved livelihoods and sustainable practices within targeted LMMAs to support a better ecological status

Output:

Output 3.1.1 Management and governance of 8 LMMA supported

Output 3.2.1 Implementation of eligible activities by promoters and local community groups in partnership with private sector and potential funding institutions to strengthen effective management sustainable practices and livelihoods

Component 4. Knowledge management and communication

Component Type	Trust Fund
Technical Assistance	GBFF
GEF Project Financing ($)	Co-financing ($)
358,246.00	223,584.83

Outcome:

4.1 Project communication and knowledge management.

Output:

Output 4.1.1 An inclusive and gender-sensitive project Knowledge Management and Communication strategy developed and implemented

Output 4.1.2 Information management established, knowledge captured, stored, and shared

Output 4.1.3 Information exchange and learning opportunities operationalized

M&E

Component Type	Trust Fund
Technical Assistance	GBFF
GEF Project Financing ($)	Co-financing ($)
147,649.00	160,987.36

Outcome:

Outcome 5.1 An effective and gender-sensitive project M&E is established and efficiently utilized

Output:

Output 5.1.1 Periodic M&E reports submitted to WWF-GEF Agency for project monitoring

Output 5.1.2 Independent mid-term and terminal evaluations conducted in accordance with the GBFF and WWF-GEF Evaluation Polices

Component Balances

Project Components	GEF Project Financing ($)	Co-financing ($)
Component 1: Enabling Environment for LMMA effective management (National)	1,133,045.00	707,143.49
Component 2. Sustainable Finance solutions and Strengthened Conservation Trust Funds (CTF) Capacities to support LMMAs	1,740,616.00	1,086,334.20
Component 3: Inclusive Management for an effective and social and ecologically resilient LMMA Network (site-level)	1,663,036.00	969,077.35
Component 4. Knowledge management and communication	358,246.00	223,584.83
M&E	147,649.00	160,987.36
Subtotal	**5,042,592.00**	**3,147,127.23**
Project Management Cost	252,130.00	157,356.77
Total Project Cost ($)	**5,294,722.00**	**3,304,484.00**

Please provide Justification

The investment mobilization portion is made up of grants of $2,302,459 from various donors supporting ongoing projects.

The projects are as follows:

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PROJECT OUTLINE

A.CHANGES COMPARED TO PPG REQUEST

Please describe and justify any major changes to the project design, including to elements put forward in the PPG request to meet the following GBFF selection criteria:

a. Potential of the project to generate global environmental benefits (GEBs) (include a description of the GEBs the project will generate per the GBFF Results Indicators);

b. The alignment of the project with the National Biodiversity Strategies and Action Plans and/or National Biodiversity Finance Plans or similar instruments to identify national and/or regional priorities;

c. The level of policy coherence and coordination across multiple ministries, agencies, the private sector, and civil society that the project aims to support;

d. Whether the project will mobilize the resources of the private sector and philanthropies'; and

e. Whether and how the project will engage with and provide support to IPLCs.

During the project preparation phase, the following adjustments were made to the project design:

Project components: Component 1 will focus primarily on the regulatory framework for the formal recognition of LMMA and national OECM processes, with the aim of strengthening the national framework and capacities. Initial Output 1.1.3, which focused on the government's capacity to address the illegal trade of marine species, was deemed outside the core scope of the project. Work on the protection of CITES-listed species in LMMA was integrated into Outcome 3.1 to support local actions towards the improved conservation of these species in the targeted 8 LMMAs. Additionally, Output 1.1.2 has been added to implement ESMF mitigation measures, particularly local community information and consultation processes (FPIC, among others), in full alignment with the safeguards documents developed in the PPG phase. Finally, activities related to supporting the development or revision of the TGRN/TGRH, initially indicated in Output 3.1.1, have been transferred to Output 1.1.1. This ensures greater consistency between the consolidated national level and the local LMMA level with regard to the establishment of regulatory frameworks.

Regarding Outcome 1.2 on OECMs, the PPG phase simplified the process and avoided duplication by reducing the number of outputs under this outcome. The activities initially planned under Output 1.2.1 are already underway in Madagascar so this Output was deleted. Output 1.2.2 became the first Output and integrated activities that were planned under Output 1.2.4. Finally, Output 1.2.3 has become Output 1.2.2.

Under Component 2, activities regarding the implementation of technical assistance, capacity building and training for CTFs under Outcome 2.3 have been integrated into Outcome 2.1/Output 2.1.1. On the other hand, activities related to a sustainable LMMA funding mechanism through a potential endowment window that has been tested, capitalized and operationalized have been integrated into Outcome 2.2/Output 2.2.2. Output 2.2.2 now also covers CTF standardized operational tools for LMMA funding flows and a fiduciary risk monitoring and mitigation framework. Finally, sub-grants to targeted LMMAs will now be operated under Output 3.1.1.

These changes to the project's outcomes and outputs during the PPG phase will improve coordination with other initiatives, including the GEF-6 AMP project, as well as initial work on sustainable financing, which will inform Component 2. The changes made under this component should also help to avoid duplication of activities. These changes do not affect the scope of the project, except for aspects relating to the illegal trade in marine species. These aspects have been focused on the local level of the LMMA, in connection with the work of local promoters and stakeholders on this issue.

Budget revision between project components: Budget per component has been adjusted to reflect the changes mentioned above regarding project activities, as follows:

- Budget for Component 1: $1,133,045
- Budget for Component 2: $1,740,616
- Budget for Component 3: $1,552,736
- Budget for Component 4: $358,246
- Budget for M&E: $257,948

The project management cost (PMC) remained unchanged at $252,130.

Core indicators data: The target for GEF sub-indicator 2.2 has been revised based on the MPAs present in the three regions targeted by the project and has decreased from 650,000 ha to 648,232.00 ha. In addition, the METT Scores have been calculated for three MPAs that the project will target: Nosy Ve Androka, Nosy Hara, and Kirindy Mite. For the 2 other MPAs, data will be collected and consolidated at the project start. The target for indicator 5 has been recalculated based on the average area of LMMA in Madagascar. This is based on an average surface area of 3,000 ha per LMMA. The target for this indicator has been revised from 251,122 ha accounting for all LMMAs in the 3 seascapes to 18,400 ha accounting for the 8 LMMAs pilot approach. Finally, the target for core indicator 11 was calculated during the PPG phase and amounts to 5,450 people, 50% of whom are women. Details regarding the calculation of indicators and their targets are provided in the CEO request for endorsement

B. PROJECT RATIONALE

Describe the current situation including: the global biodiversity problems that the project will address; the key elements of the system to be addressed by the project; and underlying drivers of environmental change in the project context, such as population growth, economic development, climate change, sociocultural and political factors, including conflicts, or technological changes. Describe the objective of the project, and the justification for it. (Approximately 3-5 pages).

A. Project Rationale

1. Context / current situation for LMMAs in Madagascar

1.1 General and Environmental Context

Madagascar, located in the Western Indian Ocean at the heart of the Agulhas and Somali Current Large Marine Ecosystems (ASCLME), is the fourth-largest island in the world. With a total surface area of approximately 590,000 km² and a coastline stretching over 5,600 km—the longest in Africa—the country boasts an Exclusive Economic Zone (EEZ) of over 1.22 million km², nearly double its land area[1][1]. These vast marine and terrestrial domains underpin Madagascar's designation as one of the world's 17 megadiverse countries and a globally recognized biodiversity hotspot. Over 80% of its terrestrial species are endemic, and its marine biodiversity, though historically less studied, is increasingly recognized as vital to regional and global ecological health.

While Madagascar's terrestrial ecosystems—such as spiny forests, humid rainforests, and dry deciduous forests—host emblematic species like lemurs and chameleons, its marine and coastal ecosystems are equally remarkable. The island's coastal habitats include over 250,000 hectares of mangroves, accounting for roughly 2% of global mangrove coverage[2][2], and approximately 1,400 km of coral reefs and seagrass beds that support more than 300 coral species—the highest recorded coral diversity in the Western Indian Ocean. These systems are critical for biodiversity conservation, ecosystem productivity, and carbon storage, while also sustaining the livelihoods of millions of Malagasy people.

Madagascar's waters are home to more than 5,000 marine species, including around 1,540 fish species—30 of which are endemic—123 species of sharks and rays (including critically endangered sawfish), and nine species of marine mammals such as dugongs and various whale species. Its marine invertebrate diversity is equally striking, with 1,400 marine gastropod species, 306 sponge species, and 650 cnidarian species, all contributing to reef complexity and resilience. Key marine areas such as the Mozambique Channel, the Northern Mozambique Channel, and Southern Madagascar's 'Deep South' are recognized as Ecologically or

Biologically Significant Areas (EBSAs) under the Convention on Biological Diversity, serving as critical habitats for pelagic larvae, endemic species, and migratory fauna.

Marine and coastal ecosystems are deeply interwoven with human well-being across Madagascar. The island's marine biodiversity supports an estimated 10 million people, including over 250,000 small-scale artisanal fishers, particularly along the western seaboard[3][3]. These fisheries account for roughly 72% of national annual catch[4][4] and are heavily reliant on healthy coral reefs, mangroves, and seagrass ecosystems. Beyond subsistence, these ecosystems offer essential ecosystem services—such as shoreline protection, food provisioning, and nutrient cycling—valued at approximately US$192 million per year[5][5].

Recognizing the importance to protect its biodiversity and ecosystems, the Government of Madagascar has made several high-level commitments over the past decades. These include:

- **The 2003 World Parks Congress in Durban**: Commitment to triple the protected area coverage and diversify governance and management options so they reflect local conditions - the so called 'Durban Vision'.

- **The 2014 World Parks Congress in Sydney, through the 'Sydney Promise'**: Specific commitment to triple the number of Marine Protected Areas (MPAs) within 5-10 years following the congress, under Aichi Biodiversity Target 11[6][6]. This included a commitment to address the policy gap that prevented local communities from securing management rights to traditional fishing grounds and establish legal and regulatory frameworks for community management of marine and coastal resources. The target to triple the number of MPAs later evolved to become tripling the surface area coverage by 2025.

- **The 15th Conference of the Parties to the Convention on Biological Diversity in 2022**: Commitment to achieving the goals of the Kunming-Montreal Global Biodiversity Framework (GBF), including through the establishment of 30% of effectively managed terrestrial and marine protected areas, recognition of other effective conservation measures (OECMs), greater involvement of local communities and active mobilisation of private and public funds for conservation[7][7].

- Madagascar is currently in the process of updating its National Biodiversity Strategy and Action Plan (NBSAP), following a dedicated workshop held in 2024. The aim is to align national targets with the GBF, including Target 3, which reflects the 30x30 ambition. In July 2025, Madagascar initiated a process to develop a national 30x30 plan; this plan is expected to be completed by end 2025.

- At COP29 in November 2024, Madagascar co-founded **the G-Zero Coalition**, alongside Bhutan, Panama, and Suriname, a rare group of nations that are either carbon-neutral or carbon-negative, meaning they sequester more CO_2 than they emit. G-Zero aims to be a space for synergy, seeking to develop concrete and effective actions for the protection of natural resources. The members of this coalition plan to share their knowledge, collaborate on conservation projects, and strengthen their means of protecting forests, oceans, and wildlife[8][8].

Building on these national and international commitments, Madagascar has developed a unique and inclusive model of marine and coastal management that combines formal Marine Protected Areas (MPAs) with community-led governance systems through Locally Managed Marine Areas (LMMAs). These approaches reflect the country's efforts to reconcile biodiversity conservation with socio-economic resilience, particularly in the face of mounting climate pressures and chronic underfunding of conservation systems.

Overall institutional arrangement for protected area management:

Madagascar has a well-established institutional framework for protected area management.

The **Ministry of the Environment and Sustainable Development (MEDD)** oversees the national protected areas system under the Protected Areas Code (COAP). Within MEDD, the Directorate of Protected Areas (DAPRNE) coordinates system expansion and management, supported by 22 regional directorates (DREDDs), which implement policies at regional level and work closely with local communities and NGOs.

Protected areas operate under a **management delegation model**: the State retains oversight, but management may be delegated to Madagascar National Parks (MNP), NGOs, private actors, or community-based organizations. Co-management and participatory governance are core principles.

The **Ministry of Fisheries and Blue Economy (MPEB)** manages marine fisheries and has established mechanisms for community fisheries management through recognized fisheries management plans (PAPs : Fisheries management plan).

Overall, Madagascar's institutional landscape allows for decentralized and participatory conservation governance, with multiple entry points for community engagement.

MPAs:

Madagascar currently has 123 protected areas, including 22 marine and coastal sites. Marine and intertidal areas cover approximately 1.38 million hectares (11.8% of coastal seas). Expansion of MPAs has accelerated in recent years, supported notably by the GEF-6 MPA project.

However, several structural characteristics limit the system's effectiveness:

- Most MPAs are not well connected.
- Only a few operate at a seascape scale.

- Many MPAs combine terrestrial and marine habitats rather than focusing exclusively on marine ecosystems.

- Large areas of marine protection are still under planning.

While co-management is increasingly practiced, marine conservation remains more recent and less consolidated than terrestrial conservation.

LMMAs. LMMAs in Madagascar draw inspiration from community-governed marine areas pioneered across the Pacific, such as Navakavu in Fiji, Safata in Samoa, and Ra'ui systems in the Cook Islands, where local communities sustainably manage nearshore waters to both preserve biodiversity and secure livelihoods[9][9]. These examples have demonstrated the potential of community governance to generate both ecological and socio-economic benefits.

The modern resurgence of LMMAs began around 2004 in Madagascar, with the first LMMA in Madagascar was formally established in 2015[10][10] in the southwest region

LMMAs have expanded rapidly since the mid-2000s. By 2025, more than 280 LMMAs cover over 1.7 million hectares, including significant mangrove and coral reef areas.

LMMAs aim to reconcile biodiversity conservation with fisheries livelihoods, cultural practices, and participatory governance. They are supported by over 25 NGOs and coordinated nationally through the MIHARI Network, which represents community marine managers.

LMMAs represent one of the most dynamic and socially embedded conservation models in Madagascar and the South-West Indian Ocean.

Unlike MPAs, LMMAs do not yet benefit from a dedicated, unified regulatory framework. Instead, they rely on a combination of existing legal instruments:

- Dina (customary community rules) regulating access, enforcement, and conflict resolution.
- Management transfer contracts (TGRN/TGRH) allowing communities to manage natural resources.
- Fisheries management tools under MPEB regulations.

This multi-instrument approach allows flexibility but creates fragmentation and legal ambiguity. LMMA recognition, enforcement authority, and long-term security of tenure depend on overlapping frameworks rather than a coherent system.

While MPAs are regulated by the Madagascar Protected Areas Code (COAP), TGRN and TGRH are implemented through major legal frameworks:

- **GELOSE** (*Gestion Locale Sécurisée*), governed by Law No. 96-025 of 30 September 1996 (currently under revision), provides a legal framework for the transfer of management rights over renewable natural resources (forests, fisheries, water, fauna, and flora) to local communities. Under this mechanism, local community-based organizations (referred to as VOI or CLB) sign a tripartite agreement with the commune and the relevant deconcentrated government authority (usually the *Direction Régionale de l'Environnement ou des Ressources Halieutiques*), which represents the central government at the local level. Initial agreements are typically valid for 3 years, with the possibility of renewal, generally up to 10 years. However, in practice, renewals are often granted for shorter durations, depending on the quality of governance structures, and administrative constraints.

- **GCF** (*Gestion Contractualisée des Forêts*), established by Decree no. 2001-122 of 14 February 2001, focuses on forests and mangroves under state ownership and operates within the broader GELOSE system. It defines conditions for contractual management, compatibility with national forest plans, and periodic evaluations. GCF contracts are similarly renewable and emphasize sustainable, community-led forest management, including economic valorization.

- **Fisheries and Aquaculture Code** – Law No. 2015-053, as amended by Law No. 2018-2026: Establishes the general legal framework for the management of fishery resources and aquaculture in Madagascar. It sets out rules for the protection of aquatic resources, sustainable management standards, the rights of fishing communities, and monitoring and oversight mechanisms. The 2018 amendment clarifies certain provisions, strengthens the sustainable management of aquatic ecosystems, and establishes sanctions for non-compliance.

- **Ministerial Order No. 29211/2017**: Defines the specific procedures for the TGRH–EA. It details the conditions under which fishery resources and aquatic ecosystems can be transferred to local communities, eligibility criteria for community-based organizations (VOI/CLB), and obligations for monitoring, evaluation, and adaptive management. This order provides the operational framework for fisheries co-management in Madagascar.

Together, these mechanisms enable local communities to legally govern coastal and marine zones, granting them recognition and protection under national law. Despite their expansion and proven value, LMMAs face several systemic challenges[11][11]:

- Limited formal recognition under national legal frameworks (many operate outside formal status)
- Time-bound contracts, which restrict long-term continuity – usually 3 or 5 years
- Fragmentation – with few mechanisms to integrate LMMAs, MPAs, and other coastal uses into a cohesive seascape approach
- No direct government funding, leaving LMMAs reliant on external donors and NGOs
- Limited capacity to manage and absorb funds directly, with Conservation Trust Funds (CTFs) not yet equipped to support them effectively
- Lack of recognition of their contribution to the conservation and sustainable management of resources, particularly when they are outside MPAs

1.2 Climate

The country experiences tropical climatic conditions with two seasons: a hot, rainy season from November to April, and a cooler, dry season from May to October. There is significant variation in climate owing to elevation, topography, and position relative to dominant prevailing winds. The sea surface temperature (SST) is on average slightly above 25°C. The maximum of 30°C is usually reached in February and the minimum of 23°C in July.

Madagascar is considered one of the most vulnerable countries to, and least prepared to cope with climate change, yet is responsible for only 0.09 percent of global greenhouse gas emissions (GHG) annually. Over the past 20 years, the country has been hit by 35 cyclones, 8 floods, and 5 periods of severe drought[12][12] : a three-fold increase in such events compared to the previous 20-year period. Madagascar has the highest risk of cyclones in Africa, experiencing three to four cyclones per year on average between November and April, and a major tropical cyclone once every three years. Total losses from cyclones in 2020 alone were equivalent to 4.8 percent of GDP[13][13]. Severe multi-year drought has an even more profound effect than cyclones, deepening poverty and food insecurity, especially in the south.

Climate change projections predict continued warming and increased rainfall variability, leading to more intense and frequent climate-related impacts. Under mid-range and high-emissions scenarios, warming of up to 4°C could be expected by 2100 in Madagascar[14][14]. While the frequency of tropical cyclones making landfall is projected to decrease, the intensity of these storms is expected to worsen, with annual damages expected to increase almost fivefold by 2050 relative to the baseline, and higher under a pessimistic (high-emissions) scenario[15][15].

1.3 Socio-economic context and gender

Socio-economic context. Madagascar remains one of the poorest countries in the world, with over 80% of the population living below the poverty line as of 2024[16][16]. The country's Human Development Index (HDI) was 0.49 in 2023, placing it among the lowest globally (183 out of 193)[17][17]. Real income per capita is lower today than it was in 1960, and in 2024, gross domestic product (GDP) per capita was only US$545[[18]18]https://worldwildlifefund-my.sharepoint.com/personal/herve_lefeuvre_wwfus_org/Documents/GBFF%20Madagascar%20LMMAs%20ProdocCER/20250909_GBFF_CEO_Endorsement_Request_Form_Madagascar_FINAL.docx - _ftn26, one of the lowest in the world. Poverty is predominantly rural, affecting many subsistence farming households already heavily impacted by climate shocks, with significant regional disparities. The south and west coast are the most affected, often experiencing compounded vulnerability due to geographic isolation and exposure to climate hazards, such as drought. Limited access to basic services also compounds poverty: in 2022, only 53% of the population had access to drinking water and 15% to sanitation services[19][19].

Madagascar is further challenged by high population growth (over 2.4% annually[20][20]) and persistent inflation (averaging 7.6% in 2024[21][21]), both of which limit the potential for substantial improvements in living standards. Economic growth remained stable at an estimated 4.2% in 2024[22][22], a rate insufficient to significantly improve livelihoods or reduce poverty at scale.

While Madagascar has avoided large-scale violent conflict and civil war since independence, it has experienced repeated political crises. Each episode has hindered economic growth and led to suspensions of development assistance. Recurring instability, weak governance, low productivity, and limited institutional capacity (including inconsistent application of the rule of law) have perpetuated fragility and insecurity[23][23]. These challenges are likely to intensify in the coming years, as climate change is projected to further entrench poverty by reducing GDP growth and exacerbating existing inequalities, especially in already isolated and climate-exposed regions like the south and west coast.

Fisheries and Aquaculture. Fisheries are a cornerstone of Madagascar's national economy, coastal livelihoods, and food security. The sector contributes over 7% of GDP and 6.6% of exports as of 2020[24][24], positioning it as a key economic pillar alongside agriculture and tourism. It supports the livelihoods of over 2 million people, representing around 6.8% of the national population[25][25], and is particularly vital for coastal communities, where dependence on marine resources is among the highest in the world.

The fisheries sector is structured into three main segments: industrial, artisanal, and small-scale (subsistence) fisheries. Industrial fisheries are generally export-oriented and often involve foreign fleets under licensing agreements. Artisanal fisheries, with more than 250,000 fishers, operate primarily along the west and southwest coasts. These small-scale fisheries account for nearly 72% of the national catch[26][26], targeting high-value export products such as shrimp, octopus, sea cucumbers, and other invertebrates. In some coastal regions, such as the southwest, up to 99% of animal protein intake comes from fish, and fisheries contribute to over 80% of household income[27][27]. These figures highlight the extent to which fisheries underpin both nutritional security and local economies, and they are also most widespread within the MPAs and LMMAs, where they play a central role in community livelihoods and local food security.

Aquaculture, seaweed farming and mariculture present potential opportunities for diversification and export growth, particularly in coastal regions like Toliara[28][28]. While the sector remains relatively nascent, export-oriented activities such as seaweed and mangrove crab farming have grown in recent years. However, this growth is constrained by weak regulation, unclear licensing systems, limited investment and vulnerability to environmental degradation. Without proper governance, these activities risk placing additional pressure on already fragile marine and coastal ecosystems. Moreover, aquaculture infrastructure is particularly vulnerable to climate change impacts such as sea-level rise, saline intrusion, and extreme coastal weather. If managed sustainably, however, aquaculture is a tool for economic development but also climate resilience and diversification of livelihoods in resource-dependent coastal communities.

Agriculture. Agriculture is the dominant sector in Madagascar's economy and rural life. It employs approximately 75% of the workforce and contributed 22.5% of GDP in 2024[29][29], when combined with forestry and fishing. It is crucial to Madagascar's food and nutrition and to the livelihoods of over 5 million people, mainly subsistence farmers[30][30]. However, the sector is plagued by structural inefficiencies, low productivity, and high vulnerability to climate shocks.

Most farming in Madagascar is subsistence-based, with limited use of inputs, mechanization, or irrigation. Rice is the staple crop and occupies the largest share of cultivated land. However, productivity is constrained by recurrent droughts, saline intrusion in coastal paddies, and poorly maintained irrigation infrastructure. Other major crops include maize, potatoes, onions, beans, and peas as well as export crops such as vanilla, cloves and lychees.

Livestock. Livestock breeding is also a major economic activity in Madagascar and plays a vital cultural, social and economic role. It contributes significantly to food security and poverty reduction. Approximately 70% of Malagasy households practice livestock breeding, with three quarters of them located in rural areas. In the project's targeted landscapes, DIANA, Mahafaly, and Manambolo-Tsiribihina, livestock activities are largely small-scale and subsistence-oriented, with minimal market integration.

Gender: Madagascar faces deep-rooted gender inequalities that are particularly pronounced in rural areas. Nationally, women experience widespread exclusion across sectors such as education, healthcare, political representation, and economic participation. Despite some legal and policy advancements, including a 2019 law addressing gender-based violence and constitutional guarantees of equality, systemic barriers persist, and enforcement remains weak, especially outside urban centers. Social norms heavily influence gender roles, leading to restricted mobility, limited access to land and credit, and entrenched economic and political marginalization. Moreover, women in Madagascar contribute significantly to subsistence agriculture and informal labor yet continue to be overrepresented in the lowest-paid and most precarious forms of employment, with minimal access to social protection or decision-making power. More especially, women and girls participate in natural resource management in coastal communities, especially in collecting marine resources, yet their contributions are often undervalued or overlooked due to prevailing gender norms. In addition, current LMMA arrangements operate outside formal legal frameworks, making women's (and men's) community rights to manage marine resources insecure, especially for groups with less decision-making power. Finally, women face limited tenure security, as customary systems often prioritize male inheritance and decision-making. While statutory law is gender-neutral, social norms and lack of documentation frequently restrict women's access to land and resource rights. Climate-induced disasters further exacerbate these gender inequalities. Events such as cyclones or flooding frequently lead to displacement, breakdowns in community protection systems, and economic instability, all of which have been linked to increased risks of gender-based violence. These dynamics compound the structural vulnerabilities already faced by women and girls, particularly in remote coastal communities[31][31].

Within the project's geographic focus, particularly in the Diana region, these national trends are further reinforced by local cultural norms and socio-economic structures. Women in coastal communities are deeply involved in productive activities such as reef gleaning, crab and seaweed harvesting, and farming. They often manage the sale of marine and agricultural products and are responsible for key household expenditures like school fees and water collection. However, despite their economic contributions and ecological knowledge, they remain largely excluded from public governance and marine resource management. Surveys conducted in Diana's coastal villages reveal that women rarely hold leadership roles in conservation structures, and decision-making forums are often inaccessible due to both formal and informal barriers. In the Ambilobe district, for example, women are excluded from offshore fishing and lack recognition for their involvement in conservation. They also face multiple overlapping constraints: low literacy, limited access to training, and the triple burden of domestic work, productive labor, and unpaid contributions to environmental stewardship. These patterns of exclusion mirror national structural inequalities and represent a critical challenge to equitable and effective conservation.

2. Problem statement

2.1 Global environmental problems and root causes

While MPAs and LMMAs have great potential to contribute to the conservation and sustainable management of marine and coastal species, they are subject to numerous pressures that have a direct impact on the quality of the natural resources they shelter, and which can deteriorate natural fishery resources over time.

Global environmental problems that the project will contribute to address:

Rapid loss of marine biodiversity in Madagascar. Madagascar's marine ecosystems biological wealth is undergoing rapid and accelerating degradation. Unsustainable fishing practices are undermining ecosystem balance and long-term productivity[32][32]. Mangrove deforestation continues to fragment essential breeding and nursery habitats along the coast[33][33]. At the same time, habitat degradation linked to sedimentation, port expansion, and unregulated infrastructure development is further reducing ecological integrity, particularly in estuarine and nearshore areas[34][34].

These pressures are compounded by climate change, which is already manifesting through ocean warming, acidification, and an increase in cyclone intensity and frequency—factors known to reduce coral resilience and alter fish distribution patterns[35][35]. Coastal ecosystems such as coral reefs and seagrass beds are particularly vulnerable, and their degradation has cascading effects on food security, shoreline stability, and biodiversity.

The impacts are especially severe for iconic and threatened marine species. Dugongs (*Dugong dugon*) and sawfish (*Pristidae*) are now considered on the brink of local extinction in Madagascar due to habitat loss, bycatch, and direct hunting[36][36].

Pressures on fishery resources in MPAs and LMMAs. Madagascar's fisheries are under increasing stress from a combination of overexploitation, habitat degradation, and destructive fishing practices, threatening both biodiversity and coastal livelihoods. In many coastal areas, including community-managed marine zones (LMMAs), signs of stock depletion have been observed for key species such as octopus, sea cucumbers, and reef fish. This suggests that current levels of extraction are already exceeding sustainable yields, with serious implications for long-term food security, particularly in communities heavily reliant on marine protein. These trends are exacerbated by the widespread use of illegal gear, such as beach seines and fine-mesh nets, and practices like night-time gleaning or mangrove clearing, which further degrade spawning and nursery habitats.

Compounding these ecological pressures is the chronic underreporting of catches and no stock assessment. Official fisheries statistics often exclude small-scale and subsistence fisheries, which represent the bulk of the sector. A landmark reconstruction by Le Manach et al. (2011) estimated that Madagascar's total national catch between 1950 and 2008 may have been twice the volume reported by government sources, underscoring the limitations of current data systems. This data gap hinders effective planning, monitoring, and adaptive management, and obscures the true scale of extraction pressures.

At the governance level, the regulatory framework for fisheries management remains weakly enforced. Limited surveillance capacity, discretionary licensing, and the lack of clearly defined or secure access rights contribute to open-access dynamics and undermine local conservation efforts. In many regions, especially where governance is fragmented or under-resourced, this has led to increased resource user conflicts, further straining fragile ecosystems. Moreover, external fishing pressures—including from industrial or semi-industrial fleets operating nearshore—often overlap with artisanal zones, creating competition and undermining community-led management initiatives.

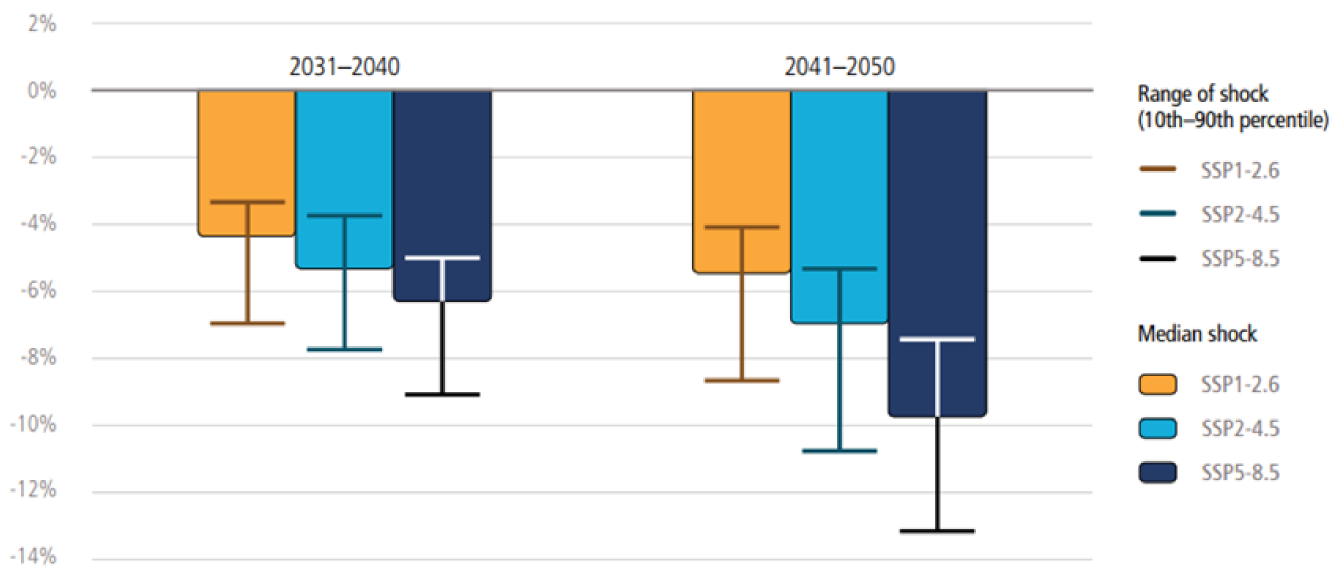
Pressures on resources from extractive industries and charcoal production. Across Madagascar, extractive industries and charcoal production exert significant and compounding pressures on terrestrial and coastal ecosystems. As they something do not comply with current regulations, the expansion of mining and extractive activities, both formal and informal, is increasingly encroaching on forests, wetlands, and biodiversity corridors - many of which overlap with conservation and LMMA zones[37][37]. Artisanal and small-scale mining particularly for gold, sapphires, and other precious minerals, frequently without respecting regulatory framework that is poorly enforced, mainly the Mining Code that have been recently revised and include more comprehensive measures to address small-scale mining. It generally leads to uncontrolled deforestation, habitat degradation, and pollution from toxic substances like mercury[38][38]. This is of particular interest since industrial mining, like rare earth project in the DIANA region could have irreversible impacts on marine ecosystems, as indicated in the revision of the Mining Code. These impacts threaten freshwater systems and estuarine environments vital to community resilience and biodiversity conservation[39][39] as they occur either on coastal areas or next to watersheds, having impacts downstream on coastal and marine ecosystems.

In parallel, charcoal production remains one of the leading drivers of deforestation in Madagascar, especially in the western and southern dry forest regions[40][40]. With over 80% of Malagasy households relying on charcoal or fuelwood for cooking, demand continues to rise, especially around urban centers[41][41]. Charcoal production is largely unregulated, and practices rarely consider forest regeneration or sustainable harvest thresholds[42][42].

These resource pressures are exacerbated by poverty, limited economic alternatives, and weak governance. In many rural areas, charcoal production and small-scale mining provide short-term income strategies for households facing food insecurity and land tenure uncertainty[43][43]. In several project landscapes, including Diana, Manambolo–Tsiribihina, and Mahafaly, communities have reported growing tensions between conservation efforts and extractive activities, particularly where land use rights are unclear[44][44].

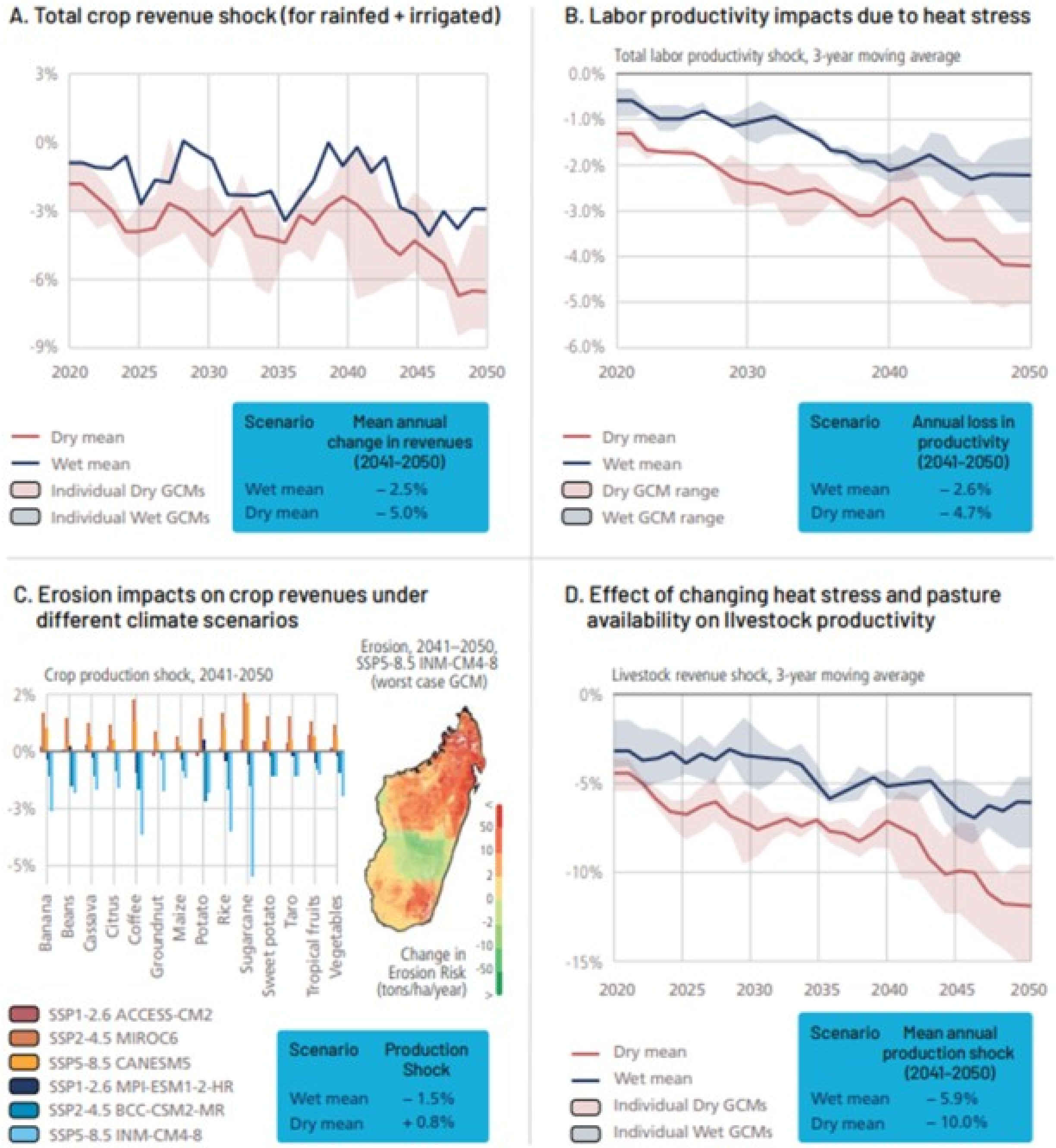
Climate change and variability. Climate change and climate variability are increasingly acting as threat multipliers across Madagascar's land- and seascapes. Rising sea surface temperatures, ocean acidification, coast erosion, increase of salinity of coastal water resources, sea level rise, and more frequent cyclones are placing growing pressure on fisheries, marine ecosystems and coastal communities living conditions in general. Coral reefs—critical nursery habitats for many fish species—are becoming less productive as waters warm, while aquaculture infrastructure faces growing risks from erosion and inundation. Artisanal fishers – with artisanal pirogues – are experiencing reduced access to fishing grounds due to more extreme and unpredictable weather and wind regime, further undermining food security and incomes. Indeed, a large part of the income, mainly coming from fisheries activities, is to buy food such as rice, besides benefiting directly from fish. Projections indicate that Madagascar's maximum catch potential could decline by up to 6% by 2040 and nearly 10% by 2050 under pessimistic climate scenarios (See below Figure)[45][45].

Figure 1: Projected climate change impacts on fisheries outputs under different climate scenarios in Madagascar to 2040 and 2050, relative to 2015, as percentage of maximum catch potential



The agricultural sector is similarly exposed to climate shocks. Between 2009 and 2014, 51% of upland rice farmers were affected by cyclones, 68% by droughts, and 44% by floods[46][46]. While maize may see increased climate suitability, other key crops such as potatoes, onions, beans, and peas are projected to suffer from reduced yields due to higher temperatures and shifting rainfall patterns. Export crops like vanilla, cloves, cocoa, and lychee - predominantly grown by smallholders - are vulnerable due to weak access to finance, inputs, and resilient value chains. Under high-emissions scenarios, agricultural revenues could decline by 5% by 2041–2050, with labor productivity losses from heat stress estimated at 4.7% and livestock productivity projected to fall by around 10% (see Figure 2)[47][47]. These trends underscore the urgent need for integrated, climate-resilient development strategies across coastal and terrestrial zones, especially given the impact of climate vulnerability on migration and pressures on natural resources.

Figure 2: Climate impacts on Agriculture under BAU Climate Scenarios and No Climate Action



Source: Industrial Economics analysis for this CCDR.

Root causes of the global environmental problem:

Population pressure (demographic growth and seasonal migration). Rising demographic pressure and increasing seasonal or transitory migration are placing additional strain on Madagascar's already overexploited coastal ecosystems. Seasonal fishers, often from neighboring *fokontany* or coastal districts, play a significant role in resource use but are typically excluded from local governance structures, including decision-making on *Dina*, monitoring, and benefit-sharing[48]48]. Although some migrants pay access fees to local VOIs, their limited participation in rule-setting processes has contributed to tensions with resident communities, particularly where they are perceived as less compliant with conservation norms[49][49]. At the same time, migration from drought-stricken inland regions is accelerating due to climate stress, further intensifying competition over marine resources. These demographic dynamics put high pressures on natural resources and are exacerbated by chronic infrastructure deficits and limited access to markets that reduce the adaptive capacity of coastal communities.

Widespread poverty. Madagascar remains one of the poorest countries in the world, with over 80% of the population living below the poverty line as of 2024[50][50]. Poverty is most prevalent in rural and coastal areas, particularly in the south and on the west coast where local communities are highly dependent on natural resources for their livelihoods as only 20% of the economy is formal and the weak private sector employ only 250 000 formal jobs. Limited access to basic services also compounds poverty: in 2022, for example, only 53% of the population had access to drinking water, and just 15% had access to sanitation services[51][51].

High dependance on natural resources given limited economic opportunities. Livelihoods are heavily dependent on natural resources, especially small-scale agriculture, fisheries, and forest products, making communities highly vulnerable to ecological degradation and climate shocks[52][52]. The lack of economic alternatives, coupled with insecure land tenure and limited access to education and finance, reinforces a cycle of dependency and environmental pressure.

Social disparities and gender inequalities. Madagascar continues to face pronounced social and gender inequalities, particularly in rural and coastal areas. Women and girls experience limited access to land, education, financial services, and leadership roles, despite playing key roles in agriculture, fisheries, and natural resource management[53][53]. Deep-rooted sociocultural norms, combined with high levels of poverty and unpaid care burdens, restrict their participation in decision-making processes and economic development. According to national surveys, women spend over five times more time than men on unpaid domestic work, and represent the majority of workers in the informal sector, often in low-paid and precarious roles[54][54]. Gender-based violence remains widespread, with nearly one in three women experiencing violence during their lifetime[55][55]. These disparities are not only a violation of rights, but also undermine the effectiveness and sustainability of conservation and development efforts.

2.2 Drivers

The major drivers of the trends behind the problem statement in the LMMAs in Madagascar are as follows:

Poor recognition of community rights and limited promotion of community-based conservation and sustainable resource management outside the protected area system (OECM, LMMA).

Key Strengths of the current legal and institutional framework include the following:

- Strong tradition of decentralized natural resource management.

- Legal recognition of community governance tools (dina).
- Delegated management model within the protected area system.
- Growing integration of participatory governance in conservation.
- Rapid expansion and institutional consolidation of LMMA networks.

Madagascar therefore has a robust enabling foundation for community-based marine conservation.

Despite this foundation, several systemic, policy and practical weaknesses persist:

- Fragmented legal recognition of LMMAs across multiple instruments: multiple LMMA-related legal texts (TGRN, TGRH, dina), creating confusion about rights and responsibilities; LMMA not officially recognized as a management structure, limiting legitimacy.
- Lack of a formal national recognition pathway specific to LMMAs.
- The General State Policy (PGE) provides for co-management but lacks operational guidelines for LMMAs, requiring political and institutional reform.
- Limited harmonization between fisheries law, protected areas law, and community management contracts.
- Weak linkage between legal recognition and access to sustainable financing.
- LMMA communities do not fully exercise their rights, limiting their capacity for sustainable resource management.
- Incompatibility between local 'dina' and maritime law, making local enforcement difficult.
- Non-application of sanctions due to lack of legal recognition.

Poor recognition and promotion of community-based conservation and sustainable resource management outside the protected area system (OECM, LMMA)

Madagascar has made significant progress in expanding its protected area network, especially based on the GEF-6 project results like improved institutional recognition and support for other effective area-based conservation measures (OECMs) and locally managed marine areas (LMMAs). However, despite their vital role in biodiversity conservation, ecosystem services protection, and local livelihoods, especially in coastal and marine ecosystems, they often operate without clear legal status, formal inclusion in national conservation strategies, or sustained technical and financial support[56][56]. The lack of structured frameworks to monitor, finance, and scale up these models limits their visibility, impact, and potential contribution to Madagascar’s global biodiversity and climate targets[57][57]. However, some progress has been made through the GEF-6 Marine Protected Areas project, notably with the full revision of the COAP decree that was adopted by the Governing Council in July 2025. The revised text, seeks to improve the institutional framework for community engagement by requiring the creation of municipal and local-level branches of the Orientation and Evaluation Committees (COE) and Orientation and Monitoring Committees (COS). These changes aim to ensure that local communities can meaningfully participate in marine governance processes, in line with the public domain status of marine areas. Nonetheless, these advances must now be translated into practice through effective implementation on the ground, with adequate support and institutional coordination to ensure that local communities can fully exercise their management rights.

Limited cross-sectoral coordination and of a clear regulatory framework for LMMAs. The governance of LMMAs suffers from fragmentation across ministries and agencies, with overlapping mandates and limited coordination between environment, fisheries, land, and local government institutions. Moreover, Madagascar lacks a comprehensive national legal framework for LMMAs, leading to unclarity. This hinders their formal recognition, inclusion in spatial planning processes, and access to public resources or institutional support.

Lack of sustainable funding, especially for LMMAs. Sustainable financing remains one of the most critical barriers to the effective management of LMMAs in Madagascar. While protected areas benefit from support through the *Fondation pour les Aires Protégées et la Biodiversité de Madagascar* (FAPBM) and local community-based management from Tany Meva, no equivalent dedicated financing mechanism currently exists for LMMAs. According to FAPBM, the total annual funding needed to adequately manage the country's protected area network is estimated between USD 42 and 70 million. In 2025, FAPBM supported 75 out of 123 officially recognized protected areas, helping to preserve over 99% of forest cover within its sites. However, this support still falls short of national needs, and LMMAs remain largely excluded from such funding systems. Furthermore, the total annual funding that would be needed to manage the LMMA network is unknown. As a result, most community-based marine areas rely heavily on short-term project grants or external donor contributions, creating instability in local management structures. This financing gap limits the long-term viability, enforcement, and integration of LMMAs into a coherent national marine conservation framework.

Illegal or extensive fisheries. Illegal, unreported, and unregulated fishing, along with excessive extraction by both artisanal and industrial operators, continues to threaten the sustainability of Madagascar's fisheries. Inadequate enforcement, insufficient patrol coverage, and limited monitoring allow for illegal gear use, closed-season violations, and incursions into community-managed areas. These practices not only deplete fish stocks but also erode trust in local governance systems and exacerbate resource conflicts.

Unsustainable or illegal use of natural resources. Across LMMA landscapes, unsustainable practices such as mangrove clearing, coral mining, and overharvesting of high-value species (e.g., sea cucumbers, octopus, turtles) persist due to poverty, market demand, and weak regulation. These activities degrade critical habitats and undermine ecological resilience, especially when extraction outpaces natural regeneration. In many cases, such practices are driven by survival needs in the absence of alternative livelihoods, reinforcing the need for integrated conservation and development approaches.

While the GBFF intervention will address the lack of funding and the regulatory framework for improved management effectiveness of natural resources in LMMAs, it cannot be expected that it would have an impact on reducing economic and extractive pressures on marine and coastal resources at national level and in the targeted seascapes. The project will promote sustainable resource management solutions integrated into the socio-economic context of the LMMA as well as economic perspectives for local communities. However, economic decisions at regional or national level will have a direct impact on the activities conducted at local level, pressuring on fisheries especially.

Two key axes of uncertainty[58][58] can be derived from the drivers mentioned above: the first related to the economic and industrial pressures (extractive industries, industrial fishing, big-scale tourism program, etc.) on coastal and marine ecosystems in LMMAs and the second to the severity of climate change impacts. A set of future scenarios are therefore framed around varying degrees of economic and industrial pressures and climate change effects, leading to following short narratives:

Scenario 1 – Low economic pressures and low climate impacts. Over the coming years, economic development in Madagascar's coastal regions will follow a sustainable path. Extractive industries and industrial fisheries are controlled through robust environmental regulations and spatial planning. Climate conditions remain relatively stable, with moderate sea-level rise and slight changes to marine ecosystems.

With limited external pressures, communities and local institutions successfully implement inclusive governance structures. LMMAs are recognized and supported by long-term financing, and biodiversity conservation is aligned with local development. Fish stocks recover, coral reefs show signs of resilience and mangrove forests expand.

Scenario 2 – Low economic pressures and high climate impacts. In this scenario, Madagascar's coastal communities are increasingly affected by climate variability. Frequent cyclones, coral bleaching, saltwater intrusion and rising sea levels are disrupting marine ecosystems and coastal livelihoods. However, the intensity of economic and extractive pressures remains low, enabling communities to respond and adapt. Supported by policy reforms and project investments, LMMAs become platforms for climate adaptation. Mangrove restoration, climate-smart fisheries and alternative livelihoods (e.g. seaweed farming, solar drying and nature-based tourism) are scaled up. Despite climatic stress, the stable governance environment allows for a coordinated response, and although biodiversity is under pressure, it has not been lost.

Scenario 3 – High economic pressures and low climate impacts. In this scenario, Madagascar's marine environment remains relatively stable. Coral reefs, seagrasses and fisheries have not experienced significant climate-related disruption. However, economic pressures have surged, with industrial fishing, mining, coastal development and tourism expanding significantly — often at the expense of community-based resource users. In this scenario, despite the favorable ecological context, LMMAs struggle to compete with powerful national and international economic actors. The likelihood of this scenario is relatively low. Lack of jobs and limited sustainable and formal livelihoods will be the main economic drivers.

Scenario 4 – High economic pressures and high climate impacts. The combination of severe climate impacts and escalating economic exploitation is creating tensions along Madagascar's coast. Coral reefs are collapsing, mangroves are being cleared to make way for development or charcoal production, and fish stocks are in decline. Cyclones, flooding and erosion are displacing communities. Meanwhile, extractive industries, industrial fisheries and infrastructure development are intensifying, driven by short-term gains and weak governance. Under these conditions, LMMAs are highly threatened. Community institutions are either overwhelmed or bypassed, social tensions rise, and biodiversity loss accelerates. The absence of safeguards and resilience measures can lead to systemic failure and put populations at risk. However, as for scenario 4, the likelihood of this scenario is relatively low.

These four future scenarios explore plausible trajectories for coastal and marine ecosystems in western Madagascar, shaped by varying levels of economic pressure and climate change, even if the scenario 2 is the most likely. They demonstrate that, while external conditions may differ significantly, the project's core strategic focus — strengthening LMMA governance, securing sustainable financing, and supporting climate-resilient livelihoods — remains relevant and impactful across all scenarios. By anticipating a wide range of future conditions, the project is better equipped to adapt its strategies, reduce risks, and maximize impact over the long term.

3. Project Seascapes

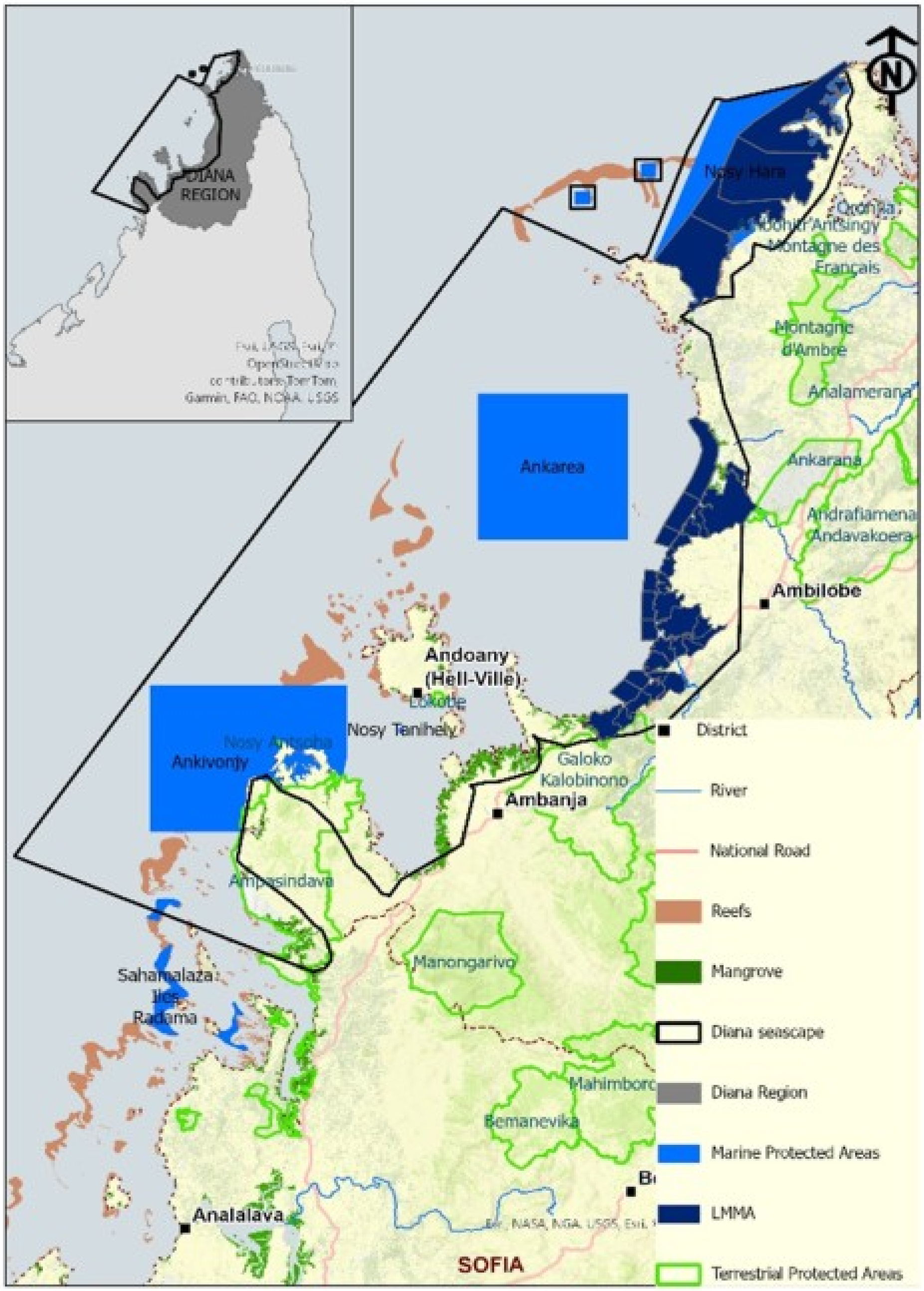
FIGURE 3. THREE LANDSCAPES TARGETED BY THE PROJECT: DIANA, MANAMBOLO-TSIRIBIHINA AND MAHAFALY

The DIANA Region. Located in the northernmost part of Madagascar, the DIANA region spans approximately 20,000 km² and is home to an estimated 940,000[59][59] people. It comprises both terrestrial and marine areas of exceptional ecological value. The region includes biodiversity-rich forest massifs such as Montagne d'Ambre and Tsaratanàna, which provide critical ecosystem services including water regulation and habitat for numerous endemic species. Along its 550 km coastline, DIANA borders the Northern Mozambique Channel, recognized as one of the world's richest coral reef biodiversity zones[60][60]. The region's marine environment encompasses coral reefs, seagrass beds, and extensive mangrove forests, which sustain artisanal fisheries, coastal protection, and ecotourism development.

DIANA is an important economic hub in northern Madagascar, with key sectors including agriculture, fisheries, and tourism. The district of Ambilobe, with over 300,000 residents[61][61], serves as a major agricultural and industrial center, notably housing the SUCOMA sugarcane processing facility. The region has fertile volcanic soils and abundant river systems (notably the Sambirano and Mahavavy), yet only 8.5% of the 1.32 million hectares of arable land is currently under cultivation. The economy is dominated by cash crops—especially cocoa, which makes up 90% of Madagascar's cocoa exports—as well as vanilla, pepper, coffee, ylang-ylang, cashew, and sugar. However, production is challenged by aging plantations, theft, and insufficient food crop production, leading to growing food insecurity[62][62].

Marine and coastal fisheries are equally vital, providing income and sustenance for large portions of the population. Species harvested include shrimp, crab, and reef fish. Yet the sector faces increasing pressure due to seasonal migration, overfishing, and coastal population growth, with most exploitation concentrated within the 12-nautical-mile zone despite the vast 307,000 km² EEZ. Livestock production is largely small-scale and poultry-based[63][63]. In rural areas, access to irrigation and clean water remains a key constraint to agricultural productivity and rural livelihoods.

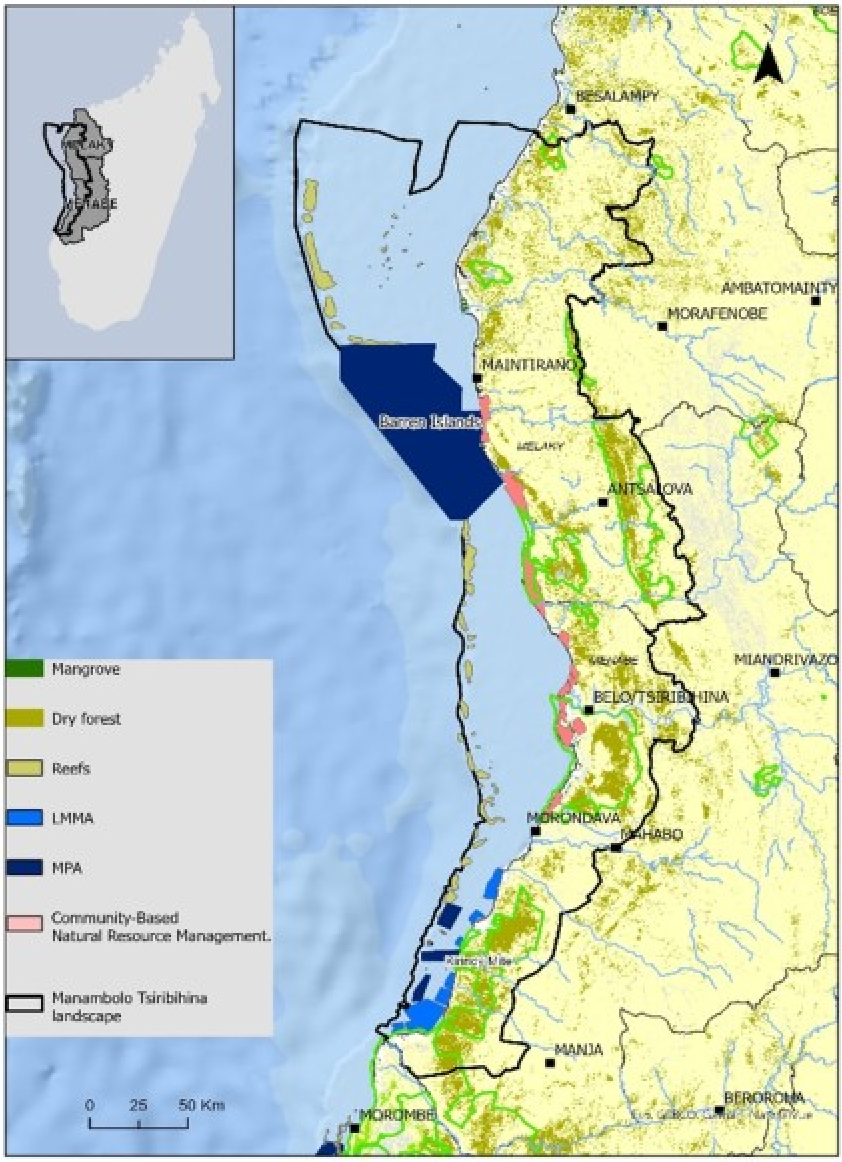
FIGURE 4. DIANA SEASCAPE



The DIANA region is experiencing rapid environmental degradation. Between 2022 and 2024, it lost over 78,000 hectares of humid primary forest, a 17% decline in forest cover[64][64], largely due to fuelwood harvesting, illegal logging, and agricultural expansion. Coastal ecosystems face similar pressures, with mangrove degradation, coral reef stress, and poorly regulated fishing practices threatening biodiversity and the ecosystem services these habitats provide.

Climate change compounds these issues through rising temperatures and increasingly erratic rainfall, contributing to both droughts and flooding. The resulting impacts are felt in both ecosystem fragility and the vulnerability of livelihoods. Furthermore, biomass remains the dominant energy source for households, reinforcing deforestation and exposing the urgent need for alternative energy strategies.

FIGURE 5. THE MANAMBOLO-TSIRIBIHINA LANDSCAPE



The Manambolo-Tsiribihina landscape. Located on Madagascar's western coast, the Manambolo–Tsiribihina (MTB) landscape spans approximately 3.8 million hectares, encompassing a rich mosaic of ecosystems vital to national biodiversity and local livelihoods. It includes some of the largest and most intact mangrove corridors in the country, extensive dry deciduous forests, coral reefs, wetlands, and estuarine systems[65][65]. These habitats collectively support tens of thousands of species and underpin critical ecological functions such as carbon storage, hydrological regulation, and coastal protection.

The region is home to an ethnically diverse population—including Sakalava, Vezo, and Antaisaka communities[66][66]—with a strong cultural and economic dependence on natural resources. In 2020, the Menabe region (part of the broader MTB landscape) had a population of over 727,000[67][67]. Fisheries are central to both household income and food security, with fish, crab, and shrimp providing essential protein and livelihoods. However, the sector is increasingly threatened by overfishing, destructive practices, and limited infrastructure or institutional support. Seasonal migration, particularly of Vezo fishers and agricultural laborers, adds further stress to ecosystems and services.

Agriculture, especially rice farming, is a cornerstone of subsistence but is constrained by poor access to irrigation, erosion, and a shift away from food crops toward land-clearing for cash crops and charcoal production. Slash-and-burn (tavy) agriculture continues, driven by poverty, land tenure insecurity, and lack of viable alternatives. Livestock rearing, though common, remains small-scale and is rarely integrated with broader land-use planning.

The mangrove ecosystems of the Manambolo–Tsiribihina delta are among Madagascar's most ecologically valuable coastal habitats. Spanning over 70,000 hectares, they serve as nurseries for fish and crustaceans, protect shorelines from erosion, and act as high-capacity carbon sinks, playing a crucial role in climate regulation and local food systems.

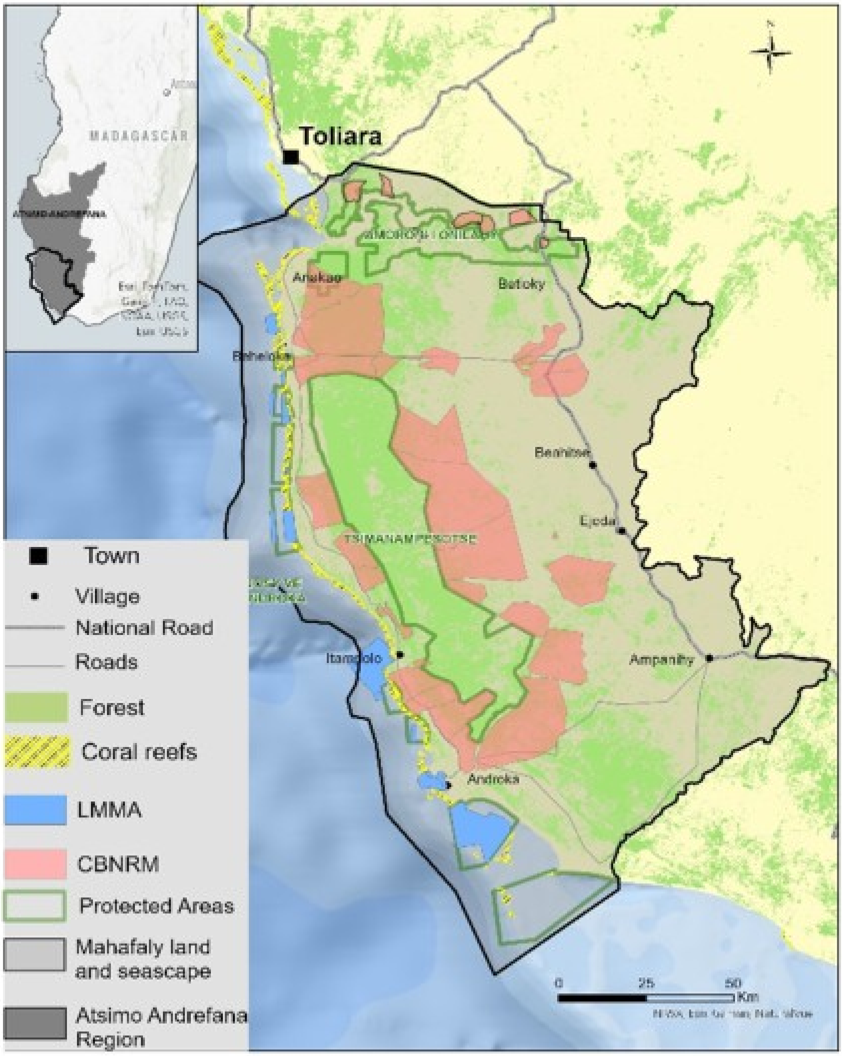
Yet these "blue forests" are under severe and accelerating threat. Between 2000 and 2018, Madagascar's total mangrove cover declined from 294,387 ha to around 236,400 ha, with some of the most significant losses occurring along the Manambolo coastline[68][68]. This degradation is driven by agricultural expansion, charcoal production, unsustainable fishing, and systemic vulnerabilities such as poverty, weak governance, and limited enforcement capacity[69][69]. The continued degradation of mangroves not only threatens biodiversity but also undermines food security, coastal resilience, and carbon mitigation potential in a region already facing the impacts of climate change, including more frequent cyclones and sea-level rise.

Beyond mangroves, the MTB landscape faces broader environmental pressures:

- Over 100,000 ha of dry forest were lost between 1990 and 2010, weakening biodiversity and soil fertility[70][70].
- Climate vulnerability is growing, with more erratic seasons, intensified cyclones, and rising sea levels affecting both terrestrial and marine livelihoods.

- Weak institutional capacity hinders effective governance of land tenure, fisheries, and environmental protection, while internal migration continues to drive resource pressure in ecologically sensitive zones.

FIGURE 6. THE MAHAFALY LANDSCAPE



The Mahafaly landscape. Located in the southwest of Madagascar, the Mahafaly landscape is one of the country's most ecologically and culturally unique regions. Covering over 700,000 hectares of natural forest, it stands out as a hotspot of floral and faunal endemism, with more than 95% of its plant species found nowhere else in the world[71][71]. The landscape is also one of the last remaining strongholds of the iconic spiny forest ecosystem, a biome of exceptional biodiversity that is increasingly rare across the island. Alongside its terrestrial wealth, the Mahafaly coastal zone features some of Madagascar's most valuable marine ecosystems, including the third-largest coral reef system in the world, stretching over 250 kilometers, and home to 134 coral species and 234 reef fish species. The seascape also includes 3,000 hectares of mangroves, seagrass beds, and emblematic marine fauna such as whales, dolphins, sea turtles, sharks, and the coelacanth, a living fossil species of global conservation concern[72][72].

Local livelihoods in the Mahafaly region are deeply interconnected with both land and sea. Communities such as the Mahafaly and Vezo depend on fishing, small-scale agriculture, and pastoralism, with strong cultural ties to the natural environment. However, poverty, poor infrastructure, and rising migration from inland areas are compounding environmental pressures. Agricultural systems are fragile due to low soil fertility, limited rainfall, and high exposure to climate risks. While some climate-smart agroecological initiatives have been introduced, their adoption and effectiveness remain limited, and access to irrigation and water infrastructure is extremely scarce.

Fisheries represent a primary source of food and income, with coral reefs, mangroves, and seagrass beds supporting a wide range of fish species and marine resources. However, the sector is increasingly undermined by illegal and unsustainable fishing, including the exploitation of turtles, sharks, and sea cucumbers for both domestic and export markets. Weak enforcement capacity and a lack of institutional presence in remote coastal areas allow illegal activities to persist, threatening both marine biodiversity and community livelihoods.

The Mahafaly landscape faces intensifying environmental degradation and climate vulnerability, which together jeopardize ecosystem integrity and social resilience. Key challenges include:

- Biodiversity loss, with threats to endangered terrestrial species such as *Astrochelys radiata* (radiated tortoise) and iconic marine species like sea turtles and the coelacanth.
- Climate change impacts, including rising temperatures, erratic rainfall, drought, and coastal erosion, all of which affect agricultural productivity and marine ecosystem stability. Salinization of freshwater resources is also an emerging concern.
- Population displacement and migration, which increase the demand for land, fuelwood, and fisheries, leading to accelerated deforestation and reef degradation.
- Governance gaps in remote areas, where institutional presence is limited and enforcement mechanisms are weak or absent, constrain sustainable resource management and the implementation of conservation measures.

4. Project Baseline

Marine Protected Area (MPA) Management

In 2025, Madagascar counts 123 protected areas, including 22 marine and coastal sites, covering a total area of 7,612,346 ha, encompassing terrestrial, aquatic, and marine ecosystems. While these areas represent important progress, their management effectiveness is still limited. Implementation of management plans is uneven and highly dependent on donor-driven initiatives such as the GEF-6 MPA project, SWIOFISH 2 (World Bank), and NGO-led conservation programs. International NGOs such as WCS, CI, and Blue Ventures, as well as WWF-Madagascar, have been central in supporting site-level governance, biodiversity monitoring, and capacity-building. However, enforcement capacity within government institutions remains weak, financing is highly inadequate, and coordination across ministries is fragmented. As a result, biodiversity outcomes in MPAs are not yet secured, and long-term sustainability depends on stronger institutional anchoring and financing solutions.

Locally Managed Marine Area (LMMA) Management

More than 280 LMMAs have been initiated across Madagascar, grounded in customary practices (*dina and dinabe*) and national instruments such as TGRN and TGRH. These community-led conservation models have proven effective in improving fisheries management and engaging local people in biodiversity protection. However, they lack formal legal recognition and long-term tenure security, leaving communities vulnerable to external pressures. The MIHARI Network, created in 2012, now represents the collective voice of LMMA practitioners across the country and plays a central role in knowledge exchange, advocacy, and coordination. International NGOs (notably Blue Ventures, WWF-Madagascar, WCS, and CI) act as long-term promoters and technical partners, providing training, research, and financial support to LMMA communities. While these partnerships have enabled important progress at local level, they remain donor-dependent and fragmented. They mainly face critical gaps in financing, governance inclusiveness, enforcement, and livelihood diversification.

OECM / Policy Framework

Madagascar has made significant progress in developing a national framework for Other Effective Area-Based Conservation Measures (OECMs). With technical and financial support from the GEF-6 MPA project and WWF-Madagascar, the country has defined its national methodology (aligned with IUCN guidelines), established an interministerial OECM working group, and identified pilot sites, including community-managed LMMAs. The full revision of the COAP decree was adopted by the Governing Council in July 2025, and a ministerial order and interministerial decision to operationalize OECM recognition is yet to be approved. This framework will contribute to LMMAs and other community conservation initiatives' recognition as OECMs, thereby securing their role in national biodiversity planning and reporting. Despite this progress, the framework is not yet operational, and legal fragmentation across MPAs, TGRN/TGRH, customary rules, and OECMs continues to limit coherence. Effective mainstreaming of OECMs into the national biodiversity strategy and reporting to the Global Biodiversity Framework (GBF) still requires institutional consolidation and stronger government capacity.

Financial Sustainability and Government Contribution

Public financing for biodiversity has remained below 1% of the national budget for the past decade, leaving MPAs and LMMAs initiatives chronically underfunded. To address this gap, two national Conservation Trust Funds – the *Fondation pour les Aires Protégées et la Biodiversité de Madagascar* (FAPBM) and Tany Meva – have emerged as critical long-term financing institutions. FAPBM, Madagascar's largest environmental trust fund, already secures recurrent financing for 75 out of 123 officially recognized protected areas, and is willing to open its financing to LMMA. Tany Meva, with its closer links to local communities, plays a complementary role in supporting grassroots initiatives and could become an important intermediary for channeling smaller-scale grants to LMMA managers and community-based organizations. Both funds, however, have limited experience with community-based marine management and require strengthened capacity to adapt fiduciary and disbursement mechanisms to this new mandate.

Beyond the trust funds, the MIHARI network acts as a critical aggregator of LMMA experiences and a channel for community perspectives in the design of financing models. However, it lacks financial and institutional capacities to fully play this role. International NGOs (Blue Ventures, WWF-Madagascar, CI, WCS) are already experimenting with site-level financing mechanisms such as community enterprises, sustainable fisheries value chains, and blended finance pilots. Yet, these initiatives remain limited in terms of amount and duration. Overall, while Madagascar has a strong institutional base with FAPBM, Tany Meva, and the MIHARI network, a fully operational, scaled-up system for sustainable financing of community-led marine conservation does not yet exist.

5. Project approach

The GEF-6 MPA project (ID 9546) was designed to expand and consolidate Madagascar's marine protected area network and strengthen site-level management effectiveness. It developed key foundations, including KBA identification, OECM eligibility criteria, regulatory drafting, and site-level subprojects. However, the OECM recognition process had not yet been fully operationalized due to legal delays and LMMA long-term management rights yet remain to be secured.

While GEF-6 strengthened regulatory drafting, this new GBFF project will advance formal LMMA recognition and harmonize community governance instruments to secure long-term management rights. Furthermore, it will move from framework development to full operationalization of OECM recognition, including standardized documentation, validation processes, and submission to the UNEP-WCMC database.

It will also establish, for the first time, an operational mechanism allowing Conservation Trust Funds to channel financing directly to community-managed LMMAs outside the formal MPA network. In addition, it will support the creation of a dedicated Marine Biodiversity and Community Resilience Facility (MCRF) endowment window within FAPBM to ensure long-term financial sustainability.

The two projects are therefore sequential and complementary: GEF-6 established the technical and policy foundations, and the GBFF project will institutionalize legal recognition and sustainable financing mechanisms to ensure durability beyond 2026.

The GBFF project applies an integrated and adaptive approach to improve the conservation and sustainable use of coastal and marine biodiversity in three seascapes in western Madagascar: Diana, Manambolo-Tsiribihina, and Mahafaly. It focuses on strengthening governance, legal frameworks, and sustainable financing for LMMAs, while enhancing the capacities of local communities and institutions.

Aligned with GBFF objectives, the project supports the recognition and valorization of LMMAs and OECMs as tools for the conservation and sustainable protection of natural resources. The approach is rights-based, gender-responsive, and climate-informed, aiming to secure long-term resilience of marine ecosystems and local livelihoods. Through inclusive governance platforms and policy engagement, the project will link local-level actions with national strategies, ensuring alignment with the GBFF and other global biodiversity frameworks. Sustainability will be built through legal recognition, diversified financing and economic revenues for local communities, and multi-level partnerships.

6. Project barriers

While supporting LMMAs as a recognized and inclusive conservation mechanism is well aligned with national biodiversity objectives and the Global Biodiversity Framework (GBF), several critical barriers must be addressed to ensure the long-term effectiveness and sustainability of marine biodiversity conservation in Madagascar. Despite strong local engagement in many coastal communities, LMMAs remain under-recognized in national legislation, suffer from fragmented governance, and face chronic underfunding. In addition, the lack of economic opportunities and capacity at local level can prevent the effective conservation of LMMAs. In this context, and in alignment with GBFF priorities, the project aims to address these systemic barriers by strengthening the legal and institutional framework for LMMAs and OECMs, and establishing sustainable financing solutions that directly benefit local communities and biodiversity.

National level:

Barrier 1. No single legal framework for governing LMMAs, and current policies and laws span multiple ministries, leading to a lack of clarity and limit the long-term securing of rights for communities

Barrier 2. Limited government's capacity to acknowledge and monitor the contribution to nature conservation of areas such as OECMs and LMMAs for national and international frameworks and targets

Barrier 3. Lack of a sustainable financial mechanism to finance conservation and sustainable management of natural resources in LMMAs/OECMs (outside the protected area system)

Local level:

Barrier 4. Limited technical, financial and institutional capacity at the community level hinders the effectiveness of LMMAs' management and exacerbates vulnerability to climate change and disaster risks

Barrier 5. Limited access to basic services and to sustainable and resilient livelihoods as an alternative to fisheries for local communities, which remain at the pilot stage

Barrier 6. Lack of recognition of traditional knowledge and practices in natural resource management

7. Project intervention strategy and incremental reasoning

With a clear objective of contributing to the effective and sustainable conservation of coastal and marine biodiversity in Madagascar, the project adopts a seascape-level approach centered on strengthening the role of LMMAs across three seascapes. By building on existing local initiatives and aligning with national marine spatial planning priorities, the project aims to scale up inclusive and climate-resilient management models that link biodiversity conservation with community well-being.

To ensure long-term impact, **the project will focus on building enabling conditions for formal recognition and sustainable funding of LMMAs**, by strengthening national institutions responsible for recognizing and supporting OECMs and LMMAs, by improving coordination between ministries and actors at different levels, and by establishing a sustainable financing mechanism to support conservation efforts beyond protected areas.

Enhancing technical, financial, and institutional capacities at the local level is equally critical to enable community structures to manage marine resources effectively, enforce rules, and adapt to increasing climatic variability. The project will promote sustainable and resilient livelihood options that will help reduce pressure on marine resources while enhancing community resilience. Greater engagement with the private sector, local enterprises, and conservation investors will be encouraged to facilitate market access and long-term financial viability.

Additionally, the project will support the generation and sharing of knowledge and lessons learned related to LMMA governance, sustainable management and financing. A knowledge management and communications strategy will facilitate replication and policy uptake, and integrate cross-cutting themes such as gender equality, traditional knowledge, and climate vulnerability. The project's incremental value lies in institutionalizing and scaling the recognition and financing of community-based marine conservation across Madagascar's broader marine landscape.

The value added of the GBFF Madagascar project to the baseline and the achievement of transformative change is tabulated below.

Table 1. Summary of incremental benefits of the project's interventions

Global Environmental Benefits (GEBs)	**Baseline Scenario** (without project - Business as usual)	**Incremental Benefits** (with project – contributions to baseline)
Biodiversity Global environmental benefits include: • Conservation of globally significant biodiversity • Sustainable use of the globally significant biodiversity/natural resources	• LMMAs remain under-recognized in national legislation, lacking a clear and enforceable legal framework. Community rights to manage marine resources are not secured due to a lack of clarity and enforcement in the current LMMA regulatory system, including the legal frameworks TGRH and TGRN. • National institutions have limited capacity to monitor or recognize OECMs and LMMA contributions to conservation. • Coordination between ministries is limited, and the LMMA regulatory system is not effectively enforced, which constrains the implementation of marine spatial planning. • Biodiversity continues to be threatened by overfishing, habitat degradation, and ineffective local enforcement due to insufficient planning and coordination. • Chronic underfunding prevents the scaling-up or sustainability of conservation activities in LMMAs.	• Purpose is to **make inclusive LMMA management sustainable** by creating favorable **legal + institutional + financial conditions**, explicitly targeting formal LMMA recognition and sustainable finance systems. • GBFF adds **formal LMMA recognition** focus and **harmonization** across dina, TGRN/TGRH, MPAs, OECMs, land tenure; and explicitly secures long-term community rights via revision of TGRN/TGRH and related instruments. • The project will formalize OECM recognition pathways, support national reporting to the World OECM Database, and build capacity for ecological monitoring of LMMAs with local youth and NGOs. • The project will strengthen national marine spatial planning in three seascapes (Diana, Mahafaly, Tsiribihina) and clarify institutional roles between MEDD, MPEB, and other agencies. It uses seascape planning to **reduce pressures** and align LMMA recognition/finance with MSP in **three seascapes** • At least 8 LMMAs and 7 MPAs will be supported, including enhanced management effectiveness over 18,400ha of LMMAs.
Marine Ecosystem Degradation Global environmental benefits include:	• Coastal and marine ecosystems in LMMA areas are under increasing pressure from overfishing and extractive activities, due to limited	• A total of 18,400 hectares of marine LMMAs will be brought under improved practices to reduce ecosystem degradation.

Global Environmental Benefits (GEBs)	Baseline Scenario (without project - Business as usual)	Incremental Benefits (with project – contributions to baseline)
• Conservation and sustainable use of biodiversity in productive landscapes	access to sustainable and resilient alternative livelihoods. • Community-level structures have limited technical, financial and institutional capacity to manage resources effectively, which contributes to ongoing degradation and limits enforcement capacity. • There is currently limited capacity to monitor biodiversity outcomes and ecological conditions in productive marine landscapes.	• The project will strengthen technical, financial and institutional capacities of community structures to manage LMMAs effectively, including through support for governance, enforcement mechanisms, and operational management tools. • Sustainable and resilient livelihood options, such as aquaculture, seaweed farming, and sustainable charcoal production, will be piloted to reduce pressure on natural resources. • Technical and financial assistance will be provided for the revision or drafting of LMMA-level Management Plans (PAG) and Fisheries Management Plans (PAP). Operational support will be provided to community patrolling systems, including equipment and training. A community-linked legal support mechanism will also be established.
Spatial planning and law enforcement Global environmental benefits include: • Sustainable use of marine resources	• Unsustainable extraction of natural resources (e.g. charcoal production, overfishing) continues in LMMA areas due to lack of viable alternatives and enforcement. • There is limited institutional capacity to implement ecosystem-based management practices.	• Marine spatial planning in three seascapes (Diana, Mahafaly, Manambolo-Tsiribihina) will be strengthened through interministerial coordination and zoning schemes that safeguard LMMA governance areas. • Community patrolling systems and legal protocols for enforcement will be supported to reduce illegal activities and unsustainable extraction in LMMAs. • Sustainable natural resource use will be supported through nature-based alternative value chains such as seaweed farming, aquaculture and agroforestry-based charcoal production.
Sustainable Financing Global environmental benefits include: • Sustainable source of financing for marine and coastal resources in	• No existing sustainable financing mechanisms specifically target LMMAs ; funding is dependent on short-term or project-based support. • CTFs like FAPBM and Tany Meva require strengthened systems to channel funding, directly or via	The GBFF's distinct 'finance architecture' work: diagnostic of LMMA financing ecosystem and gaps; capacity-building of government/CTFs; design and operationalization of **CTF-to-LMMA fund flows** standardized operational tools; fiduciary risk monitoring; and creation of the

Global Environmental Benefits (GEBs)	Baseline Scenario (without project - Business as usual)	Incremental Benefits (with project – contributions to baseline)
Madagascar, in particular in LMMAs • Elaboration of blended finance mechanism in order to provide sustainable financing for LMMAs	intermediaries to LMMA-level activities. They need a comprehensive assessment of their institutions and of the financial needs to put in place such mechanism. • Local community organizations have limited demonstrated capacity in financial management of LMMAs, with existing gaps in financial management, budgeting and autonomy.	**MCRF endowment window** hosted by FAPBM • The project will identify and assess the feasibility of national and site-level sustainable financing mechanisms for LMMAs, especially the Marine Biodiversity and Community Resilience Facility (MCRF) that will be designed, operationalized and capitalized by the project. • FAPBM and Tany Meva will receive technical assistance to manage endowment-type mechanisms tailored to LMMAs. • A pilot disbursement of GEF catalytic funds through CTFs to selected LMMAs will test fiduciary systems and generate lessons for replication. • Communities will receive training in financial literacy, budgeting, and reporting to improve long-term capacities.
Enhanced learning and knowledge sharing at local, national and transboundary levels Global environmental benefits include: • Incorporation of traditional and local knowledge into conservation education and awareness programs at local and national levels • Integration of traditional ecological knowledge in modern conservation practices	• Systematic capitalization of LMMA experience and lessons learned is inexistant. • Traditional ecological knowledge is not systematically integrated and promoted into formal marine management or monitoring systems.	• A national Knowledge Management and Communication Strategy will be developed and implemented, with gender and social inclusion lenses, and based on traditional practices. • Peer learning between LMMA communities and exchange visits will be supported. • Traditional knowledge and community experiences will be ethically documented and archived, and shared through open-access platforms. • Participatory biodiversity monitoring tools will be piloted to support adaptive management in selected sites.
Inclusion and empowerment of local communities: Global environmental benefits include:	• Community governance bodies (VOI/CLB) currently have a limited inclusive representation of women, youth and marginalized groups, and have limited operational	• The project will enhance governance capacities of LMMA management committees, VOIs, and other local bodies. • Inclusive LMMA governance structures will be established, with

Global Environmental Benefits (GEBs)	Baseline Scenario (without project - Business as usual)	Incremental Benefits (with project – contributions to baseline)
• Strengthened mainstreaming of biodiversity conservation, climate change, gender and inclusive local communities access and rights • Under-capacitated community-based organizations in LMMAs to manage natural resources in the area	capacity and access to financial or legal support. Tensions around marine resource access and unclear rights continue to generate local conflicts and weak compliance.	training programs on governance, equity and conflict resolution for local committees and facilitators • Women and youth will benefit from inclusive LMMA governance, financial literacy programs, and support to access value chains and local financial products. Local conflict resolution mechanisms will be supported and community rights formally recognized through strengthened legal tools, such as local enforcement protocols, dispute resolution systems.

Contribution of key stakeholders to the Global Environmental Benefits (GEBs), and proposed outcomes

The table below outlines the relevant stakeholders, private sector, and local actors, their roles in the system, and how they will be critical to delivering the GEBs and proposed outcomes.

Table 2. Relevant stakeholders and their contribution to the delivery of the proposed outcomes and GEBs

Stakeholders	Primary Role(s) Relevant to the Project	Benefit from Project
Government		
Government of Madagascar, sectoral ministries (MEDD, MPEB, MDAT, MEF) and national agencies that work on the marine and coastal conservation and blue economy sector: • Ministries and national agencies are key stakeholders for coordination and collaboration for the achievement of marine conservation and sustainable development of LMMAs	- MEDD: National policy coordination on marine and coastal biodiversity with OECMs and LMMAs; oversight of environmental governance; focal point for GBF and GEF - MPEB: Regulation of fisheries; marine spatial planning; coordination of LMMA policies - MDAT: marine and coastal planning - MEF: supporting the implementation of sustainable finance mechanisms at national level	- MEDD: Strengthened institutional leadership on marine and coastal conservation; enhanced national capacity to report on GBF targets and recognize OECMs/LMMAs; improved protection and conservation of marine and coastal ecosystems - MPEB: Improved tools and legal frameworks for participatory fisheries management; better alignment with sustainable blue economy objectives - MDAT: extended marine spatial planning - MEF: increased contribution to the creation and implementation of sustainable financing mechanisms for LMMAs
Regional and local authorities		

Stakeholders	Primary Role(s) Relevant to the Project	Benefit from Project
Regional or communal authorities • Entities that sign natural resource management transfer contracts, and that are important for ensuring their application. Also involved in monitoring the economic activities of local populations (fisheries, agriculture).	- Territorial development planning - Support to community-based governance - Regulation of economic activities such as fisheries - Contracting entities of natural resource management transfer contracts	- Access to capacity building for improved regulatory framework for LMMAs - Improved integration of LMMAs in local development plans - Support for community livelihoods
CSOs & NGOs (National and International)		
CSOs/NGOs (e.g. MIHARI, Blue Ventures, WWF, WCS, C3, etc.) • CSOS/NGOs: Work with international, national, regional, and local non-government and civil society partners focused on biodiversity conservation, effective management of marine and coastal resources, sustainable value chains, and governance for local communities • MIHARI network will specifically play a key role under Component 3, being the intermediary platform between LMMAs and other implementation partners for concrete actions with local communities. The Mihari network is organized around a national office and four regional offices covering the entire territory of Madagascar. A board of directors is the decision-making body at the national level. The Mihari network supports more than 200 LMMA through five priority areas of intervention: advocacy, economic incentives, monitoring, evaluation and learning, local capacity building, and organizational development.	- Contributing to the improvement of management effectiveness of LMMAs - Contributing to national and local advocacy for an improved regulatory framework for LMMAs - Community mobilization and empowerment to sustainably utilize the natural resource endowment - Service delivery to support the implementation of community-based alternative income-generating activities and improve livelihoods - Knowledge exchange and coordination between various national initiatives to support effective protection of LMMAs in Madagascar - Beneficiaries and contributors to the program's learning, knowledge exchange events and technical assistance - Coordination/partnerships for innovative sustainable financing - Contribution of co-financing - MIHARI network will specifically manage the implementation of activities under Component 3, facilitating the link between local communities and the project partners, as well as contributing to tailored and context-specific designed activities, and participatory monitoring.	- Individual and institutional capacity building for effective biodiversity conservation and improved land management in LMMAs - Effective protection of LMMAs and key terrestrial and marine ecosystems - Mechanisms for improved national and regional coordination - Sustainable economic benefits for local communities living in LMMAs - Opportunities for partnerships, and synergies which could mobilize/leverage additional financing for conservation and climate change interventions
Financial institutions and trust funds		

Stakeholders	Primary Role(s) Relevant to the Project	Benefit from Project
CTFs, micro-credit institutions, banks (e.g. FAPBM, Tany Meva, commercial banks, CNFI) • Key actors for the sustainable financing of natural resources conservation and sustainable management as well as for local entrepreneurship for alternative sources of income for local communities	- Provide sustainable source of funding for LMMAs (renewal or creation of TGRN/TGRH contracts, patrolling, income-generating activities) - Identify new sources of funding for LMMAs in the long-term - Mobilize different sources of funding, including private sector and micro-credit institutions	- Capacity-building and financial management training adapted to working with LMMA communities - Implementing a single system dedicated to the sustainable financing of LMMAs - Knowledge and experience sharing for sustainable and innovative financial mechanisms
Local communities		
Local Communities with a focus on vulnerable and marginalized groups (e.g., women, youth, elderly, people with specialized needs and strongly depending on natural resources): • Local communities may be represented by local committees or any community-based organizations such as: i) **CLB/VOI**: The Local grassroots communities are a key community organization that oversee local structuration and sustainable activities for the area. They are the main entry point with any NGOs or authorities willing to discuss on sustainable management of natural resources. They can also play the role of social support system for any social events. Some members have specific roles within the CLB (members of the board or forest police). ii) **Women's associations**: Many local communities have set up women's associations where women can meet to discuss common issues or carry out joint activities. iii) **Community Savings Group:** In several local communities, community savings groups have been set up and are operating independently. They help to structure certain community members around common financial rules and provide access to financing when	- Beneficiaries and contributors to the project's learning, knowledge exchange events and technical assistance - Commitment to respect the terms of the natural resource or fisheries management transfer contract - Direct participation to the community and fisheries activities - Contribution to the acceptance of the project's activities by local communities In order to work successfully with communities, community-based organizations such as CLB/VOI, women's associations and other cooperatives will be involved in all activities related to community work. The project plans to work as much as possible with existing community organizations. Using existing social structures and building on existing trust will ensure community acceptance and engagement, and will strengthen the social organization of LMMAs, with a specific attention to vulnerable groups.	- Access to technical assistance and capacity building for better financial management and socio-economic activities - Halting natural resources degradation - Transformative income generation through assessed value chains - Strengthening of community-based organizations and local governance - Opportunities for engagement in multistakeholder dialogues - Access to financing for conservation and climate change interventions

Stakeholders	Primary Role(s) Relevant to the Project	Benefit from Project
needed (for personal reasons or for economic activity). **iv) Cooperatives / Other value chain-related associations**: In some communities, fishermen's cooperatives have been established to organize fishing activities and strengthen the fishing value chain, from production to processing and sales. Other groups linked to alternative value chains (e.g. fish farming) have also been established in some communities. The majority of these value chains have been established with WWF's support.		
Private sector		
Private sector (e.g., fisheries, tourism, blue carbon): • Several concessions and associations/ cooperatives operate in Madagascar in general, and in the target project seascapes specifically, with implications for natural resources management, economic development opportunities, and local livelihoods	- Participation in sector developments in close collaboration with relevant Government Ministries, Departments and agencies, in fisheries sector - Investment in local and sustainable value chains - Access to/ capacity building on new and innovative technologies, tools, and practices	- Opportunities for partnerships and engagement in multi-stakeholder dialogues on conservation and sustainable value chains - Improved access to local commodities and development of sustainable value chains (ecological benefits)
Multilateral/ Bilateral Institutions		
Multilateral Institutions (e.g. EU, UNDP, World Bank, GEF) • These organizations have funded the implementation of national and regional initiatives that can provide lessons learned and alignment/coordination with programs and financing	- Knowledge exchange and coordination between regional initiatives to support effective governance of LMMAs - Coordination/partnerships for sustainable financing	- Builds on current and past work programs. - Strengthened coordination at the national level - Opportunities for partnerships, and synergies which could mobilize/leverage additional financing for conservation interventions
Bilateral Agencies (e.g. AFD, NORAD, KfW/GIZ) • These organizations have funded the implementation of national and regional initiatives that can provide lessons learned, alignment/coordination with programs and financing	- Knowledge exchange and coordination between national initiatives on LMMAs and marine conservation and sustainable use of coastal resources - Coordination/partnerships for innovative sustainable financing	- Builds on current and past work programs - Strengthened coordination at the national level - Opportunities for partnerships, and synergies which could mobilize/leverage additional financing for conservation interventions

8. Coordination and complementarity with relevant GEF and non-GEF projects and initiatives

The project partners will make sure GBFF project interventions are coordinated in synergy with other ongoing projects in order to avoid duplication, overlaps and optimize available technical expertise and financial resources. In doing so, this will generate greater conservation impacts and enhance collaboration between projects through lessons learnt and other knowledge products. Relevant past and ongoing initiatives in the Madagascar on LMMAs conservation and management as well as on sustainable financing are described in Annex L.

In particular, the GBFF project will seek to coordinate and build on key results and lessons learned from two main GEF interventions, as follows:

The **GEF-6 project "Expanding and consolidating Madagascar's marine protected areas network" (2021–2025)** (GEF ID 9546) aims to ensure that Madagascar's marine biodiversity is effectively managed through a sustainable and resilient national network of MPAs. Its action is structured around three components: (i) the establishment of an extended, representative and sustainable network of coastal and marine protected areas and LMMAs, (ii) the creation of a robust enabling environment for MPA/LMMA governance, and (iii) the enhancement of management effectiveness and contributions to sustainable development at site level. By December 2024, the project had achieved major milestones that will be key for the GBFF project, including the identification of 12 marine and coastal Key Biodiversity Areas and 65,000 ha of potential OECMs, the submission of regulatory texts on MPAs and OECMs for government adoption, and the development of a management toolkit disseminated through training in 11 regions for 156 direct beneficiaries. It has also supported 11 projects through grants to strengthen management effectiveness, and delivered capacity building on fisheries monitoring, sustainable financing, governance, and community-based organizational development. GEF-6 project's results will be crucial for Component 1 on OECMs as well as on site-level activities, building on existing collaboration and activities. The GEF-6 project built the foundation (KBA work, draft regulatory texts, initial OECM methodology/working group, toolkits, site grants). However, some elements are not yet fully operational (e.g., OECM recognition process; legal text adoption subject to government process; LMMA long-term management rights not yet secured). The new GBFF project is structured to take these foundations and push them into operational systems (OECM recognition pipeline, LMMA legal recognition and secured rights, and scalable finance architecture via CTFs/MCRF).

The **GEF-7 Coral Reef Rescue Initiative (CRRI)** (GEF ID 10575) is a multinational project implemented in six priority countries, including Madagascar. Its objective is to connect conservation, climate adaptation, and community resilience by focusing on the world's most climate-resilient coral reefs. The initiative acts on four fronts: (i) strengthening knowledge and capacities to conserve "climate refuge" reefs, (ii) promoting inclusive governance through community-led planning processes, (iii) mobilizing sustainable financing for conservation, and (iv) raising awareness of the importance of resilient reefs for biodiversity and human well-being. In Madagascar, CRRI has established a national hub for coral reef conservation under the Blue Economy Cluster, convened multi-stakeholder workshops to guide the development of a national action plan, and initiated long-term processes to reinforce reef resilience and support coastal communities. Since the GBFF project will work with the same national and local actors and partners (Blue Economy Cluster, ministries, local communities, private sector, etc.), it will ensure close coordination of its actions and analyze potential synergies in terms of threatened species conservation and community engagement.

BIOFIN Madagascar – Biodiversity Finance Initiative (Phase II: 2023–2027): Led by UNDP and partially funded by the GEF, BIOFIN supports the implementation of biodiversity financing strategies, including for MPAs and forests. GBFF will coordinate to align on financing solutions identified for biodiversity conservation and ensure that LMMA financing options are part of the national biodiversity finance framework. Alignment on the policy dialogue will be also key as the same actors will be mobilized in both projects.

The GBFF project will also seek synergies and coordination with the following non-GEF interventions:

SWIO Venture Builder – Regional Programme (2024–2026): This WWF-led initiative incubates sustainable community-led blue enterprises and promotes access to financing for coastal SMEs. The GBFF project will directly contribute to strengthen this regional initiative through piloting SWIO Venture Builder activities, in order to directly support financing of SMEs in the three seascapes targeted by the project, to support improved access to financial institutions and to market.

PCD 2 – Sustainable Coastal Fisheries Project (2022–2025): Funded by BMZ/KfW, this project works across multiple sites in the DIANA and Menabe regions and focuses on mangrove restoration, improved governance (Dina, TGRH, TGRN), and value chain development. The GBFF project will collaborate on mangrove restoration, governance tools (Dina, TGRH), and income diversification strategies, especially in sites like Manambolo-Tsiribihina and the Diana region.

Erosion Control Program (PLAE VI) (2023–2027): While primarily terrestrial, PLAE VI offers experience in tenure security, land-use planning and community-based natural resource management that can inform the marine spatial planning and participatory governance models promoted by GBFF in overlapping regions.

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[5] World Bank, 2024. *Project Appraisal Document: Sustainable Financing and Inclusive Management of Madagascar's Locally Managed Marine Areas Project (P179685).* [online] Washington, D.C.: World Bank. Available at: http://documents.worldbank.org/curated/en/099111824123032189 [Accessed July 2025].

[6] Convention on Biological Diversity (CBD), n.d. *Aichi Biodiversity Targets*. [online] CBD. Available at: https://www.cbd.int/sp/targets/ [Accessed July 2025]. Target 11: By 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes.

[7] Convention on Biological Diversity (CBD), 2022. *Kunming-Montreal Global Biodiversity Framework*. [online] CBD. Available at: https://www.cbd.int/gbf [July 2025].

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C. PROJECT DESCRIPTION

This section asks for a theory of change as part of a joined-up description of the project as a whole. The project description is expected to cover the key elements of good project design in an integrated way. It is also expected to meet the GEF's policy requirements on gender, stakeholders, private sector, and knowledge management and learning (see section E). This section should be a cohesive narrative and not separate responses to the guiding questions in the guidance document. (Approximately 3-5 pages).

1. Project objective and Theory of Change

The project objective is to promote conservation and sustainable use of coastal and marine biodiversity in LMMAs across three seascapes in Western Madagascar. This objective will be achieved by facilitating sustainable financing solutions and effective and inclusive management practices and strengthening the conservation and sustainable use of coastal and marine biodiversity in LMMAs across three seascapes in Western Madagascar (Diana, Manambolo-Tsiribihina, Mahafaly), including critical mangrove and coral reefs habitats, for people, biodiversity and climate.

The project seeks to improve MPAs management effectiveness in 729,285 hectares, as well as improved practices to benefit biodiversity in 18,400 hectares of marine LMMAs. The project will benefit an estimated 5,450 people.

The project high level theory of change and intervention logic for the three technical components are provided below in graphic forms. The theory of change is as below:

At the intervention level, If

- The existing regulatory framework, including the TGRN, TGRH and the land tenure regulations, is reviewed and harmonized in line with the work carried out by the GEF6 MPA project on the COAP and the GELOSE revisions
- The blue economy cluster is operational
- The TGRN and TGRH contracts for the 8 targeted LMMAs, as well as their management plans and fisheries plans, are updated
- The mechanisms for informing and consulting communities are in place at the community level to secure their rights in terms of involvement, participation and transparency
- The marine spatial plans are finalized in the 3 targeted seascapes, covering the targeted LMMAs and the national marine spatial planning legal framework is strengthened

Then

- The LMMAs will be formally recognized and included in the regional marine special plans, and the community rights to manage marine resources and land will be secured

If

- The OECM national working group is operational
- The OECM identification process is implemented and new OECMs are identified
- These potential OECM are validated and included in the world OECM database

Then

- The national OECM network will be expanded to secure community management rights and to report against GBF commitments

If

- The capacities on sustainable finance tools and mechanisms for LMMAs are built within the Government, the two existing CTFs (FAPBM and Tany Meva) and key other stakeholders working within the LMMA network
- The institutional structures and fiduciary processes are strengthened within the two existing CTF
- The LMMAs network management activities and financial needs is assessed and policy and institutional recommendations are made to remove the constraints on LMMA access to funding
- The MIHARI network and the LMMAs federations' institutional and organizational structures are strengthened

Then

- The enabling conditions for sustainable financing to the LMMAs will be in place

If

- The existing LMMAs sustainable financial mechanisms and blended finance tools are assessed
- The MCRF is designed, operationalized and capitalized
- The fiduciary risk monitoring and mitigation framework is tailored to LMMA beneficiaries

Then

- The potential LMMAs sustainable financing mechanism will be tested

If

- Grants are provided to 8 LMMAs in the three seascapes
- LMMAs are trained on financial management, compliance and reporting
- The inclusive governance and management of these 8 LMMAs are strengthened
- Marine resources are monitored and patrolled by the communities in the 8 LMMA

Then

- The targeted 8 LMMA will be effectively governed, managed and financed

And if

- The value chains and income generating activities are strengtehend/developed withing the 8 LMMAs
- The sustainable fishing practices and the fishery value chain are developed
- Private partnerships, community entrepreneurship and financial services are developed
- Pilot actions for the conservation of endangered species are implemented

Then

- Local livelihoods in the 8 targeted LMMAs will be strengthened and sustainable resource management practices will be disseminated

<u>At the outcome level, If</u>

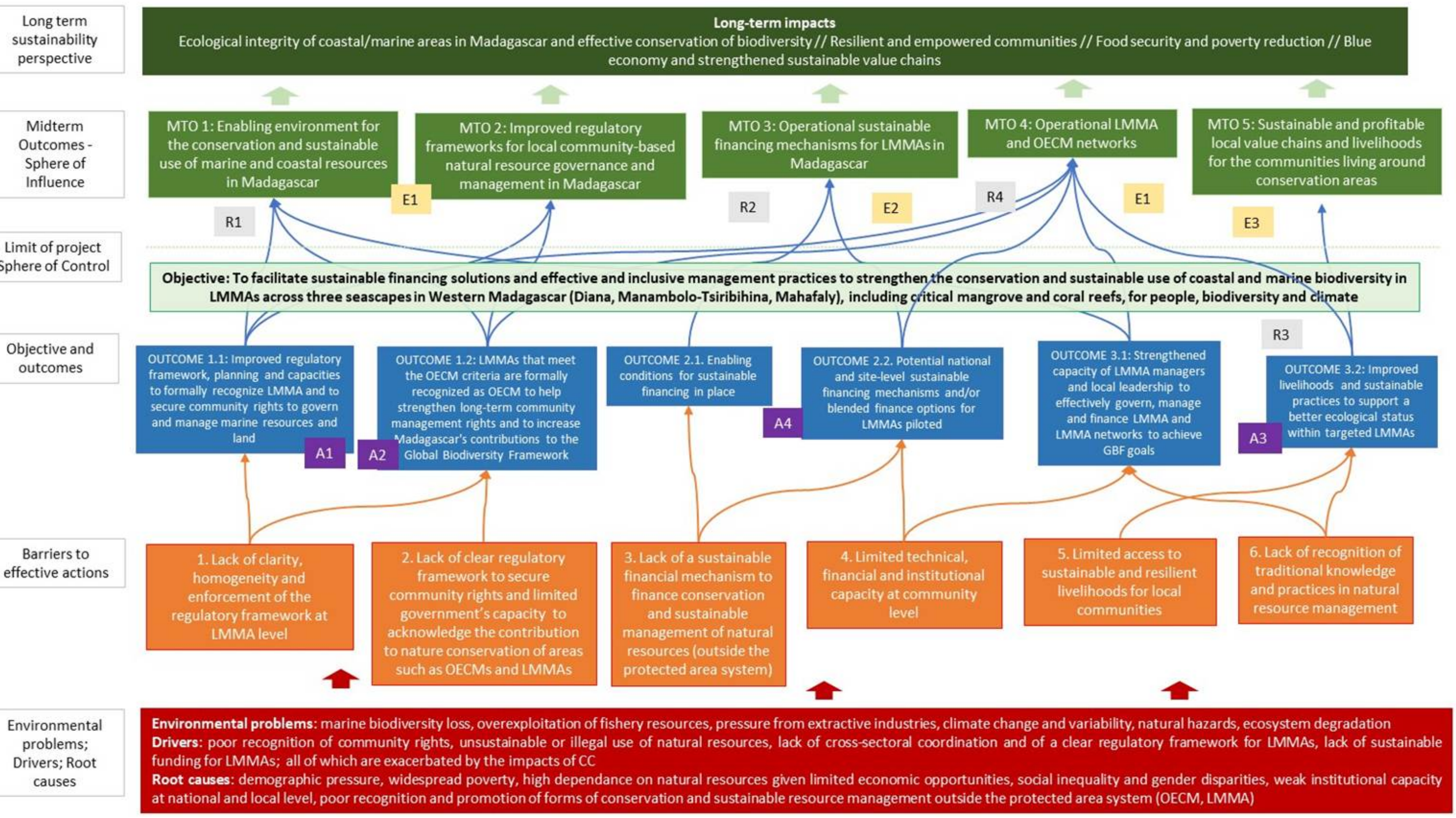
- LMMAs are formally recognized and included in the marine special plans, and these areas are formally recognized through the national OECM process,
- Sustainable and blended finance mechanisms – both national and site-based — are designed, tested and adapted increasing access to domestic and private sector funding for LMMAs,
- CTFs have the institutional capacities and financial mechanisms to channel GEF catalytic funds and future resources from sustainable financing instruments toward LMMAs,
- Local communities and their partners have strong governance structures and technical and operational capacities to receive funds and manage these resources for community-led marine resource management and sustainable livelihoods

<u>Then</u>

- The target seascapes will be effectively managed and sustainably financed over the long term, with the legal recognition of community rights to manage marine resources. As a result, pressures from unsustainable fishing and coastal practices will be reduced, and the health and resilience of marine ecosystems will be enhanced — delivering benefits for both biodiversity and local livelihoods.

(Please see ToC also attached as an annex)

High Level ToC



Assumptions:

A1. Political will to support OECMs and LMMAs

A2. Supportive stakeholders - including government, decentralized government services, international and national NGOs, private sector, and local communities – to promote cooperation and partnerships on LMMAs

A3. Buy-in from the local community and the target project beneficiaries (including women and other vulnerable groups) are interested and willing to adopt livelihood activities, economic opportunities, and change governance practices locally

A4. Capacity of the trust funds to absorb and redistribute funds efficiently is ensured and the financial management capacity of intermediary institutions and local communities is improved

Risks:

R1. The legal texts currently being drafted have not been adopted or remain unimplemented (OECMs), and the regulatory frameworks for LMMAs remain unclear and unsuitable due to a lack of political support.

R2. The financing mechanisms identified do not make it possible to mobilize the funding essential to the effective and inclusive management of LMMAs.

R3. Financial management capacities remain insufficient at local level to manage the funding mobilized for LMMAs.

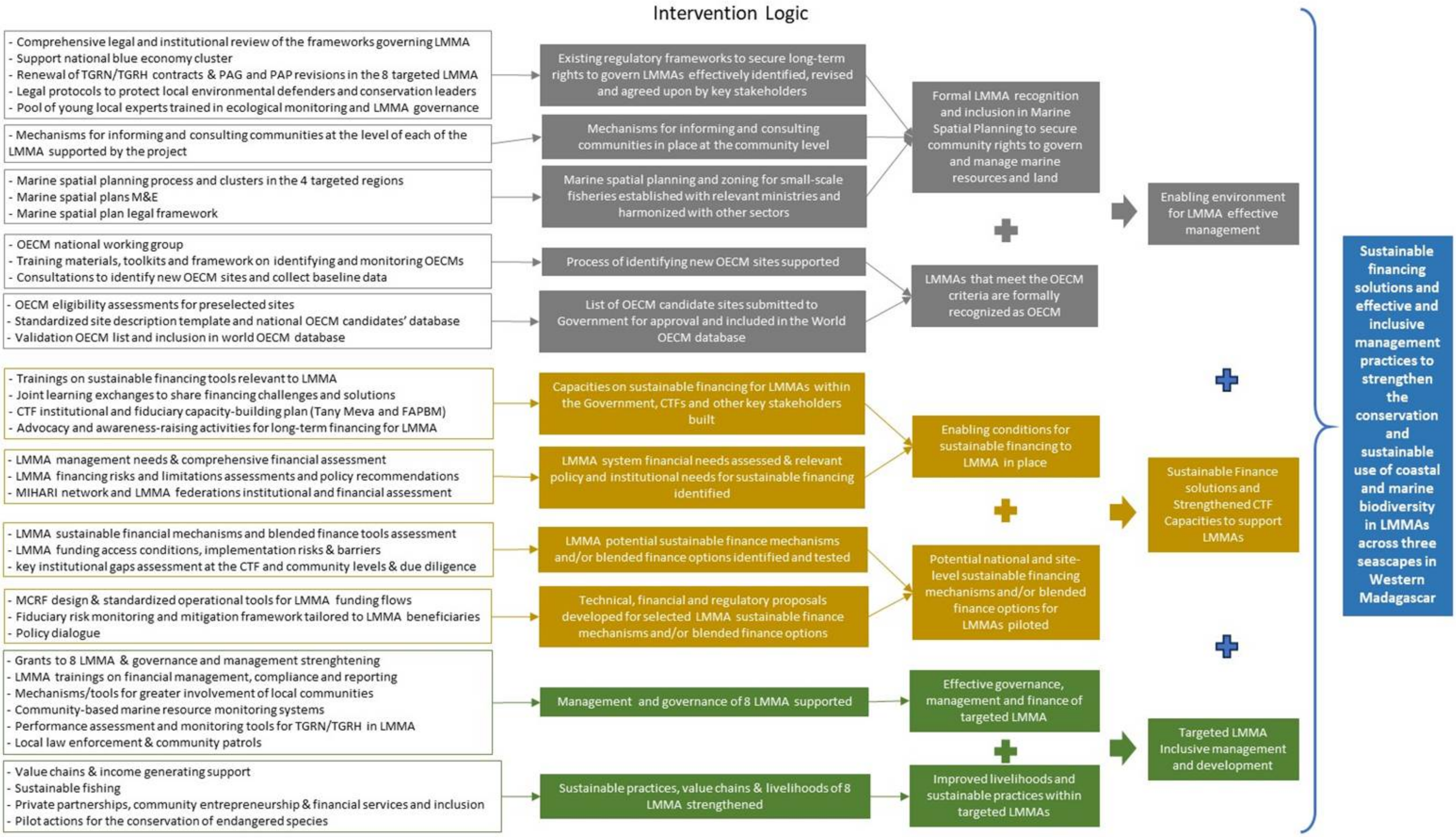
R4. Tensions persist at local level due to a lack of understanding of the rules governing the sustainable management of natural and fisheries resources.

Enablers:

E1. Existing LMMA networks based on the work promoted by the MIHARI network across the country and LMMA federations

E2. The National Trust Funds (FAPBM and Tany Meva) are financing LMMAs effectively and in coordination

E3. Value chains adapted to local socio-economic and ecological contexts are developed and benefit local communities



The project aims to make the inclusive management of LMMAs in Madagascar sustainable by creating favorable legal, institutional and financial conditions. It is based on the observation that coastal marine ecosystems are under increasing pressure from overfishing, extractive industries and weak governance and management mechanisms. By acting on three key levers - the legal and institutional environment, sustainable financing, and inclusive local LMMA governance, management and development - the project will generate the following behavioral changes: adoption of sustainable practices, LMMA formal recognition, improved cross-sectoral coordination, and implementation of innovative financial mechanisms. These changes are leading to more effective and sustainable LMMA management, greater recognition of community rights, and direct contribution to the objectives of the Global Biodiversity Framework (GBF).

Outcomes:

In order to achieve its intended objectives, the project will contribute to the following outcomes:

Outcome 1.1 Improved regulatory framework, planning and capacities to formally recognize LMMA and secure community rights to govern and manage marine resources and land. This Outcome will contribute to improve the regulatory framework as well as planning tools and capacities at national level in order to ensure the formal recognition of the LMMAs and to secure community rights in LMMAs in the long-term. Building on the work done by the GEF6 MPA on the national regulatory framework, this Outcome will facilitate concrete institutional and legal changes for the establishment of functional and legally recognized LMMA within the framework of existing blue economy initiatives: formal recognition of LMMA, renewal of TGRN and TGRH contracts, land tenure regulations, strengthening of community organization rights, and harmonization of fragmented sectoral policies. To reduce threats to the MPAs and LMMAs, the project will support marine spatial planning for the three seascapes, which include 7 MPAs and 8 LMMAs. The MEDD, through the Project Management Unit, will coordinate this work with support from key partners and external consultants.

Outcome 1.2 LMMAs that meet the OECM criteria are formally recognized as OECM to help strengthen long-term community management rights and to increase Madagascar's contributions to the Global Biodiversity Framework. In this Outcome, the project will operationalize the newly established national OECM working group and the OECM identification procedure and will continue the work of recognition of new OECMs in the three targeted seascapes. This Outcome will also allow the national reporting to the OECM World Database and CBD commitments. The MEDD, through the Project Management Unit, will coordinate this work with support from key partners.

Outcome 2.1 Enabling conditions for sustainable financing in place. Under this Outcome, national capacities on financial mechanisms for LMMAs will be built for the Government, CTFs, and key partners on sustainable financing. The two CTF institutional structures, organizational set-up and fiduciary mechanisms will be strengthened. It will also assess the LMMAs network management activities and financial needs, and identify the LMMAs financing risks and limitations and how to handle them. This outcome will also institutionally and financially assess the MIHARI network and the LMMAs federations. The FAPBM, Tany Meva and MIHARI will be closely associated to the implementation of this outcome, with support from key conservation finance experts.

Outcome 2.2 Potential sustainable financing mechanisms and/or blended finance options for LMMAs piloted. This Outcome will identify and assess the feasibility of financing mechanisms, such as blended finance approaches, supported by an analysis of key risks and barriers, and proposals for a roadmap. A Marine Biodiversity and Community Resilience Facility (MCRF) endowment window will be established with the inclusive participation of the Ministry of Environment and Sustainable Development (MEDD), particularly in shaping regulatory frameworks and guiding use plans, in alignment with national priorities for Locally Managed Marine Areas (LMMAs). The endowment window will be capitalized with an initial seed funding of USD 500,000 and will be operationalized during project implementation to ensure long-term sustainability. This will contribute to prepare the CTFs to host future sustainable financing mechanisms – such as endowment funds under a Project Finance for Permanence (PFP) model or other options – by developing suitable operating models, financial procedures, and fund flow mechanisms tailored to LMMA needs. The FAPBM and Tany Meva will be closely associated to the implementation of this outcome, with support from key conservation finance experts.

Outcome 3.1 Strengthened capacity of LMMA managers and local leadership communities to effectively govern, manage and finance targeted LMMA. This outcome will provide grants and technical assistance to build effective and inclusive governance and management capacities for eight LMMAs in the three seascapes. LMMAs financial planning and management, compliance and enforcement plans, governance and operating structures will be strengthened to be able to manage financial resources and to effectively govern and manage LMMAs. Community-based marine resource monitoring systems will be strengthened and local laws will be enforced. This outcome will closely associate LMMA managers and promoters in the field, and MIHARI network and LMMA federations.

Outcome 3.2 Improved livelihoods and sustainable practices within targeted LMMAs to support a better ecological status. Through a bottom-up approach, this Outcome will provide project funding to promoters and local communities to develop and support sustainable practices and livelihood value chains. This Outcome will enhance private sector contribution and other institution partnerships towards sustained results after project close. This outcome will closely associate LMMA managers and promoters, private companies and community cooperatives in the field, and MIHARI network and LMMA federations.

Outcome 4.1 Project communication and knowledge management. This Outcome will design and implement a communication and knowledge management plan to ensure the dissemination of project lessons learned. It will include communication and advocacy activities on LMMAs at both national and local levels, as well as best practice exchanges across the different seascapes. The plans and strategies will take into account traditional and scientific knowledge.

Outcome 5.1 Effective and gender-sensitive project M&E established and efficiently utilized.

The project will develop an inclusive M&E system to monitor the project's results to ensure impact and inform adaptive management approaches. An independent midterm review and terminal evaluation will be conducted. This outcome will be led by the MEDD.

This theory of change is built on various assumptions, risks and enablers as shown is the graphic above, and listed below:

Assumptions:

A1. Political will to support OECMs and LMMAs

A2. Supportive stakeholders - including government, decentralized government services, international and national NGOs, private sector, and local communities – to promote cooperation and partnerships on LMMAs

A3. Buy-in from the local community and the target project beneficiaries (including women and other vulnerable groups) are interested and willing to adopt livelihood activities, economic opportunities, and change governance practices locally

A4. Capacity of the trust funds to absorb and redistribute funds efficiently is ensured and the financial management capacity of intermediary institutions and local communities is improved

Risks:

R1. The legal texts currently being drafted have not been adopted or remain unimplemented (OECMs), and the regulatory frameworks for LMMAs remain unclear and unsuitable due to a lack of political support.

R2. The financing mechanisms identified do not make it possible to mobilize the funding essential to the effective and inclusive management of LMMAs.

R3. Financial management capacities remain insufficient at local level to manage the funding mobilized for LMMAs.

R4. Tensions persist at local level due to a lack of understanding of the rules governing the sustainable management of natural and fisheries resources.

Enablers:

E1. Existing LMMA networks based on the work promoted by the MIHARI network across the country

E2. The National Trust Funds (FAPBM and Tany Meva) are financing LMMAs effectively and in coordination

E3. Value chains adapted to local socio-economic and ecological contexts are developed and benefit local communities

Impact drivers:

The main pathways for transformation under this project involve targeted interventions (impact drivers) that address the root causes and systemic barriers to effective marine and coastal resource management. These interventions aim to strengthen institutional frameworks and governance systems, while scaling up promising local and national initiatives, particularly those linked to LMMAs, that promote sustainable and equitable approaches to marine biodiversity conservation. By reinforcing community rights, improving marine spatial planning, and developing sustainable financing mechanisms, the project will contribute to reducing the degradation of marine ecosystems and improving the well-being and resilience of coastal communities. The following interventions will form the core focus of the project:

i. Creating an enabling policy environment for effective and equitable LMMA management in Madagascar through policy reforms and enforcement to secure community rights to govern and manage marine resources and land effectively
ii. Developing and testing sustainable finance solutions and strengthening the capacity of CTFs to support LMMAs
iii. Promoting effective and inclusive governance and management for key representative LMMAs in the three seascapes
iv. Strengthening knowledge sharing, learning and synthesis of lessons

The impact pathway includes the achievement of the long-term goal of global benefits, namely ecological integrity of coastal/marine areas in Madagascar and effective conservation of biodiversity, resilient and empowered communities, food security and poverty reduction, and blue economy and strengthened sustainable value chains. The indicators of this desired change are reduced threats to biodiversity in coastal and marine areas, increased effectiveness of protected area and LMMA governance and management, and sustainable, resilient livelihoods. The main mid-term outcomes (MTO) are:

MTO1. Enabling environment for the conservation and sustainable use of marine and coastal resources in Madagascar

MTO2. Improved regulatory frameworks for local community natural resource governance in Madagascar

MTO3. Operational sustainable financing mechanisms for LMMAs in Madagascar

MTO4. Operational LMMA and OECM networks

MTO5. Sustainable and profitable local value chains and livelihoods for the communities living around conservation areas.

2. Project Components and Expected Outcomes

COMPONENT 1. Enabling environment for LMMA effective management

The first component of the project will contribute to creating an enabling national policy environment for functional and legally recognized LMMAs within existing blue economy initiatives. It focuses on securing the formal recognition of LMMAs, strengthening the rights of community-based organizations (CBOs) involved in their governance, and harmonizing fragmented sectoral policies. The component also aims to embed LMMAs into broader national frameworks for conservation and marine spatial planning.

Building on the current legal instruments and statuses, such as TGRN, TGRH, MPAs, and customary systems like *dinas* and *dinabe*, the project will enhance their visibility, clarify their respective roles, and work to increase coherence both between frameworks and across clusters of neighboring LMMAs. By reinforcing the institutional capacity of the MEDD, MPEB, and MDAT, clarifying governance responsibilities, and supporting participatory marine spatial planning, the project will help ensure that community-led marine conservation initiatives are sustainable, resilient, and aligned with national and international biodiversity targets.

Building on key achievements under the GEF-6 MPA project, this component will also support the operationalization of the national OECM framework, enabling formal recognition of sites meeting OECM criteria, including LMMAs. A participatory mechanism will be established to evaluate and validate new candidate sites, and the project will support reporting to the GBF, thereby contributing directly to Madagascar's 30x30 commitments. The MEDD and the MPEB (especially the Blue Economy department) will lead implementation of this component given their strategic role in conservation and marine policy oversight, in close coordination with MDAT and the national Blue Economy Cluster. Collaboration with decentralized government entities (DREDD, DirPEB) and LMMA stakeholders will ensure that policy advances are grounded in local realities and contribute to secure, inclusive marine governance.

Outcome 1.1 Improved regulatory framework, planning and capacities to formally recognize LMMAs and to secure community rights to govern and manage marine resources and land

This outcome will contribute to improve the regulatory framework as well as planning tools and capacities at national level in order to secure community rights in LMMAs in the long-term. Building on the work done by the GEF6 MPA on the national regulatory framework, this Outcome will contribute to set-up a national policy environment conducive to the establishment of functional and legally recognized LMMA within the framework of existing blue economy initiatives: formal recognition of LMMA, renewal of TGRN and TGRH contracts, land tenure regulations, strengthening of community organization rights, and harmonization of fragmented sectoral policies. It aims to harmonize fragmented legal and regulatory frameworks (*dinas*, *dinabe*, TGRN, TGRH, MPAs, OECMs, land tenure), integrate small-scale fisheries into spatial planning, and improve interministerial coordination especially on the blue economy sector. Marine spatial plans will be finalized for the three seascapes, which include 5 MPAs and 8 LMMAs, to reduce pressures and ensure equitable resource allocation.

Output 1.1.1. *Existing regulatory frameworks to secure long-term rights to govern LMMAs effectively are identified, revised and agreed upon by key stakeholders*

This output will focus on identifying and addressing gaps and inconsistencies in the legal frameworks governing LMMAs in Madagascar. It aims to secure long-term tenure and access rights for communities through the revision of TGRN, TGRH, and related legal instruments. It will also promote the development of inclusive, conflict-sensitive legal tools that support the recognition of the key LMMA's role and protect community actors that defend LMMA's principles for improved conservation. By involving key ministries, civil society, and LMMA stakeholders, this output will foster a coherent legal foundation for community-based marine resource governance. It will finally contribute to capacity-building and advocacy, especially through the National Blue Economy Cluster already in place since 2021.

Activities:

- **Conduct a comprehensive legal and institutional assessment of frameworks governing LMMAs, including TGRH, TGRN, and implications of Law 2021-016 on land tenure**: A comprehensive assessment of existing legal frameworks related specifically to LMMAs will be conducted and will assess legal gaps and overlaps, especially in areas of shared governance. This assessment is a prerequisite for a potential Project Finance for Permanence (PFP) approach in Madagascar. It will especially integrate the assessment of the impact of the Law on land tenure to identify the risks for local communities, including gender-related risks. It will also analyze the overlaps and conflicts between natural resource use regimes (TGRN vs. TGRH) and will identify safeguards to secure local access and rights (including gender-specific safeguards, as per the Gender Action Plan). Based on this review that will be widely shared, proposals to clarify existing frameworks and better integrate LMMAs in the national policy will be proposed. This assessment should also integrate the analysis of dinas as a structural community-tool for regulation. The existence of Dinabe at regional level, such as the one for the Ambilobe district, could be a good initiative to support to reinforce coherence in terms of rules and practices between several LMMAs.
- **Support the renewal of TGRN/TGRH contracts in the eight targeted LMMAs, including facilitating negotiations, providing legal assistance and helping with operational budgeting:** Within the eight targeted LMMAs, the project will support LMMAs for which the TGRN needs to be assessed and renewed. Additionally, the project will provide financial and technical support for the assessment, creation, or renewal of TGRH contracts. This will be the case, for instance, in the Morondava area, where the PAP was validated in June 2024 and TGRH contracts can now be developed. Technical assistance will generally provide legal and negotiation support to the three negotiating parties (DREDD or DirPEB, municipality, VOI/CLB) to help them define an inclusive and fair contract, with a specific focus on protecting community rights, and have a better integration between them.
- **Provide technical and financial assistance for revising or drafting LMMA-level Management Plans (PAG) and Fisheries Management Plans (PAP) in the three targeted seascapes:** As these plans are essential for designing TGRH and TGRN contracts, the project will provide technical and financial support for elaborating and/or renewing PAPs in the four regions covered by the three seascapes and PAGs in LMMAs across the three project seascapes.
- **Build capacity of the members of the National Blue Economy cluster on ocean/blue economy, community governance and natural resources management and support regional blue economy clusters**: Since 2021, the National Blue Economy Cluster gathers a comprehensive range of actors such as the Ministry of Finance, MEDD, MDAT and MPEB as well as CSOs and private sector, in order to coordinate policies related to the sea (fishing, aquaculture, ecotourism, maritime transport, marine energies, etc.). Through this existing platform, the project will support:
  - Assess the cluster's work and propose recommendations to make it fully operational.
  - Dynamization of the cluster through an annual planning of dedicated sessions on blue economy and the different models of governance.
  - Advocacy sessions on the importance of LMMAs for marine biodiversity conservation, integrating all the partners that are involved into marine resources management and blue economy. These sessions will insist on the socio-economic and ecological benefits of LMMAs.
  - Capacity-building sessions and trainings on LMMAs and blue economy (small-scale fisheries, aquaculture, etc.).
  - Support the creation or strengthening of regional committees, chaired by the regional governor and technically supported by the Fisheries directorate: create regional committees for the Menabe and Melaky regions and strengthen the regional committee for the two other targeted

regions that already exist. Regional Blue Economy Clusters (as subclusters of the national BE cluster) are in place for Atsimo Andrefana and Diana. In the DIANA region, the cluster is directly led by the Regional Authority (Gouverneur). The establishment and organization of these sub cluster for Diana and Atsimo Andrefana are supported by a Regional Decree. These two regional clusters are currently operational. GIZ being part of the DIANA Region Blue Economy sub-cluster, GBFF implementation will look at synergies with GIZ intervention (project Prosperer Bleu, Aquaculture, Development of DIANA Regional Development Plan (PRD).

- **Develop and promote legal protocols to protect community environmental defenders and conservation leaders**: To date, there are no legal mechanisms to protect communities that uphold the principles set out in the *dinas*, TGRN or TGRH. The physical safety of the managing communities is therefore a real risk borne by these communities. Even if this aspect is established in the PAPs, it deserves to be reinforced, in liaison with the judicial police officers (CSP) and with the MEDD and MPEB to better monitor the work of community patrols. This should also be accompanied by capacity-building for communities in terms of rights and duties, and access to legal services affiliated to communities. This should be done in conjunction with the districts (deconcentrated MEDD and MPEB services).
- **Create a pool of young local experts trained in ecological monitoring and community governance of LMMAs**: Through youth training and scholarship programs, the project will put in place technical sessions to foster local expertise that is needed to effectively manage LMMAs. It will especially target youth and will offer several training modules, both on aspects of sustainable practices linked to small-scale fishing, but also on the protection of key marine species, the importance of mangroves and the practices of restoration. The identification of young female experts and their equitable participation will be promoted (as per the Gender Action Plan).

Output 1.1.2 *Mechanisms for informing and consulting communities in place at the community level and mitigating any environmental and/or social impacts of the project*

This output will guarantee the implementation of safeguards management measures related to community rights, participation, transparency and free and prior informed consents.

Activities:

- **Definition and implementation of mechanisms for informing and consulting communities at the level of each of the LMMA supported by the project**: As described in the Environmental and social management framework (ESMF) for this GBFF project, the development and implementation of site-specific LMMA management plans under this project are expected to strengthen local conservation and resource governance. However, these plans may also result in new or reinforced restrictions on community access to natural resources that are essential for subsistence, cultural practices, and income-generating activities. Such restrictions may include seasonal or permanent no-take zones, gear bans, regulated harvesting of mangroves or other natural products. Although these measures will be rooted in participatory processes and local customs, they may nonetheless generate unintended social impacts, particularly for groups already facing structural exclusion, such as women, youth, migrant fishers, and households outside formal local management structures.

If not carefully managed, access restrictions could lead to short-term income losses, food insecurity, or an erosion of trust in governance institutions. In some sites, community cohesion may also be undermined if benefits and restrictions are perceived as unevenly distributed. To ensure that conservation efforts do not inadvertently compromise the rights or well-being of local stakeholders, the project will apply a Process Framework, consistent with WWF's Environmental and Social Safeguards Policies.

Any change of land use, sea use, or new zonation must be preceded by free, prior and informed consultations with affected communities and relevant local authorities. Consultations will be conducted in an inclusive and gender-responsive manner (as detailed in the Gender Action Plan). Where restrictions are deemed necessary, the project will design and implement appropriate livelihood support measures for all households negatively affected by the changes. This process will be managed by the PMU and will be structured around the following five steps that are detailed in the ESMF document:

1. Screening
2. Social assessment
3. Elaboration of Livelihood Restoration Plans (LRPs)
4. Validation and Disclosure of LRPs
5. Monitoring and Grievance Redress

- **Implement the mitigation measures identified in the ESMF, as well as guidance of the SEP and the GAP** to ensure the effective participation of vulnerable groups in consultations and working groups, to ensure transparent and inclusive participation in the different activities listed above and below, follow the SEAH Risk Mitigation Guidance of the ESMF and the Guidance of the GAP to mitigate backlash risks, and disclose and implement the project grievance mechanism.

Output 1.1.3 *Marine spatial planning and zoning for small-scale fisheries established with relevant ministries and harmonized with other sectors (incl. mining, fishing)*

Fishing activities in Madagascar are currently governed by Fisheries Management Plans (*Plans d'Aménagement des Pêches*, PAP) and the Marine Spatial Planning (MSP) process, which seeks to reduce conflicts among marine uses (fisheries, conservation, maritime transport, extractives) and support integrated coastal zone management. MSP is co-led by the MDAT, the MPEB and the MEDD, which specific missions, roles and responsibilities have been defined.

Several key regions such as DIANA, Menabe, and Atsimo Andrefana have already undergone diagnostic and prospective marine planning exercises. Notably, the DIANA region (especially Nosy Be) is the most advanced, having completed its activity inventory and marine spatial planning with support from WWF. These regional-level efforts have been supported through ministry budgets and donor projects, including SWIOFISH 2 (World Bank-funded), GEF-6 AMP (WWF), and contributions from NGOs and civil society platforms.

This output will aim to expand and finalize the MSP process in the four project regions through participatory planning, legal integration, and alignment with small-scale fisheries zones. It represents a foundational step toward the development of a strengthened national marine spatial planning system and a national ocean policy, promoting stronger marine governance and sustainable blue economy strategies in Madagascar. Gender-responsive approaches will be applied to ensure that women in all their diversity meaningfully participate in marine spatial planning and decision-making processes.

Activities

- **Finalize the marine spatial plans for the four targeted regions** of the project by following the national approved process and methodology and in coordination with all relevant stakeholders involved in the blue economy sectors, including private sector. This support should be coordinated with the regional Blue Economy Committees (as referenced under Output 1.1.1). It will also help strengthen the linkages between local management agreements (TGRH) and the implementation of blue economy initiatives at the regional level within the project seascapes, especially the initiatives related to key value chains for the areas. In the three regions:
    - In the Atsimo Andrefana region: Build upon the existing diagnostic to engage stakeholders and finalize the MSP.
    - In the Menabe region: Reinforce coordination among sectors and advance from diagnostic to planning stages.
    - In the Melaky region: Reinforce coordination among sectors and advance from diagnostic to planning stages.
    - In the Diana region / the Nosy Be area: Support the consolidation of the MSP process and facilitate updates to existing data and planning tools.

- **Facilitate interministerial coordination** among MPEB, MEDD, MDAT, and other relevant institutions to promote legal and policy integration of MSP, in line with the support already provided by WWF Madagascar for the development of the MSP implementation procedures manual. This process should be supplemented by a methodological guide and the drafting of the necessary implementing regulations.
- **Design and operationalize monitoring and evaluation system** for marine spatial plans, including gender-responsive participatory tools for data collection and performance tracking, particularly for small-scale fisheries and community-managed zones. Through the design and implementation of this M&E system, the project will promote community engagement in the MSP processes by organizing regional consultation workshops and supporting data validation and spatial analysis in collaboration with civil society (MIHARI Network) in all its diversity (including youth and women's networks, as per the Gender Action Plan).

Outcome 1.2 LMMAs that meet the OECM criteria are formally recognized as OECM to help strengthen long-term community management rights and to increase Madagascar's contributions to the Global Biodiversity Framework

Recognized as a conservation tool in the new Global Biodiversity Framework, countries are now beginning to establish national mechanisms to recognize, monitor and report on the OECM contribution to national biodiversity targets, and especially Target 3. The GEF-6 MPA project has strongly supported the establishment of a national OECM status and institutional framework in order to support the securitization of community management rights as well as the valorization of their actions on conservation objectives. In particular, GEF-6 MPA project has delivered the following results[1][73]:

- Establishment of the framework relating to OECMs as well as the technical prerequisites necessary for the recognition of OECM initiatives.

- Submission of the interministerial decision for the OECM process to the Government Council for approval. The interministerial decision was signed by the Minister in charge of Regional Planning, the Minister in charge of Fisheries and the Minister in charge of the Environment, and submitted to the Prime Minister's Office for registration. It should be registered in the September 2025 Government Council session.

- Adoption and validation by the Sydney Promise Steering Committee of the national OECM methodology – based on IUCN methodology – the updated Terms of Reference (ToR) of the OECM working group, as well as the draft ministerial order setting out the procedure for recognizing OECM sites and the decision on the appointment of the Chair and Vice-Chair of OECM national Working Group.

- Identification of pilot OECM sites to recognize, and mapping additional potential site based on the national OECM criteria.

Based on these results, this outcome will aim to operationalize the OECM procedures and strengthen their recognition. It will support the expansion of the national OECM database, including the LMMAs. The project will also support participatory data collection and monitoring to support the effective conservation and sustainable management of natural resources in OECMs. This outcome will finally contribute to improve national reporting against international biodiversity targets such as the Global Biodiversity Framework (GBF) Target 3, and contribute to improved national capacities site identification and biodiversity outcomes monitoring. In that sense, the OECM national working group will be a key platform for this outcome.

Output 1.2.1 *Process of identifying new OECM sites supported*

This output will support the national OECM working group and LMMA network by providing technical tools and training necessary for identifying, assessing, and monitoring OECM sites. It will include both ecological and social indicators to track the effectiveness of OECMs in delivering biodiversity and livelihood outcomes. Training materials and biodiversity monitoring frameworks will include gender-responsive tools to strengthen the capacity of both women and men in OECM site governance. Furthermore, this output will ensure the inclusive identification of candidate OECM sites through participatory community engagement and baseline data collection. By mobilizing LMMA networks, conducting Free, Prior and Informed Consent (FPIC) consultations, and assessing community-led governance systems, and using gender-responsive facilitation and disaggregated data collection tools, the project will build a robust pipeline of potential OECM sites grounded in local realities.

Activities:

- **Operationalization of the newly established OECM working group. R**egular workshops and meetings of the OECM national working group will be organized as well as interministerial coordination workshops to enhance the identification of OECM and implement the OECM process.
- **Develop training materials and toolkits on OECM identification, monitoring, governance models, and biodiversity outcome tracking**: Tailored training and tracking tools will be developed in order to support capacity-building at national, regional and local levels to identify, monitor and report on OECMs.
- **Mobilize external expertise to support the design of a national monitoring framework for OECMs**, integrating both ecological, governance indicators and social outcomes[2][74]. Exchanges with other countries or regional networks having established OECM monitoring systems can be facilitated as learning experiences. This monitoring framework will be based on , and social outcomes (e.g. livelihoods, equity, conflict resolution).
- **Organize participatory and inclusive consultations with national, regional and local stakeholders to identify sites – including LMMAs – that meet or could meet OECM criteria**: A participatory and inclusive mapping will be led by the OECM working group through open consultations and calls for expressions of interest at national level. Beforehand, the OECM working group will prepare a consultation protocol aligned with Free, Prior and Informed Consent (FPIC) principles that will ensure inclusive, transparent engagement of local communities and rights-holders.
- **Develop a data collection system to collect baseline data on governance systems, biodiversity values, management effectiveness, and community involvement in potential OECM new sites**: The OECM working group will work on a dedicated, inclusive and participatory data collection system to start collecting data on potential OECM new sites. The national working group will be in charge of gathering and storing the collected data.

Output 1.2.2. *List of OECM candidate sites with appropriate database and description submitted to Government for approval and inclusion in the World OECM database*

This output will focus on systematizing the documentation of OECM candidate sites and preparing them for national validation and international recognition. It will involve the development of standardized site profiles, consolidation of site data into a national database, and submission to the UNEP-WCMC World Database on OECMs.

Activities:

- **Conduct OECM eligibility assessments for the shortlisted sites, using the official CBD criteria, IUCN guidelines and the national-specific guidelines developed through the GEF-6 project**. The OECM working group will develop a screening process that will support the eligibility evaluation for shortlisted OECM sites. It will integrate a gender-sensitive stakeholder analysis and will be based on the OECM national criteria developed through the GEF-6 project. It will contribute to the alignment between OECM and LMMA criteria, in order to support the recognition of several LMMAs as OECM sites.

- **Prepare a standardized site description template and create a national OECM candidate site database**: The OECM working group will develop a standardized site description template, including geographic, ecological, governance, and legal information for each OECM candidate site, based on the data collected in Output 1.2.2. It will then create a national OECM candidate site database, fed by data collected upstream and structured to facilitate future updates.
- **Organize validation workshops with the national OECM working group**, government representatives, and community stakeholders to review and finalize the candidate list: Once the list is validated by the Government and stakeholders, it will be submitted by the national authority to the WCMC/UNEP World Database on OECMs

COMPONENT 2. Sustainable Finance solutions and Strengthened Conservation Trust Funds (CTF) Capacities to support LMMAs

As expenditure on environmental conservation in the national budget has remained under 1% of the total general state budget for the past ten years, it is crucial to identify and implement alternative long-term financial mechanisms for conservation. In this regard, the two CTFs, Tany Meva and FAPBM, could provide a solution to securing sustainable financing to LMMAs. However, these funds have not yet been used to finance community conservation models. In this context, Component 2 aims to establish a long-term, sustainable financing structure to back LMMA projects throughout Madagascar. This will involve creating the necessary conditions for LMMA financing at national and local levels, piloting innovative financial tools and strengthening the capacity of the two national CTFs (FAPBM and Tany Meva) to channel funds, either directly or indirectly, to community-based marine resource management systems. The component will also explore blended finance approaches and promote fiduciary best practices, as well as testing fund flows for learning and scaling up. Given the financial engineering nature of this component, FAPBM will be the key institution for its technical implementation, and will ensure coordination with all the other institutions essential to achieving the objectives, such as Tany Meva, the MIHARI Network, private sector representatives, the government (more especially the MEDD, MPEB and the MEF) and NGOs already involved into the implementation of financing mechanisms for local communities.

Under this component, the project will leverage existing efforts to develop innovative financing mechanisms, including the prefeasibility study for a Project Finance for Permanence (PFP) in Madagascar and the operationalization of the Marine Biodiversity and Community Resilience Facility (MCRF) by WWF-Madagascar. In particular, the MCRF pilot, designed to create a dedicated funding window for LMMAs within FAPBM, will serve as a key learning opportunity. The utilization of PFP resources will involve MEDD oversight to ensure alignment with initial objectives, prioritization of activities, and full national ownership. Results and lessons learned from this pilot will be used to inform and refine the sustainable financing solutions deployed under this component. Instructive initiatives from other promoters such as Blue Ventures, CI or WCS will also be included in the analyses carried out in this component, in order to build on practices that have already been tried and tested.

Outcome 2.1 Enabling conditions for sustainable financing in place

This outcome will lay the groundwork for sustainable financing mechanisms for LMMAs by building the capacity of key stakeholders (government, CTFs, NGOs) and conducting a diagnostic assessment of the current financing ecosystem at national level. The outcome will assess policy and institutional gaps, financial needs and the operational landscape, in order to inform the development of solutions tailored to enhance community-level access to long-term financial resources in Madagascar. As this outcome lays essential foundations for achieving the objectives of component 2, the activities presented in Outcome 2.1 are to be carried out during the first year of project implementations

Output 2.1.1. *Capacities on sustainable financing for LMMAs within the Government, CTFs and other key stakeholders are built*

This output will enhance the knowledge, awareness and technical capacity of CTFs, government bodies and LMMA stakeholders regarding innovative sustainable financing models, fiduciary practices and financial planning for LMMA operations. It will build the internal capacity of Madagascar's two national CTFs to support LMMA financing at scale. While both institutions have solid experience in conservation financing, neither has systematically worked on funding community-based marine resource management. Through a stepwise capacity-building plan and specific technical assistance, the project will strengthen their fiduciary and operational mechanisms to enable direct or intermediary funding of LMMAs. The experience of the MIHARI Network will be essential to improve and disseminate knowledge on LMMAs, identifying their gaps and challenges that need to be addressed through a sustainable financing mechanism at national level.

Activities:

- **Organize capacity-building workshops** for FAPBM, Tany Meva, ministries (MEF, MEDD, MPEB, MDAT), and local NGOs on sustainable financing tools relevant to LMMAs such as endowment and sinking models, blended finance, LMMA cost models. Capacities on gender lens financing will also be reinforced.
- **Facilitate joint learning exchanges between CTFs, promotors**, **and MIHARI network to share financing challenges and solutions**: Given MIHARI network's knowledge on challenges encountered in LMMAs, they will be able to share strategic and operational experience that will contribute to the accurate definition of financing solutions for LMMAs. In addition, many promotors have experience granting funds to LMMAs and can share what has worked, and contribute to identifying solutions.
- **Technical assistance to improve CTF investment and grant policies to increase direct financing flows to community-led conservation and socio-economic development projects - capacity needs assessment and development and implementation of a stepwise capacity-building plan for Tany Meva and FAPBM,** including institutional strengthening, fiduciary standards, and funding flow mechanisms tailored to LMMAs, in order to improve the synergies between the two funds and ensure that they are endowed with necessary technical and institutional capacities to support long-term funding for LMMAs.
- **Conduct advocacy and awareness sessions with public and private stakeholders, donors and investors, on their roles in supporting long-term LMMA financing**, especially from core sectors such as fisheries, ecotourism, extractive industries. This will also include advocacy to donors and investors to promote flexible and adapted financing standards to directly finance LMMAs.

Output 2.1._2. LMMA system including management costs, current public and private expenditure and gaps are assessed; and relevant policy and institutional needs for sustainable financing is identified_

This output will deliver a comprehensive financial landscape analysis for LMMAs, mapping costs, identifying funding gaps, and proposing institutional and policy adjustments to support sustainable financing. The results of this analysis will inform the design and the implementation of the sustainable financing mechanisms under Outcome 2.2. Recommendations and lessons learned will be applied and promoted to enable the rigorous and integrated development of financing mechanisms for LMMA.

Activities:

- **Carry out an analysis of LMMA management needs and activities in accordance with best practices in LMMA management and governance**. Since the information related to the specific LMMA management needs and activities is limited, an assessment on a sample of representative LMMAs will be conducted to define what are the main governance and management activities that needs to be implemented in LMMAs in accordance with best international practices in LMMA management and governance (including cross-cutting issues such as gender equality and social inclusion).

- **Carry out a comprehensive financial assessment of these LMMA management needs**, including operational costs, staffing, equipment and infrastructure, legal renewal fees such as the ones related to CITES work (see Outcome 1.2), technical support, education and outreach, and community-led monitoring. Since no costing exercise has not yet been undertaken among the LMMAs, these cost categories are the ones being identified during the PPG phase, but the assessment might consider other costs to be integrated. Based on this assessment, current private and public funds allocated to LMMAs will be compared and funding gaps will be identified. This assessment will be carried out in year 1 of the project implementation.

  - **Identify and document risks and limitations to LMMA financing**: Some of the risks identified during the PPG phase and that should be completed during the first year of the project implementation, are: legal status gaps, digital payment inaccessibility, fiduciary risks, community representation, literacy.
  - **Develop a set of policy recommendations** to address these constraints and facilitate improved access to funding by community-level actors.
  - **Undertake an institutional and financial capacity assessment of MIHARI network and LMMA Federations** to determine their ability to support long-term technical and financial management of LMMAs. This assessment needs to be put into perspective with the stepwise capacity-building plan for Tany Meva and FAPBM, in order to consolidate a strong institutional environment to support technically and financially LMMAs in Madagascar. In order to do so, this capacity assessment will define recommendations to be followed to strengthen the MIHARI network and LMMA federations' capacities.

Outcome 2.2 Potential sustainable financing mechanisms and/or blended finance options for LMMAs piloted

Outcome 2.2 will focus on identifying, assessing, and proposing innovative and viable financing mechanisms tailored to LMMAs at both national (seascape-level funds) and local levels (site-based microenterprises and blended finance). It aims to support long-term sustainability of LMMAs by exploring diverse financial models such as Project Finance for Permanence (PFP), the Marine Biodiversity and Community Resilience Facility (MCRF), and community-oriented mechanisms like bioeconomy-based microenterprises. Building on the diagnostic work conducted under Outcome 2.1, this outcome will include a structured feasibility analysis and barrier assessment (legal, institutional, operational), including gender aspects, and culminate in the development of implementable proposals and roadmaps, with a clearly defined role for Conservation Trust Funds (CTFs).

Output 2.2.1. *LMMAs potential sustainable finance mechanisms and/or blended finance options are identified, short-listed and tested*

This output will deliver a short-list of promising financing options for LMMA support, validated through detailed feasibility studies. These will assess the enabling environment, technical viability, institutional readiness, and community-level eligibility. It will also map risks and barriers such as fiduciary constraints, legal status of LMMAs, limited financial literacy, while identifying conditions needed for successful implementation. Output 2.2.1 will thus benefit from capacity-building and institutional strengthening operated in Outcome 2.1. This work will provide a solid evidence base for the next stage of technical development and piloting. Given preliminary work that has been done in terms of designing new solutions for sustainable financing in LMMAs, the project will in particular focus on the Project Finance for Performance approach and on the Marine Biodiversity and Community Resilience Facility (MCRF). Other funding mechanisms already in place, such as the one from Blue Ventures, can also be analyzed and their scaling-up capacity assessed.

Activities:

- **Based on the preliminary assessment done in 2023, update the landscape review of relevant sustainable finance mechanisms and blended finance tools applicable to LMMAs,** including:
    - Project Finance for Permanence (PFP) at seascape level or national level: The project will build on the prefeasibility analysis and work carried out by WWF-US.
    - Marine Biodiversity and Community Resilience Facility (MCRF) through its endowment facility and guarantee facility : The project will focus especially on the component of technical assistance for incubation of micro-enterprises and mobilization of private sector ; and the component on CTF mobilization. For this last component, a pilot project to create a specific window dedicated to LMMA financing in Madagascar will be launched in the second half of 2025. The project will capitalize on the results of this pilot and build on them.
    - Blue Ventures' Frontline Community Fund model
    - Blue business incubators (bioeconomy-focused micro-enterprises) or any other mechanism that supports sustainable and community-led blue enterprises such as the SWIO Venture Builder: This regional initiative aims to generate a pipeline of community-led projects that contribute both to improving community resilience and protecting marine resources. A collective fund is implemented to incubate a portfolio of coastal community-led sustainable MSMEs and identify finance solutions, from connecting the business with local microfinance village loan schemes or bank, to facilitate leveraging initial seed finance in the country.
    - Any other Public-private partnership, giving access to financing for blue value chains developed at local level, and improving access to markets

This review will be presented during a forum to socialize these emerging opportunities with the key stakeholders included in the financing of marine biodiversity and natural resources. Discussions around the complementarity between the tools will be key.

- **Assess eligibility criteria and access conditions for LMMAs to engage with these instruments, and identify risks and barriers to implementation**: At the PIF stage, shared eligibility criteria identified were legal registration, existing financial procedures. In terms of risks, the following ones have been identified at PPG Phase: lack of tax ID, weak fiduciary capacity, digital exclusion, weak community-management structure). Other eligibility conditions and risks will be identified and analyzed, and mitigation measures will be developed, including how proposed financing mechanisms affect gender dynamics within communities, particularly regarding women's access to financial tools.
- **Carry out a scoping and due diligence process with a sample of LMMAs to evaluate practical eligibility and readiness.** For this activity, lessons learned from the MCRF pilot between FAPBM and WWF Madagascar will be valuable in order to identify training and coaching topics needed.
- **Outline key institutional gaps at the CTF and community level, and define strengthening needs**: Through the mobilization of external expertise, and based on experience of institutions working with LMMAs, such as LMMA promoters or the MIHARI network, organizational strengthening plans and packages will be elaborated and implemented for LMMAs, identifying concrete solutions to build local capacity to receive and manage funds for LMMA improved management (e.g. support on internal controls, financial literacy, audit preparation, simplified procedures, capacity-building plans, intermediary mechanisms).

Output 2.2.2. *Technical, financial and regulatory proposals developed and implemented for selected sustainable finance mechanisms and/or blended finance options for LMMAs*

This output will translate the findings of Output 2.2.1 into implementable proposals and operational frameworks for selected financing tools. It will provide technical blueprints, fiduciary mechanisms, regulatory recommendations, and clearly defined roles of the two CTFs, FAPBM and Tany Meva. to flow funds, either directly or via intermediaries, to LMMAs. It will support the design of risk mitigation measures, eligibility and disbursement protocols, and a technical assistance (TA) model for CTFs to accompany community-based organizations.

This will contribute to their preparedness for hosting long-term funding mechanisms such as Project Finance for Permanence (PFP) or other sustainable finance models. A Project Finance for Permanence (PFP) initiative is designed to secure all policy changes and funding needed to meet the goals of a defined conservation program (e.g. a protected area system or LMMA system) over a defined long-term timeframe, with the aim of achieving the ecological, social, political, organizational, and financial sustainability of that program—even after external donor funding has been spent. PFP initiatives support nations or communities in creating effective policies and generating new sources of revenue for the long-term. They also contribute to strengthening the institutions and capacities needed to protect nature more effectively and durably. PFPs typically go through three-to-five-year design phase, following a scoping phone, which brings together key stakeholders—government, donors, civil society, and communities—to articulate an ambitious and compelling long-term conservation vision that is agreed upon by all parties. The stakeholders work together to identify the needs for specific areas over a multi-year horizon and develop the conservation plan for the PFP initiative accordingly.

In Madagascar, the feasibility of a PFP to support the LMMA has been under exploration since 2024. Current scoping identified that a PFP could strengthen the resilience of and secure the sustainable, effective, and inclusive management of 3 million ha of marine and coastal area, which could include 8 co-managed MPAs and 217 LMMAs, and expand the LMMA system by an additional 15%. Anticipated costs of a PFP of this scope are estimated to be 65 million USD, with primary funding via a new endowment (55-65M); a socio-economic sinking fund (5-10M); contributions from existing CTFs, and if identified, an in-country sustainable finance mechanisms (e.g. tourism revenue). A PFP would include a range of partners, including the LMMA leaders and residents, the MIHARI network, community of conservation organizations active in Madagascar, relevant government ministries (MEDD, MPEB, MDAT, MEF), multilaterals, bilateral funders, UN agencies, private funders, and Madagascar's conservation trust funds (FAPBM and Tany Meva).

Activities:

- **Co-develop a full Marine Biodiversity and Community Resilience Facility (MCRF) endowment window:** This work will be carried out jointly with LMMA promoters, CTFs (FAPBM and Tany Meva), and the associated ministries (MEDD, MEF, MPEB). A Marine Biodiversity and Community Resilience Facility (MCRF) endowment window will be established with the inclusive participation of the Ministry of Environment and Sustainable Development (MEDD), particularly in shaping regulatory frameworks and guiding use plans, in alignment with national priorities for Locally Managed Marine Areas (LMMAs). The endowment window will be capitalized with an initial seed funding of USD 500,000 and will be operationalized during project implementation to ensure long-term sustainability. The work will include the governance arrangements, the institutional structuring, eligibility rules, allocation procedures, fiduciary oversight, and stakeholder responsibilities. It will be capitalized with a seed funding of USD 500k from the GBFF project, once all MCRF conditions are being met. Funds are managed by FAPBM according to the CTF's endowment capital policies. The MCRF endowment facility purpose is to generate funding to be spend into grants and financing for LMMAs in the future under the supervision of MCRF Granting committee. Earnings from the endowment will be recycled to support LMMA conservation activities.

Leveraging lessons learned from this GBFF project, the FAPBM will further mobilize private and concessional finance to increase the dedicated endowment capital to upscale and sustain direct financing approach to LMMAs.

- **Develop and implement an ESMF for the MCRF to screen, assess, and mitigate environmental and social risks**.

- **Based on the outcomes of the pilots under Outcome 2.2.1, draft standardized operational tools for LMMA funding flows**, such as template for subgrant agreements, procurement procedures, budgeting and reporting formats tailored to community-level realities, risk management and audit protocols.

    - **Design a fiduciary risk mitigation and monitoring framework tailored to LMMA recipients**: This framework will include disbursement thresholds, control procedures, reporting templates, and audit protocols.

- **Organize joint training workshops** for CTF staff, MIHARI network, and LMMA promoters to align fiduciary expectations and capacity-building needs.

- **Organize policy dialogues with relevant ministries (MEDD, MPEB, MEF, MDAT) and develop with all the stakeholders involved (LMMA network, CSOs, private sector) an institutional roadmap for implementation of the selected financing mechanisms**: Policy dialogues will play a key role in identifying regulatory adaptations needed to enable these mechanisms, and in promoting institutional endorsement and alignment with national sustainable finance strategies. The institutional roadmap will be the opportunity to identify and implement the administrative, legal, and technical steps required to operationalize selected financing tools, and outline coordination needs between partners for the implementation of these mechanisms. This activity will also be key in order to fundraise and mobilize resources for the dedicated tools that will be selected and piloted under 2.2.1 as well as for future financial opportunities.

COMPONENT 3. Targeted LMMA Inclusive Management

Component 3 will contribute to strengthen the site-level implementation of LMMA management across the three project seascapes. It will address capacity gaps, governance challenges, and socio-economic drivers that limit the effectiveness of LMMAs as conservation tools. It will improve the institutional, technical, and financial capacity of local management bodies such as CLB/VOIs and community-led groups, promote inclusive governance, and support sustainable livelihood alternatives that reduce pressure on marine and coastal ecosystems. This component will thus contribute to marine and coastal biodiversity conservation while enhancing community resilience, gender-sensitive and local ownership of marine resource management. Site-level activities will take place in 8 LMMAs in the three seascapes visited during the PPG phase. They will be selected during the project 6-month inception phase based on specific criteria including representativity, structuration, governance and management system. Given that these LMMAs receive support from international or national NGO/promoters, they will play a key role in supporting the implementation the activities at local level, benefiting from their long-term presence and experience in the targeted communities. As a coordination platform and aggregator, the MIHARI network will play a key role in ensuring the coherence and contextual relevance of project activities. It will contribute to ongoing monitoring of results and support adaptive management, enabling adjustments to activities as needed throughout implementation. Funds will be channeled through FAPBM that will finance the Mihari network and promoters for the implementation of activities. Selection criteria and process will be defined during the project 6-month inception phase, based on factual elements such as the presence and the experience of the promoters in the target area, or the technical and human resources that can be mobilized.

Outcome 3.1 Strengthened capacities of LMMA managers and local leadership communities to effectively govern, manage and finance targeted LMMA

This outcome seeks to enhance the operational and institutional capacities of LMMA governance structures to implement, enforce, and finance sustainable management practices. Technical assistance, training and institutional support will be provided to community management bodies (VOI/CLB), LMMA managers and deconcentrated authorities, while governance systems that include women, youth and marginalized groups will be improved. The outcome will also foster collaboration with government authorities, ensure community-based monitoring and enforcement, and strengthen legal protection for conservation actors.

Output 3.1.1 *Management and governance of 8 LMMA supported.*

This output will technically and financially support the management and governance of 8 LMMAs, through specific grants managed by the CTFs and technical assistance to LMMA governance and management bodies. It will also promote participatory enforcement systems and conflict resolution mechanisms to secure equitable resource governance. Inclusive governance support will ensure that women in all their diversity have meaningful roles in LMMA leadership and decision-making processes.

Activities:

- **Disburse a GEF catalytic grant through CTFs to selected LMMAs** (or intermediary structures), applying fiduciary procedures and gender-responsive, ecological/social performance criteria.

- **Provide training to LMMA communities on financial management, procurement, compliance, and fund reporting**.

- **Implementation of mechanisms/tools for greater involvement of local communities**, including women, migrants, and communities dependent on natural resources (for their survival)

- **Set up or enhance community-based scientific monitoring systems for marine resources, linking conservation outcomes to financing flows** (e.g. participatory catch monitoring, habitat tracking, rule enforcement). This activity will be facilitated by the development of a pool of expertise proposed in Output 1.1.1.

- **Develop and implement evaluation and performance monitoring tools for the TGRN/TGRH in LMMAs, to promote adaptive management and transparency:** The WWF Madagascar Country Office is currently developing a performance-monitoring tool for TGRH, and a tool already exists at a national level for TGRN. This project will support the finalization of this tool and its associated guidelines, as well as its deployment across the various LMMAs where the TGRH contract is being renewed in the three landscapes targeted by the project. The project will also contribute to the wider dissemination of the performance tool for TGRN contracts.

- **Establish or revitalize inclusive and gender-balanced LMMA governance bodies, ensuring equitable representation of women, youth, migrant fishers, and marginalized community members**: Through the dedicated technical assistance, the project will revitalize LMMA governance bodies in the three targeted regions and will contribute to ensure equitable participation of women and marginalized community members. Specific activities at the LMMA level will also contribute to have a stronger involvement of the migrant fishers that are present in the communities depending on the fishing season.

- In order to **improve local enforcement and secure community patrols**:

    - Facilitate the creation of local enforcement protocols aligned with national law and involving judicial police officers, to operationalize mixed patrols in collaboration with MEDD and MPEB (see Output 1.1.1)

    - Provide operational support to community patrolling systems, including provision of essential equipment (e.g. radios, uniforms, transport); training in law enforcement procedures for patrollers and LMMA representatives; institutional linkages with deconcentrated services (e.g. DirPEB, DREDD)

    - Establish a community-linked legal support mechanism to provide preventive legal training on environmental law, community rights, and due process; offer on-call legal assistance in cases of conflict, retaliation, or criminalization of local conservation leaders; partner with relevant district-level legal authorities to ensure proximity and responsiveness

    - Develop a specific low-impact field protocol to be applied by community patrols.

- **Strengthen the financial capacity of local VOI/CLB to mobilize and manage internal/external and local/international fundings,** including financial assistance for basic operational needs; governance and fiduciary training; establishment of operational budgeting (estimated financial requirements, annual financing plans and a community expenditure tracking tool).

- **Document implementation challenges, successes, and remaining capacity or policy gaps based on these grants, and produce a set of recommendations for scaling-up the mechanism**. The results of these grants will be presented at national scale to all the relevant stakeholders (ministries, private sector, LMMA promoters, CSOs, LMMA network and federations).

Outcome 3.2 Improved livelihoods and sustainable practices within targeted LMMAs to support a better ecological status

This outcome focuses on diversifying and strengthening sustainable livelihoods in order to alleviate pressure on marine ecosystems and fisheries and to improve community resilience in the targeted LMMA. The project will support income-generating activities that are based in nature (e.g. seaweed farming, agroforestry and sustainable fisheries), integrate climate change adaptation measures and facilitate access to finance and market linkages. It will also promote inclusive private sector partnerships. These activities will be adapted to local contexts to ensure ecological compatibility and socio-economic sustainability. Where possible, a landscape approach will be adopted to create commercial opportunities and economic profitability for communities through the LMMA federations.

Output 3.2.1 *Implementation of eligible activities by promoters and local community groups in partnership with private sector and potential funding institutions to strengthen effective management sustainable practices and livelihoods*

This output will enhance the identification and development of sustainable value chains, based on sustainable practices and integrating the effects of climate change. It will contribute to catalyze community-led micro-enterprises (including women-led ones), improve fisheries practices and pilot sustainable production models that align with conservation goals. It will also facilitate market access, inclusive value chains and financial inclusion by partnering with banks and microfinance institutions. Where possible, a landscape approach will be adopted to create commercial opportunities and economic profitability for communities through the LMMA federations. Livelihood activities will explicitly promote women's economic empowerment through targeted support for women-led value chains and entrepreneurship.

Activities – depending on the LMMA context:

- **Conduct climate change vulnerability assessment at LMMA level and identify nature-based solutions adapted to local context**, as well as most promising value chains

- **Conduct technical and economic feasibility assessments of these nature-based value chains**, including for instance seaweed farming, beekeeping; aquaculture or low-impact mariculture, or any other value chains where women already play a role or others more profitable where they could gain access with support will be specifically assessed. These examples have been identified during the PPG phase field mission, but the list can be further developed and should be adapted to the local context since the value chains will be preliminary identified based on local practices and opportunities, depending on the targeted LMMA. For each of the feasibility assessments, the ecological compatibility, market demand, and community interest will be integrated and analyzed.

- **Support sustainable fisheries improvement, through** technical training for fishers on gear selectivity, post-catch handling, and reduced bycatch; piloting of shared cold-chain and collection infrastructure (e.g. centralized collection boats in the DIANA region) to increase efficiency and reduce cost for communities; facilitating co-investment and partnership models with private operators and seafood buyers. To facilitate these activities, the project will promote local coordination between several LMMAs through LMMA federation support, to increase negotiating leverage with the private sector and share the costs of fisheries value chains.

- **Promote inclusive value chain partnerships** by establishing linkages with large-scale private companies (e.g. in seafood, cosmetics, eco-tourism) to integrate community products and services; providing negotiation and legal advisory support to communities engaging in formal supply contracts.

- **Promote community entrepreneurship and micro-enterprise development**, by structuring informal groups into formal cooperatives or community enterprises, legally registered and eligible to access formal credit such as fisheries cooperatives; providing business development services, including training on accounting, marketing, and business planning for these cooperatives. The preferred approach will be to scale-up successful incubation models to improve their incomes from bankable projects enabling sustainable conservation.

- **Facilitate access to financial services** by partnering with microfinance institutions (e.g. ACEP) and commercial banks (e.g. BNI) to design financial products suited to community-based producers. In particular, the BNI KRED guarantee facility to reinforce access to credits to SMEs working on sustainable value chains in the targeted seascapes of the MCRF would be an interesting mechanism to support. This will require the support to the development of credit histories and fiscal documentation for community groups (NIF registration, bank accounts).

- **Scale up financial inclusion education by collaborating** with the Ministry of Finance and CNFI to deliver financial literacy programs adapted to coastal populations and low-literacy settings; implementing training-of-trainers models to cascade knowledge via LMMA promoters and local NGOs.

- **Through the support of LMMA promoters, MIHARI network and other NGOs, prioritize long-term accompaniment and mentoring** with dedicated technical advisors for each LMMA cluster; periodic review missions and field-based follow-up on progress and adaptation needs; monitoring of both livelihood outcomes and ecological impacts of supported activities.

- **Implement pilot actions for the conservation of CITES-Listed species** (sharks, rays, turtles, sea cucumbers, etc.)

- **Implement ESMF mitigation measures identified**

COMPONENT 4. Knowledge management and communication

Outcome 4.1 Project communication and knowledge management

This outcome will strengthen the role of LMMAs in national conservation efforts through effective communication, advocacy, and knowledge sharing. It will ensure that the project's learnings, tools, and innovations are captured, capitalized on, and disseminated in accessible and inclusive formats. This outcome will also promote coordination among LMMA stakeholders, attract high-level commitments to sustainable financing mechanisms (e.g. Project Finance for Permanence), and facilitate horizontal exchanges between LMMA practitioners, communities, and policymakers. Traditional and scientific knowledge will both be recognized and integrated throughout the project's communication and knowledge management processes.

Output 4.1.1 *An inclusive and gender-sensitive project Knowledge Management and Communication strategy developed and implemented*

This output will ensure the development and implementation of a robust communication and knowledge management strategy guiding the project's learning and outreach. The strategy will promote visibility for LMMAs as inclusive conservation tools and enhance advocacy to secure national and donor-level support. It will also ensure that the knowledge generated by the project is inclusive, gender-responsive, and actionable, and that the lessons learned and best practices in implementing the gender-related aspects of the project and advancing women's empowerment are captured, produced and widely disseminated.

Activities:

- **Develop and validate a project-wide Knowledge Management and Communication Strategy**, ensuring gender and social inclusion considerations and linkages with national communication platforms.
    - **Conduct participatory consultations with local communities**, **MIHARI network, government stakeholders, and CSOs to identify knowledge needs and key messages**.
    - **Produce and disseminate tailored communication materials** including:
        - Policy briefs and position papers on conservation finance, LMMAs and OECMs;
        - Success stories, community testimonies, and video documentaries;
        - Radio broadcasts, illustrated posters, and visual content adapted to low-literacy settings.
- **Integrated into the project strategy, design and implement an LMMA Advocacy Plan** to raise political and financial support for LMMAs and sustainable finance tools. Additional materials can also be developed, targeting donors, private sector, and policymakers to promote mechanisms such as PFP and the Marine Conservation Resilience Fund. Communication and advocacy products will integrate gender perspectives and showcase the voices and contributions of women in LMMA governance.

Output 4.1.2 *Information management established, knowledge captured, stored, and shared*

This output will ensure that key project knowledge is systematically captured, stored in interoperable databases, and made accessible to stakeholders. It will contribute to the institutionalization of learning across LMMA governance, biodiversity conservation, and sustainable financing, and the collection of sex-disaggregated data. Building on existing platforms, it will contribute to strengthening and building on existing platforms such as the MIHARI database.

Activities:

- **Develop or strengthen an information and data management platform** linked to national biodiversity and marine governance systems (e.g. MEDD, WCS, MIHARI databases, ElinorData.org, observatoire-territoire.mg/siloat/, haynatiora.mg/).

- **Create templates and tools for capturing lessons learned and best practices** in LMMA governance, inclusive finance, and ecological monitoring. The ElinorData.org might be used as a governance monitoring tool, as it is already tested in Madagascar.

- **Train project staff, community representatives, and LMMA promoters on data collection, basic digital archiving and database entry**, ethical handling of traditional and community-led knowledge

- **Promote open access and interoperability of project-generated knowledge** with relevant government and civil society platforms.

Output 4.1.3 *Information exchange and learning opportunities operationalized*

This output will strengthen peer learning and multi-stakeholder dialogue by organizing exchange mechanisms and training opportunities at local, national, and international levels. It will foster a community of practice around LMMA management and support cross-sector engagement between communities, government, academia, and private actors.

Activities:

- **Facilitate peer-to-peer learning exchanges between LMMA communities at regional, national, and international levels**: This could be through MIHARI network events or learning exposure visits in the Indian Ocean region or with other partner countries that have also implemented the LMMA model, such as Pacific Islands. In the Indian Ocean region, promote Madagascar's experience with LMMAs at regional level, for example through events organized by the Indian Ocean Commission or through the SWIO regional program that can be a platform to scale lessons from Madagascar on conservation finance for LMMAs to other countries of the region. The aim of these learning exchanges will be to specifically disseminate lessons learned on the pilot sites and new sites to learn about OECM recognition, and financing from the CTFs.

- **At national level, organize learning workshops and forums** for horizontal exchange among LMMAs and MPAs and cross-sector dialogue between private sector, academia and policy actors.

- **Conduct participatory capitalization of project experiences** to support adaptive management and inform future programming.

COMPONENT 5. Monitoring & Evaluation

Outcome 5.1 An effective and gender-sensitive project M&E is established and efficiently utilized

The outcome will facilitate setting up a project gender-responsive Monitoring and Evaluation framework which will enhance transparency and accountability; ensure effective resource allocation, provide quantifiable results that will promote adaptive management through learning from project successes and challenges; improve project performance by tracking indicators, and identifying effective tools to measure and analyze the progress of the interventions, as well as the progress made towards achieving the target outputs and outcomes. As part of M&E, the project will submit periodic technical and financial reports to the WWF-GEF Agency. Additionally, the WWF-GEF Agency will commission a Terminal Evaluation of the project. The project will ensure that gender-specific results, implementation of the Gender Action Plan, and any lessons learned/best practices are included in PIR, MTR, TE.

Output 5.1.1 *Periodic M&E reports submitted to WWF-GEF Agency for project monitoring*

As part of M&E, the project is required to conduct periodic monitoring and prepare technical and financial reports. All monitoring data will be disaggregated by gender and used to track gender equity outcomes throughout the project lifecycle. The generated reports will be submitted to WWF-GEF and shared with other relevant stakeholders (Quarterly, PIR, MTR, and Terminal Evaluation report). This output will be achieved by the following activities

a. **Inception workshop and report**
b. **Review monitoring and evaluation Framework**
c. **Implement the monitoring and evaluation framework**
d. **The Biodiversity Tracking Tool will be updated** at the start of the project and the end when preparing to submit to the GEF.
e. **The Core Indicator sheet will be updated and submitted to the GEF** annually and at the end of the project.
f. Other activities:
    a. Annual Plan and Budget, Quarterly progress reports, and Annual progress and implementation reports (PIR) will be prepared by the PMU and submitted to WWF-GEF for review and approval.
    b. Appointment of the National Steering Committee (NSC) members will be appointed to provide overall strategic oversight of project implementation, with at least 30% of members being women. The Steering Committee will be composed of senior decision-makers from relevant Government, Civil Society Organizations, the private sector, and local communities/chiefdoms. The NSC will be held annually to review and approve budgets and work plans and provide strategic guidance.
    c. Financial audits will be conducted annually.
    d. WWF-GEF Project Agency will conduct annual supervision missions.

Output 5.1.2 *Independent mid-term and terminal evaluations conducted in accordance with the GBFF and WWF-GEF Evaluation Polices*

WWF-US Evaluations Unit, in close collaboration with WWF-GEF Agency, will recruit an independent Mid-term Reviewer (MTR) and Terminal Evaluator (TE) Consultant to assess project performance. This output will be achieved by the following activities:

a. **WWF-US Evaluations Unit will prepare the Terms of Reference and procure independent evaluators** in coordination with the WWF-GEF Agency, WWF-Madagascar and project partners.

b. **The MTR and Terminal evaluation will be undertaken** with support from WWF-GEF, PMU, the Executing agency, and all key stakeholders. The PMU, executing agency and all key stakeholders will support the independent evaluation service provider by providing candid feedback about the project, participating in the virtual inception and validation workshop of the MTR and TE workshop, and providing input in the MTR Report and TE report.

c. **WWF-GEF submits the MTR and TE report** to the GEF Secretariat.

Global Environmental Benefits

This project is a direct contribution to the long-term goals of the Kunming-Montreal Global Biodiversity Framework as it is intended to address LMMAs' improved governance and management effectiveness, improved and formalized recognition of LMMAs through a national strengthened regulatory framework, the update of natural resources and fisheries management transfer contracts (TGRN & TGRH), their inclusion in marine spatial planning and the implementation of the national OECM process, and increased access to domestic and private sector funding for LMMAs.

The project is expected to contribute to achieving the following GEF Global Environmental Benefits (GEBs): (a) Conservation of globally significant biodiversity; (b) Sustainable use of the globally significant biodiversity/natural resources ; (c) Conservation and sustainable use of biodiversity in productive landscapes; (d) Sustainable source of financing for marine and coastal resources in Madagascar, in particular in LMMAs; (e) Elaboration of blended finance mechanism in order to provide sustainable financing for LMMAs; (f) Incorporation of traditional and local knowledge into conservation education and awareness programs at local and national levels; (g) integration of traditional ecological knowledge into in modern conservation practices; (h) strengthened mainstreaming of biodiversity conservation, climate change, gender and inclusive local communities access and rights; and (i) under-capacitated community-based organizations in LMMAs to manage natural resources in the area.

The project will also contribute to:

- SDG 14 – Life below water (Conserve and sustainably use the oceans, seas and marine resources for sustainable development) through the establishment of favorable legal, institutional, and financial conditions for the sustainable management of marine areas in Madagascar.
- SDG 15 – Life on land (protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss) through the promotion of sustainable practices and value chains that reduce pressure on ecosystems, including forest restoration through mangrove restoration activities, and the improvement of governance frameworks and cross-sectoral coordination to address drivers of terrestrial and coastal ecosystem degradation.

The project will contribute to GEBs through the realization of the GEF core indicator targets below:

a. Core indicator 2: 729,285Hectares of marine protected areas under improved management effectiveness.

b. Core indicator 5: 18,400 Hectares of marine habitat under improved practices to benefit biodiversity. Effective management and sustainable practices in the 8 LMMAs in the three seascapes. Some of these areas may be reported as marine OECMs as a result of the project interventions and will be reported on in project results.

c. Core Indicator 11: 5,450 people benefiting from GEF-financed investments. This includes local community groups in the target LMMAs, who will directly benefit from the project, as well as promoters, government personnel, and CTFs.

Stakeholders

The project stakeholder table (relevant stakeholders and their contribution to the delivery of the proposed outcomes and GEBs) lists the relevant stakeholders at all levels that will contribute to implementing the project, their respective contributions and role in the project implementation, and how will these stakeholders benefit from the project to ensure that global environmental benefits and/or adaptation benefits, will be enduring (co-benefits).

Policy Coherence

Project's contribution to national and local policy coherence

The project will support policy coherence and coordination by aligning its outputs with Madagascar's legal, institutional, and strategic frameworks for marine resource management, community-based governance, and biodiversity conservation.

At the national level, the project will build on the regulatory progress made under the GEF-6 project, particularly the development of a national framework for the recognition of LMMAs and OECMs. It will support the operationalization of this framework by securing formal recognition of LMMAs within national biodiversity and marine governance policies (Output 1.1.1).

The project will also align with the ongoing revision of the GELOSE Law, which governs community-based natural resource management, and supports the enforcement of the TGRN and TGRH mechanisms that transfer resource management rights to communities. Through these activities, the project will directly contribute to the national effort to secure community rights and enable legally recognized, equitable and inclusive governance of natural resources in Madagascar.

It will align with:

- The Blue Economy National Strategy (2023) and its National Investment Plan, particularly its pillars on governance, sustainable resource use, and climate resilience;
- The National Integrated Mangrove Management Strategy (2022), focused on sustainable mangrove management, restoration, governance, and sustainable value chains;
- The National Biodiversity Strategy and Action Plan (NBSAP, 2024), aligning with GBF targets that is still being developed to integrate the Kunming-Montreal Framework and targets;
- Madagascar's 30x30 Plan revised in September 2025, in order to define the directions to be taken to meet the GBF's 30x30 target. In particular, this plan proposes four themes for Madagascar's National Biodiversity Conservation Plan: i) Deploy the model of prosperous communities in Madagascar (in particular by strengthening the TGRN and TGRH); ii) Ensure a sustainable future for important terrestrial ecosystems; iii) Ensure a sustainable future for

important marine ecosystems; iv) Position Madagascar as a key destination for biodiversity financing.
- Madagascar's commitments under the High Ambition Coalition for Nature and People (HACN&P) and the Leaders' Pledge for Nature.

The project will enhance institutional coordination among ministries, including the Ministry of Environment and Sustainable Development (MEDD), the Ministry of Fisheries and Blue Economy (MPEB), and the Ministry of Decentralization and Territorial Planning (MDAT), as well as Ministry of Economy and Finance (MEF), ensuring consistency across biodiversity, fisheries, spatial planning, and finance. It will also strengthen collaboration with LMMAs and civil society to integrate local conservation practices into national spatial planning and biodiversity reporting systems (Output 1.1.2).
Finally, the project will contribute to Madagascar's National Strategy for Financial Inclusion (SNIM) by enhancing the capacity of community organizations to manage and absorb funding related to biodiversity conservation and local development.

At the local level, the project will support inclusive marine governance and secure tenure of marine and coastal resources by operationalizing TGRN and TGRH contracts, and by strengthening LMMA governance structures. These efforts will directly contribute to achieving national biodiversity targets under the GBF, particularly Target 3, and to the implementation of the CBD at the grassroots level.

The table below shows the alignment between the project and national legal, strategic, and policy instruments:

Policy/Law/Strategy	Project's alignment
GELOSE Law (1996) – currently under revision	Supports its revision and application in coastal/marine contexts via TGRN & TGRH mechanisms.
Code of Protected Areas (COAP) and its implementation decree (revised in 2017), and under revision	Contributes to integrating marine-specific categories and OECMs into protected area legislation.
Law n° 2015-053 of 03/02/2016 on the Code of Fisheries and Aquaculture follows the State's commitment to establishing the rule of law and strengthening its authority in the sector. Law n°2018-026 on recasting certain provisions of the Fishing and Aquaculture Code Act	Contributes to define the legal framework on fisheries to be adopted at national level, defining the role and responsibilities of the MPEB and other key stakeholders involved in the aquaculture and fisheries sector.
National REDD+ Strategy (2018)	Contributes through improved governance and reduced coastal degradation, especially on mangrove restoration.
SNIM – National Financial Inclusion Strategy (2018)	Supports the financial empowerment of community LMMA organizations.
Second Nationally Determined Contribution (NDC-2, 2023)	Supports adaptation objectives through sustainable marine conservation.
Integrated National Mangrove Strategy (2022)	Promotes governance, restoration, and sustainable use of mangroves.
Revised National Climate Change Plan (PNLCC-R, 2021)	Aligns with resilience building and nature-based climate strategies.
National Adaptation Plan (NAP, 2021)	Supports ecosystem-based adaptation in marine and coastal zones.
Blue Economy Strategy & National Investment Plan (2023)	Advances Pillars 1 (governance), 2 (resource valorization), and 5 (climate adaptation).

Vision "Greening Madagascar" (no specific date, but articulated in climate and land restoration policies between 2021-2023)	Contributes through local ecosystem restoration, coastal resilience, and governance reforms.
National Biodiversity Strategy and Action Plan – NBSAP (official update still under process launched in February 2024)	Directly supports national targets aligned with GBF, especially Targets 1, 3, 10, 19, 22, 23.
Madagascar's 30x30 Plan (last update in September 2025)	Calls for prosperous local communities, especially though reinforcing TGRN and TGRH system. It also calls for sustainable financing mechanisms for biodiversity conservation, through national Conservation Trust Funds as well as through other innovative mechanisms.

Alignment with international, regional and multilateral commitments

The project also contributes to Madagascar's commitments under a wide range of international, regional and multilateral agreements, including:

- The CBD, with specific alignment to the Kunming-Montreal GBF and its 23 targets, especially Target 1, Target 3, Target 10, Target 19, Target 22, Target 23.
- The United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement, through nature-based solutions, coastal resilience, and ecosystem-based adaptation;
- Second Nationally Determined Contribution – NDC-2 (2022), particularly in the land use and coastal resilience sectors;
- National Adaptation Plan – NAP (2021) and the Revised National Climate Change Plan – PNLCC-R (2021), which emphasize nature-based adaptation, re-greening, and ecosystem resilience;
- National REDD+ Strategy (2018), contributing to reduced deforestation and improved land and coastal governance;
- The Leader's Pledge for Nature (signed by Madagascar in 2021), which commits to reversing biodiversity loss by 2030. The project contributes through community-based area conservation and OECM recognition;
- The High Ambition Coalition for Nature and People, of which Madagascar is a member since 2021, reinforcing national commitment to the 30x30 global target;
- Other multilateral environmental agreements (MEAs), including the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the Convention on Conservation of Migratory Species (CMS), the Nagoya Protocol, the Ramsar Convention of Wetlands, and regional cooperation frameworks such as the Southern Africa Development Community (SADC) and the African Convention on the Conservation of Nature and Natural Resources.

Specific Outputs Driving Policy and Capacity Enhancement

The following project outputs are aimed specifically at enhancing institutional, legal, and financial capacities on national, provincial, and local levels, to strengthen the project's success and the sustainability of its impact:

- **Output 1.1.1 –** Existing regulatory frameworks to secure long-term rights to govern LMMAs effectively are identified, revised and agreed upon by key stakeholders: this output contributes to legal and institutional reforms needed to formally recognize LMMAs and clarify governance responsibilities.

- **Output 1.1.3 –** Marine spatial planning and zoning for small-scale fisheries established with relevant ministries and harmonized with other sectors (incl. mining, fishing): this will strengthen national coordination and cross-sectoral marine planning.

- **Output 1.2.1** – Process of identifying new OECM sites supported: this output strengthens national technical capacity to implement and report on area-based conservation progress.

- **Output 2.1.1** – Capacities on sustainable financing for LMMAs within the Government, CTFs and other key stakeholders are built: this output enhances institutional readiness for long-term conservation finance by training national actors on fiduciary mechanisms and LMMA-tailored financial tools.

- **Output 2.1.2** – LMMA system including management costs, current public and private expenditure and gaps are assessed; and relevant policy and institutional needs for sustainable financing are identified: this informs strategic reforms for mobilizing resources and adapting national frameworks to support LMMA financing.

- **Output 2.2.2** – Technical, financial and regulatory proposals developed and implemented for selected sustainable finance mechanisms and/or blended finance options for LMMAs: this directly contributes to policy adaptation and institutional mechanisms for fund disbursement, in coordination with public and private partners.

- Output 3.1.1 Management and governance of 8 LMMA supported: this output builds foundational local governance, compliance, and financial management capacities for sustainable LMMA implementation.

Innovation

The project design is aligned with the STAP Advisory Document "*Leveraging innovation for transformational change (June 2023)*"[3][75], by embedding innovation not as a stand-alone element, but as a cross-cutting enabler of systemic, sustainable impact. It integrates a set of transformative and scalable innovations across institutional systems, finance, capacity-building, and partnerships with the private sector. Its innovation lies in the ability to expand the scope of marine biodiversity conservation beyond traditional protected areas, to operationalize new financing pathways for community-led management, and to embed LMMAs within national and global biodiversity governance frameworks.

<u>Institutional innovation-</u> making the OECM framework operational and linking LMMA governance to OECM recognition (GBF Target 3 / 30x30 reporting)

The project explicitly moves from "framework exists / is being finalized" to "framework is operational": it will support operationalization of the national OECM working group, participatory validation mechanisms, standardized site templates and a national database, and submission to the UNEP-WCMC World Database on OECMs, while aligning OECM and LMMA criteria. It also frames this as a pathway to secure community rights while strengthening national reporting against GBF commitments.

Component 1 is explicitly refocused to deliver a regulatory framework for formal recognition of LMMAs and secure community rights, including revision/renewal of TGRN/TGRH, land tenure regulations, and harmonization across legal instruments—plus marine spatial planning in the three seascapes (including MPAs and 8 target LMMAs).

Financial innovation

The project will pilot, for the first time, the channeling of catalytic funds from national Conservation Trust Funds (FAPBM and Tany Meva) specifically to community-led LMMAs outside of the MPA network. This is supported by the development of operational and fiduciary tools tailored to community realities, such as sub-granting models, simplified financial procedures, participatory budgeting frameworks, and the definition of disbursement conditions, including the potential use of intermediary structures such as LMMA federations or legally recognized community organizations, when direct transfers are not feasible.

In parallel, the project will explore diverse financial models such as the Project Finance for Permanence (PFP) model at the seascape level, the Marine Biodiversity and Community Resilience Facility (MCRF) and community-oriented mechanisms like bioeconomy-based microenterprises.

These financial innovations aim to establish replicable, long-term mechanisms for channeling resources to LMMAs, strengthen the financial independence of community-based conservation, and promote private sector co-investment. It will promote new approaches such as blended finance, actively mobilizing the private sector.

Technical and capacity-building innovation

The project will deliver multi-level capacity-building for all key stakeholders involved in LMMA management:

- CTFs, government bodies (MEDD, MPEB, MDAT, MEF and deconcentrated directions), and NGOs will receive structured training on sustainable finance tools, LMMA cost models, and fiduciary standards;
    - Community organizations (VOIs/CLBs) will benefit from technical assistance on TGRN/TGRH contracts, basic financial planning and compliance, participatory budgeting, and local enforcement protocols;
    - A youth training program will build a new generation of local experts in marine monitoring, governance, and species conservation.

This systematized approach to capacity development ensures operational, institutional and intergenerational innovation in LMMA management.

Partnership and economic innovation

The project takes a proactive approach to private sector engagement by:

- Developing inclusive and sustainable value chains in partnership with private sector actors in aquaculture, fisheries, agroforestry and ecotourism, to integrate community products and services into formal markets. Active mobilization of the private sector into the strengthening of key value chains for the LMMAs, especially for the fisheries, will be a driver of the project. Direct collaboration with private entities and the establishment of public-private partnerships will be promoted, especially under Component 3;

- Facilitating access to financial services through partnerships with commercial banks and microfinance institutions;

- Building negotiation and legal literacy capacities to help communities engage in fair and sustainable formal supply contracts.

This creates a replicable model for public-private-community partnerships that delivers both conservation and socio-economic impact.

<u>Innovation in Monitoring and International Recognition</u>

The project also brings innovation to monitoring and global visibility, through:

- Development of an integrated ecological and social monitoring framework for OECMs;

- Participatory data systems that empower communities to track biodiversity outcomes; and

- Systematic submission of eligible LMMA sites to the UNEP-WCMC World Database on OECMs, supporting global reporting on GBF implementation

Knowledge Management

Component 4 of this project focuses on knowledge sharing, learning and synthesis of lessons. The project design is based on existing and available knowledge, including lessons from the GEF-6 AMP project, the MCRF pilot, and existing LMMA governance structures. New knowledge generated through project activities and monitoring will be captured and used to generate and disseminate knowledge management products for the benefit of project stakeholders, as well as other and future related initiatives in Madagascar and the region. The knowledge management and learning approach promoted by the project is consistent with the GEF Strategy for Knowledge Management and Learning (KM&L), particularly Strategic Direction 2: Strengthening KM&L in Programming, and Strategic Direction 4: Aligning KM&L with Communications and Outreach[4].

Promoting knowledge management, learning and knowledge sharing at national and local levels

Component 4 will generate and disseminate knowledge management products (e.g., policy briefs, technical factsheets, and community communication tools) to consolidate and share lessons learned on LMMA governance, sustainable financing, and community-based conservation practices. These products will integrate both scientific and traditional knowledge and will be disseminated through national workshops and stakeholder platforms.

The component will also organize interregional exposure visits across Madagascar’s three target seascapes (DIANA, Mahafaly, and Manambolo-Tsiribihina) to promote peer learning among LMMA communities. These visits will facilitate the exchange of good practices related to marine spatial planning, gender inclusion, OECM recognition, and biodiversity-based livelihoods. Workshops and consultation sessions will provide further opportunities to build capacity among local actors, government institutions, CTFs, and civil society.

Promoting knowledge management, learning and knowledge sharing at regional and global levels:

The project will contribute to knowledge exchange beyond Madagascar by supporting South-South cooperation and exposure visits with regional LMMA platforms, particularly through the MIHARI network and its collaboration with the Pacific LMMA Network. These exchanges could enable community leaders, national agencies, and CSOs to learn from established experiences in other countries (e.g., Fiji, Solomon Islands), particularly regarding community rights recognition, financing, and participatory governance models.

The project will also disseminate lessons through global conservation platforms, including regional CBD implementation meetings, the OECM World Database community, and relevant GEF Knowledge Days. These activities will help position Madagascar's experience in the global dialogue on area-based conservation and locally led marine governance.

The knowledge generated by the project will benefit project stakeholders by improving their understanding of community-based conservation, sustainable financing, and inclusive marine governance. The knowledge products will enhance national and regional capacity to design and implement biodiversity conservation initiatives and improve learning loops for adaptive management. The project will also provide a replicable framework for the recognition and financing of OECMs in marine environments.

<u>Knowledge sharing, learning and synthesis of lessons:</u>

a. Websites of government institutions and technical partners: The project will use the websites and outreach channels of implementing partners (e.g., WWF Madagascar, FAPBM, Tany Meva, MIHARI) to share project updates, knowledge products and lessons.

b. Publication of project reports and policy briefs: At least 4 policy briefs and communication products (e.g. posters, videos, factsheets) will be produced throughout implementation to capture lessons learned and disseminate best practices, with a focus on LMMA governance, OECM recognition, and sustainable financing.

c. Training (workshops): National and seascape-level workshops will be organized to disseminate project lessons, build stakeholder capacities, and support the replication of successful approaches. Feedback loops will be integrated to capture participant inputs and adjust project approaches.

d. Peer exchange / Exposure visits: Exposure visits will be organized both within Madagascar and internationally through the MIHARI-Pacific LMMA Network collaboration. These peer learning missions will allow stakeholders to learn directly from other successful community-based marine initiatives and facilitate long-term partnerships.

e. Learning and sharing among WWF and GEF-financed projects: The project will engage in exchange with other GEF-8 and WWF-supported marine and biodiversity projects through virtual learning events and knowledge platforms, contributing to broader replication and policy influence.

WWF's branding and communication guidelines will be followed in all project publications. Project partners will coordinate with WWF Madagascar for approval of logo use and visibility products. All knowledge materials and deliverables will be shared with relevant platforms and stakeholders to ensure maximum uptake and accessibility, and to contribute to the global knowledge base on effective marine biodiversity conservation.

The table below summarizes the project knowledge management outputs and their expected timeline and indicative budget.

Knowledge management outputs	Expected Timeline	Indicative Budget (USD)
Component 4: Knowledge management and communication		
Outcome 4.1: Project communication and knowledge management		
Output 4.1.1 An inclusive and gender-sensitive project Knowledge Management and Communication strategy developed and implemented	Year 1 for development Year 2, 3, 4, 5 & 6 for implementation	114 415,47
Output 4.1.2 Information management established, knowledge captured, stored, and shared	Years 2, 3, 4, 5, 6	54 415,47
Output 4.1.3 Information exchange and learning opportunities operationalized	Years 2, 3, 4, 5, 6	189 415,47
	Total cost	**358 246**

[1] Data collected from the 2024 Annual Report of the GEF-6 project

[2] Noting OECM criteria acknowledge the need for effective and equitable governance - ElinorData.org is a tool that can be used for monitoring OECM effectiveness and has been piloted already in Madagascar

[3] https://www.thegef.org/sites/default/files/documents/2023-06/EN_GEF.C.64.STAP_.Inf_.06_Leveraging_Innovation_for_Transformational_Change.pdf

https://www.thegef.org/sites/default/files/documents/2023-06/EN_GEF.C.64.STAP_.Inf_.06_Leveraging_Innovation_for_Transformational_Change.pdf

[4] GEF Strategy for Knowledge Management and Learning: https://www.thegef.org/sites/default/files/documents/2023-06/EN_GEF_C.64_07_GEF%20Strategy%20for%20Knowledge%20Management%20and%20Learning.pdf

Institutional Arrangement and Coordination with Ongoing Initiatives and Project.

Please describe the Institutional Arrangements for the execution of this project, including financial management and procurement. If possible, please summarize the flow of funds (diagram), accountabilities for project management and financial reporting (organogram), including audit, and staffing plans. (max. 500 words, approximately 1 page)

A. Execution Arrangements and Partners

The GBFF project follows the model and lessons learned for GEF ID 9546 (Expanding and Consolidating Madagascar's Marine Protected Areas. MEDD is the project Executing Agency and leads the overall oversight for the project development in coordination with other associated executing entities, particularly MPEB. The project will also involve other partners, including FAPBM for fiduciary responsibilities. Certain specific tasks will be entrusted to other executing entities that will be introduced below. Throughout the project lifecycle, these partnerships will be done solely on the basis of memoranda of understanding between the MEDD as Executing Agency and the executing partners.

MEDD hosts the Project Management Unit, which coordinates all components of the project. Prior to project implementation, MEDD will

appoint a national Project Director.

The project requires effective coordination led by MEDD with the other ministries, the two foundations, FAPBM, TanyMeva, and Mihari as described in

the project components. The MEDD will be supported by technical assistance as defined by MEDD and the PMU.

The National Steering Committee (NSC)

The National Steering Committee (NSC) constitutes the national platform for the project's strategic direction. The Ministry of the Environment, through its Secretary General, will chair the National Steering Committee to ensure cross-departmental coordination of the themes addressed and the activities of the project. The Chair convenes the NSC meetings. Chairing of the NSC can be delegated to other MEDD senior staff at level with relevant authorities and not below Director's level. The NSC ensures a high-level representation of other associated ministries for the effectiveness of the project's expected results. The NSC provides strategic directions, political coordination, annual validation of work plans and budget managed by the PMU and ensures national accountability mechanism. The NSC ensures consultation with other committees/structures on complementary initiatives related to the GBFF project (Sydney Steering Committee - PFP Partner Coordination - National 30X30 Committee).

The National Steering Committee is composed of the ministerial departments concerned by the project, in particular the Ministry of Decentralization and Land Use Planning, the Ministry of Fisheries, the Ministry in charge of marine transport, the Ministry of Mines, and the other members of the Marine Resources Governance Cluster. The permanent members of the will include:

The NSC is composed of the following permanent members:

- MEDD: 05 (Directorate in charge of biodiversity, protected areas and natural ecosystem management, Directorate in charge of Blue Economy, Directorate in charge of law, Directorate in charge of sustainable funding mechanisms, GEF Operational Focal Point);
- Ministry of Economy and Finance (promotion of fisheries value chains): 01;
- Ministry of Decentralization and Land-Use Planning: 01;
- Fondation Tany Meva representing environmental funds: 01;
- Representative of LMMA communities (e.g., MIHARI national platform, Tafo Mihaavo, and others): 03;
- Other relevant partners: Blue Ventures, CI, WCS, WWF MDCO, etc.): 04

The WWF GEF agency joins the NSC meeting as an observer entity, not as a member.

The Project Management Unit (PMU)

MEDD hosts the Project Management Unit, which coordinates all components of the project. Prior to project implementation, MEDD will appoint a national Project Director. The Project Director, daily, ensures that the PMU reports in time and under the required quality and format to the project Steering Committee and the GEF Agency. The Project Director ensures that the National Steering Committee's decisions are applied by the PMU. The Project Director is the focal point for the coordination with the WWF GEF Agency and ensures that WWF GEF agency rules, procedures and recommendations are applied by the PMU.

MEDD will establish a Project Management Unit (PMU) that will coordinate all the components and all activities outlined in the Project document, including its annexes. The PMU, under the leadership of the Project Director, supervised by the GEF Operational Focal Point, and supported by the Implementing Agency, develops the terms of reference for the tasks and obligations of each position in the PMU.

PMU staff will be recruited through an inclusive GEF Implementing Agency / Executing Agency transparent panel. The recruitment panel will be composed of relevant technical staff from MEDD, the GEF OFP, and two senior officers from WWF MDCO representing the WWF GEF agency. It will also include a senior officer from an NGO platform with demonstrated experience working with Locally Managed Marine Area (LMMA) communities. To ensure transparency and adherence to government procurement policies, the panel will further include one representative from the MEDD Procurement Management Unit, one representative from the MEDD's anti-corruption Unit, and one senior officer from FAPBM acting for fiduciary responsibilities. All project staff, from the project coordinator to the administrative and financial manager, will undergo a rigorous panel assessment prior to their appointment to ensure high-quality recruitment and reduce implementation risk.

The PMU is ensuring the daily project management by adhering to best practices in project management according to the WWF-US GEF agency due requirements (process, policies, tools, templates) and relevant MEDD standards and tools. The PMU will carry out all day-to-day tasks using a procedures manual that takes into account lessons learned and best practices from previous GEF-supported national projects, including GEF ID 9546.

The PMU is composed of dedicated, full-time employees. Recruitment is conducted through an open national call for applications with the option to extend the search internationally if suitable national candidates are not identified. All candidates are evaluated by a selection panel, and final appointments are subject to a no-objection approval from the WWF-GEF Agency ency.

The PMU is led by the National Project Director and is composed of:

- One National project coordinator;
- One Monitoring and Evaluation specialist;
- One Marine ecosystem and conservation specialist;

- One Safeguard and gender specialist;
- One Communication specialist;
- One Financial manager (proposed by FAPBM).

Profiles of PMU staff will require a demonstrated ability in managing GEF project and expertise in the project objectives.

Project Technical Advisor (“*conseiller technique du projet*”, CTP)

MEDD will be supported by one (01) Project Technical Advisor (CTP), working part-time and as needed, to ensure that the project can deliver the expected results and associated products. The PTA will be recruited from a call for tenders open to national candidates with the possibility of opening to international candidates in the case that national applications are not satisfactory. The selection will be made through the same recruitment panel as the PMU recruitment panel, with support from WWF GEF Agency.

The detailed Terms of Reference (ToRs) for staff positions are provided in Annex I.

Project executing partners

Beyond the implementing agency and the executing entity, the other entities that will carry out project-related activities and tasks constitute the project’s implementation partners. At the strategic level, these are organizations that are to be contracted to deliver specific products and outcomes of the project components, or to carry out technical assistance missions. At the operational level, these are entities that the MEDD Execution Agency will enter into a collaboration contract with, to carry out specific tasks relating to the expected results and/or specific products of the project.

The MEDD as lead Executing Agency will engage a range of executing partners responsible that will carry out project-related activities and tasks constitute the project's execution partners. The executing partners, in addition to FAPBM, Tany Meva and Mihari are entities among the stakeholders involved in the project and are identified by the PMU and selected through an open process. At the strategic level, executing partners are organizations contracted to deliver specific outputs and outcomes under specific project components, or to carry out technical assistance missions. At the operational level, they are entities with which MEDD, such as the Execution Agency, will enter into a collaboration agreement; to carry out specific tasks related to the expected results and/or specific outputs of the project.

The project will engage project executing partners through a memorandum of understanding with the MEDD. To be eligible for contracting, Project executing partners must demonstrate highly qualified skills and strong technical expertise and qualifications relevant to the project's scope. Detailed Terms of Reference corresponding to the target activities or tasks, or strategic achievements will be developed for each partner, outlining their mandates, responsibilities, and expected contributions. Compliance verification will be done through evaluating the executing partners’ methodological approaches and deliverables they will propose to the PMU. The evaluation will be done through the PMU and the CTP

then, if necessary, validated by relevant topic-specific subcommittees. To this end, relevant clusters or groups will be created and mobilized to examine and validate corresponding activities. The PMU in close cooperation with the FAPBM defines the contractual agreements with partners and necessary technical assistance for coordination and expertise related to component deliveries not covered by partners.

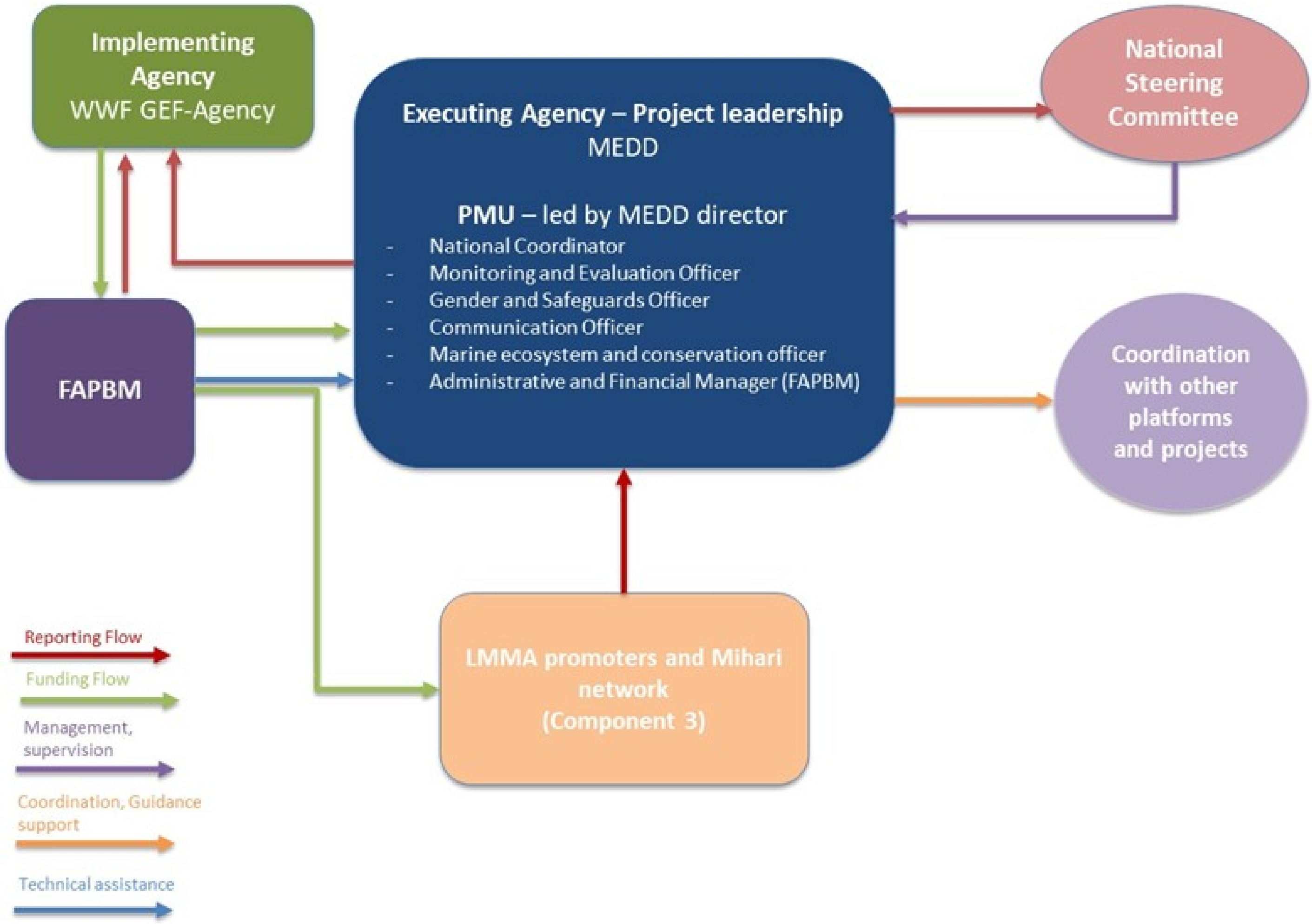
The FAPBM

As part of a tripartite agreement between WWF GEF agency, MEDD and FAPBM, the FAPBM will intervene with fiduciary responsibilities of the GBFF LMMA project and ensure adherence to prudent finance management and good governance according to organizational policies and delegated authorities, the contractual agreements with the partners and the WWF GEF agency.

The support of the FAPBM to the PMU financial responsibilities will be clearly defined.

Overall coordination

The PMU, including the MEDD’s Project director, will have regular meetings with WWF (WWFMDCO + WWF GEF agency) to review progress and necessary project adaptation management issues to address here below non-exhaustive bottlenecks.



Will the GEF Agency play an execution role on this project?

If so, please describe that role here and the justification.

The GEF Agency will not play an execution role.

Also, please add a short explanation to describe cooperation with ongoing initiatives and projects, including potential for co-location and/or sharing of expertise/staffing (max. 500 words, approximately 1 page)

Aiming to maximize synergies and efficiency and to minimize duplication, the project will be coordinated and will collaborate with other ongoing and planned initiatives and projects on community-led marine and coastal resource management and on the development of sustainable financing solutions and enabling policy frameworks for LMMAs and OECMs. Wherever possible, there might be some adaptation during implementation to avoid duplication but to ensure complementarity.

Some of the projects listed below will be completed by the time the implementation of this project begins, while others will not have started yet.
In the first case, the organizations responsible for implementation will ensure that the lessons learned from these projects are incorporated into the implementation of this project. In the other case, the team responsible for the implementation of the project will meet with the teams responsible for the upcoming

projects to seek synergies and avoid duplication. Overall, all potential options and opportunities for collaboration will be identified, including the potential for co-location, sharing of expertise, sharing of staff, development of joint strategies and action plans, etc. Options for cooperation with relevant projects and initiatives addressing the same thematic aspects as this project in the wider national and regional context will also be explored.
The knowledge management and communication strategy that this project will develop will guide how lessons and knowledge sharing will be conducted.

In addition to the above Annex L provides details about initiatives whose results and lessons have informed the design of this project. It also outlines how this project will collaborate with initiatives that will be under implementation by the time this project receives CEO endorsement.

Core Indicators

Indicate expected results in each relevant indicator using methodologies indicated in the GEF-8 Results Measurement Framework Guidelines.

As per the GBFF Programming Directions, the GBFF performance will be monitored using the GEF Trust Fund Core Indicators 1, 2, 3, 4, 5, 6, 8, 11 and all their sub indicators as well as 9 and sub-indicators 9.4 and 9.5 (see Annex 3 of the Programming Directions). Projects are encouraged to capture any co-benefits from the project in other GEF core indicators.

Additional indicators will be introduced to monitor policy elements of projects supported by the GBF Fund. They may draw on the monitoring framework for the Kunming-Montreal Global Biodiversity Framework once it is agreed.

Indicator 2 Marine protected areas created or under improved management

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
650000	729285	0	0

Indicator 2.1 Marine Protected Areas Newly created

Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
0	0	0	0

Name of the Protected Area	WDPA ID	IUCN Category	Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)

Indicator 2.2 Marine Protected Areas Under improved management effectiveness

Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
650000	729285	0	0

Name of the Protected Area	WDPA ID	IUCN Category	Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)	METT score (Baseline at CEO	METT score (Achieved at MTR)	METT score (Achieved at TE)

							Endorsement)		
			650,000.00						
Ankarea	555548848	Protected Landscape/Seascape		135,556.00					
Ankivonjy	555548847	Protected Landscape/Seascape		139,410.00					
Kirindy Mite	303700	National Park		237,403.00			88.00		
Nosy Hara	555697918	National Park		125,471.00			102.00		
Nosy Ve Androka	555785986	National Park		91,445.00			69.00		

Indicator 5 Area of marine habitat under improved practices to benefit biodiversity (excluding protected areas)

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
251,221.00	18,400.00		

Indicator 5.1 Fisheries under third-party certification incorporating biodiversity considerations

Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)

Type/name of the third-party certification

Indicator 5.2 Large Marine Ecosystems with reduced pollution and hypoxia

Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)

LME at PIF	LME at CEO Endorsement	LME at MTR	LME at TE

Indicator 5.3 Marine OECMs supported

Name of the OECMs	WDPA-ID	Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)

Indicator 11 People benefiting from GEF-financed investments

	Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)
Female		2,725		
Male		2,725		
Total	**0**	**5,450**	0	**0**

Explain the methodological approach and underlying logic to justify target levels for Core and Sub-Indicators (max. 250 words, approximately 1/2 page)

CORE INDICATOR 2: Marine protected areas created or under improved management (hectare)

Sub-Core Indicator 2.2: Marine Protected Areas Under improved management effectiveness

The target for the sub-core indicator 2.2 is 729,285 hectares, corresponding to the surface of the 5 MPAs in the three seascapes targeted by the project that will benefit from a strengthened marine spatial planning and improved coordination between the stakeholders involved into marine planning (government, private sector, civil society, etc.).

The 5 MPAs in the three seascapes targeted by the project are Ankarea, Ankivonjy, Nosy Hara (DIANA Region), Kirindy Mite (MTB Seascape), & Nosy Ve Androka (Mahafaly). In addition, the METT scores have been calculated for three MPAs that the project will target: Nosy Ve Androka (2024 score: 58; midterm score: 60; target score: 62), Nosy Hara (2024 score: 83; midterm score: 85; target score: 87), and Kirindy Mite (2024 score: 69; midterm score: 71; target score: 73). For the 2 other MPAs, data will be collected and consolidated at the project start. (Tracking tools have been uploaded to the roadmap for the 3 available MPAs)

CORE INDICATOR 5: Area of marine habitat under improved practices (hectare)

During the field data collection mission, 8 LMMAs were visited, among which were Ankazomborona, Antsatrana, Angodorofo (DIANA Region), & Kimony (MTB Seascape). Based on the available data, the average surface area of the LMMAs is around 2,300 ha. Since the project will target 8 LMMAs, the total surface area of marine habitat that will be under improved practices 18,400 ha.

CORE INDICATOR 11: Number of people benefiting from GEF-financed investments.

The project will directly benefit at least 5,450 people, including 5,100 people from local communities, through learning and knowledge-sharing events, capacity building on sustainable financing and strengthening of LMMA structures and inclusive functioning as well as adoption/support for sustainable and improved livelihoods. The project will ensure that 50% of its final beneficiaries are women, as well as people in vulnerable situations.

Through Component 1, the project will target 200 people through the various committees supported under this component (OECM working group, Blue economy cluster at national level, MSP clusters at regional level). The target audience will mainly be from the ministries included in the project as well as all actors active in the blue economy, marine conservation, and marine spatial planning sectors.

With regard to activities relating to OECMs in Madagascar (Outcome 1.2), 300 people will be involved in identifying OECM sites.

Under Component 2, around 100 people will be trained (Outcome 2.1) in sustainable finance for the sustainable financing of LMMA in Madagascar, coming from both CTFs and the Malagasy government, promoters and local NGOs, and representatives of LMMA.

Finally, through Component 3, approximately 600 beneficiaries per LMMA will be targeted (i.e., 4,800 people), 50% of whom will be women. These 600 people include VOI/CLB members, traditional LMMA authorities, community members who are active in key value chains for the community's sustainable socioeconomic development, and members of financial institutions and the private sector who will be mobilized for the value chains (microfinance institutions, private fishing sector).

Component 4 will target around 50 people for peer exchanges and capitalization and dissemination activities.

Key Risks

	Rating	Explanation of risk and mitigation measures
CONTEXT		
Climate	Moderate	The project seascapes are already experiencing severe climate impacts affecting ecosystems and livelihoods. Key stressors include coastal erosion, saline intrusion, sea level rise, stronger cyclones, prolonged droughts, coral bleaching, and warming seas. These disrupt mangroves, estuaries, coral reefs, and fisheries. Extreme events and ecological degradation threaten community infrastructure, drive inland migration to coastal areas, and increase pressure on marine resources—especially for vulnerable groups (women, youth, migrants) with limited access to capital, tenure, or decision-making. These risks could undermine outcomes related to LMMA governance, ecological restoration, and nature-based livelihoods. Mitigation Measures a. The project integrates climate adaptation across all components: through resilient livelihoods (Component 3), adaptive governance and marine spatial planning (Component 1), climate-informed financing (Component 2), and knowledge sharing (Component 4). b. Climate vulnerability assessments at LMMA level will guide locally adapted interventions. Feasibility studies will apply resilience criteria, including flood exposure, drought sensitivity, and ecological viability. c. Community-based ecological monitoring will support adaptive management. LMMA governance training will promote climate awareness, with a focus on women, youth, and migrants. d. Component 4 will generate and disseminate knowledge to inform climate-resilient planning across seascapes and institutions.
Environmental and Social	Moderate	The project supports community-based marine management through LMMAs, which may involve new or reinforced resource access rules (e.g. gear restrictions, seasonal closures, no-take zones). While designed to improve sustainability, such measures could affect resource users, especially women, migrant fishers, and non-members of governance bodies, through livelihood disruption or exclusion from decision-making. Risks of elite capture, unequal benefit distribution, and tensions between user groups are present, particularly where power asymmetries already exist. The project may also generate localized environmental impacts (e.g. habitat disturbance from infrastructure,

		pollution from aquaculture or tourism, unmanaged waste in mangrove areas) if not properly managed. Community enforcement systems, while critical, may expose patrollers to retaliation or lead to social pressure, particularly in contexts with weak oversight. Women and youth in leadership roles may face backlash or GBV risks. The project supports community-based marine management through LMMAs, which may involve new or reinforced resource access rules (e.g. gear restrictions, seasonal closures, no-take zones). While designed to improve sustainability, such measures could affect resource users, especially women, migrant fishers, and non-members of governance bodies, through livelihood disruption or exclusion from decision-making. Risks of elite capture, unequal benefit distribution, and tensions between user groups are present, particularly where power asymmetries already exist. The project may also generate localized environmental impacts (e.g. habitat disturbance from infrastructure, pollution from aquaculture or tourism, unmanaged waste in mangrove areas) if not properly managed. Community enforcement systems, while critical, may expose patrollers to retaliation or lead to social pressure, particularly in contexts with weak oversight. Women and youth in leadership roles may face backlash or GBV risks. Mitigation Measures a. Apply the project's ESMF, which includes site-level instruments such as ESMPs, Process Frameworks, and Livelihood Restoration Plans to manage environmental and social risks specific to each activity. b. Implement targeted activities under Component 3 to strengthen inclusive governance in LMMAs. The project's SEP also reinforces these aspects by promoting transparent decision-making, equitable representation, and safeguards against elite capture to ensure fair benefit-sharing for livelihoods and infrastructure. c. Socialize the project's Grievance Mechanism to ensure that all stakeholders, including marginalized groups, can safely raise concerns and access remedy. d. Apply the Gender Action Plan to mainstream gender and GBV/SEAH safeguards across all components, through dedicated protocols and capacity-building for partners and communities
Political and Governance	Moderate	Non and lengthy adoption of legal texts and weak enforcement Mitigation Measures The project does not rely solely on the adoption of new primary legislation. Instead, it prioritizes regulatory clarification and harmonization within existing legal instruments (COAP, TGRN/TGRH, Fisheries Code, dina recognition), thereby reducing dependence on lengthy parliamentary processes. Political anchoring is sequenced before any legal drafting. The project will secure inter-ministerial alignment (MEDD, MPEB, MATSF and others) and formal policy recognition of LMMAs within national frameworks (e.g., NBSAP, 30x30 Plan, Blue Economy Strategy). This upstream political endorsement increases the likelihood that regulatory instruments will be adopted and implemented. Furthermore, the project design includes adaptive management: if adoption of specific texts is delayed, the project will operationalize recognition pathways through strengthened contractual mechanisms (e.g., standardized, renewable TGRH/TGRN contracts) and OECM administrative procedures, ensuring progress is not blocked by legislative timelines. Regarding the risk of weak enforcement, the project

		recognizes that legal recognition alone is insufficient without enforcement capacity. Risk mitigation measures therefore include: Clarifying roles and responsibilities between MEDD, MPEB, decentralized authorities, and communities to reduce institutional ambiguity. Strengthening legality and duration of management transfer contracts (e.g., 10-year renewable terms) to enhance legal security and enforceability. Supporting formal administrative recognition of dina and strengthening local enforcement committees. Establishing standardized documentation and monitoring systems linked to OECM reporting to increase transparency and accountability. Promoting legal protocols to protect environmental defenders and community conservation leaders, thereby reducing enforcement disincentives. Linking legal recognition to access to sustainable financing mechanisms, creating positive incentives for compliance and sustained management. Enforcement is therefore addressed through a combination of legal clarity, institutional coordination, local empowerment, monitoring integration, and financial incentives.
INNOVATION		
Institutional and Policy	Moderate	In terms of policy, the project is fully aligned with national priorities for conservation and the blue economy, as well as with the priorities of stakeholders, in particular the FAPBM, Tany Meva, the Mihari network, and WWF Madagascar. The project will contribute to the implementation of policies currently being validated on OECMs. Risk relates to recurring instability, weak governance, and limited institutional capacity (including inconsistent application of the rule of law), which have perpetuated fragility and insecurity in the country. Mitigation measures: The project integrates the institutional and policy risks by proposing an institutional framework that has been tested in the GEF-6 AMP project but that incorporates improvements to address the institutional weaknesses of the GEF-6 project. In particular, it will ensure enhanced institutional coordination between stakeholders through existing institutional mechanisms such as the National Blue Economy Cluster.
Technological	Low	Lack of technological capacity among implementing partners and lack of consistency with existing tools. Mitigation measures: The project will promote technological support and development through the Marine Spatial Planning (Outcome 1.1) and through knowledge production and dissemination (Component 4). The project will ensure the integration of existing online platforms in order to improve them and supplement the available information without creating new tools that would duplicate what already exists.
Financial and Business Model	Moderate	Failing to secure continued long-term financial support to LMMAs after project completion, can risk the sustainability of critical Project Outcomes. Mitigation measures: a. The project aims to establish favorable conditions for the sustainable financing of LMMAs in collaboration with financing institutions and the private sector. b. The project will rely on the FAPBM, which is recognized for its expertise in conservation financing and fiduciary project management. c. The project will work with the two CTFs (FAPBM and Tany Meva) to strengthen them so that they become two institutions with solid and sustainable financial capacities. The project will also work closely with

		other financing mechanisms such as the PFP and the MCRF to strengthen them. External expertise will be mobilized to support stakeholders in the implementation of Component 2. d. Finally, the project will work with companies in the fishing sector and other key value chains for the development of LMMAs, in conjunction with microfinance institutions (Component 3).
EXECUTION		
Capacity	Moderate	The capacity of the EA (MEDD) and of other key executing stakeholders for effective project management and delivery of project Outputs may be a barrier to achieving the project Outcomes and Objectives. Mitigation measures: a. The institutions identified for project implementation have already implemented the GEF-6 AMP project and are therefore accustomed to working together (MEDD, FAPBM). A PMU will be set up to support these actors in the day-to-day implementation of activities, and executing partners will be identified according to their expertise and experience in implementing Component 3 activities. In particular, the role of the Mihari network will be crucial. b. Executing partners will receive capacity building through the project (FAPBM, Tany Meva, Mihari network, ministries, other implementing partners) to ensure that the project achieves its expected results and that the impacts on institutions are long-term and sustainable. Finally, the National Steering Committee will ensure that the project is effectively implemented and that the expected results are achieved.
Fiduciary	Moderate	The capacity of the EA for effective financial management and procurement may be a barrier to effective project implementation. Mitigation measures: a. In order to reduce fiduciary risk, GBF funds will be channeled through the FAPBM, which will have undergone a due diligence process and has extensive experience in fiduciary management in the context of GEF projects, particularly the GEF-6 AMP project. The FAPBM will be responsible for all financial flows and will be required to follow GEF procedures, national procedures, and specific project procedures that will be established at the start of the project. b. Finally, the project will be subject to annual independent audits and a final external audit that will identify any shortcomings in the fiduciary management of the project.
Stakeholder	Moderate	Stakeholder resistance or opposition can hinder project progress and create challenges for implementation. Additionally, there is a risk of limited engagement of local communities, especially marginalized groups or vulnerable people, in areas where there are no strong processes of inclusion of such type of groups or individual. Mitigation measures: a. The Stakeholder Engagement Plan, Accountability and Grievance Mechanism (AGM) and Gender Mainstreaming Plan have been developed to guide the engagement and ensure active involvement of all stakeholders – state, non-state and local communities. The Plans will be updated at project inception phase, to ensure that the processes will take into consideration any social or political instability in the country during project implementation. The EA is required to monitor and report on quarterly and annual basis. b. The stakeholder coordination mechanism that will be established and operationalized by this project will be

		integral in ensuring that all stakeholders are consulted and engaged. The coordination mechanism will be updated at project inception phase, to ensure it is adapted to the social and political situation during project implementation.

Other		N/A

Overall Risk Rating	Moderate	The overall risk rating of 'Moderate' represents an average of the specific risks detailed in the table below. It is also aligned with the risk of safeguards that is developed and justified in the safeguards documents (see Annex F).

D. ALIGNMENT WITH PROGRAMMING STRATEGIES AND COUNTRY/REGIONAL PRIORITIES

Identify the specific GBFF Action Area(s) that the project is aligned with and how the project will support the achievement of the specific Action Area objective(s).

Explain how the proposed interventions are aligned with the National Biodiversity Strategies and Action Plans and/or National Biodiversity Finance Plans or similar instruments to identify national and/or regional priorities.

Please identify in the project tags which of the 23 targets of the Kunming-Montreal Global Biodiversity Framework the project contributes to and explain how in this section.

For Multi-Trust Fund projects, please explain alignment with the GEF-8 programming strategies and country and regional priorities, including how these country strategies and plans relate to the multilateral environmental agreements.

Confirm if any country policies that might contradict with intended outcomes of the project have been identified, and how the project will address this. (max. 500 words, approximately 1 page)

Alignment with the Kunming-Montreal Global Biodiversity Framework:

This project aligns with the three main programming directions set out by the Global Biodiversity Framework Fund as follows:

i) Cross cutting implementation principles of the GBFF

The GBFF defines four cross-cutting implementation principles that have been integrated during the PPG phase and should also be at the center of the project implementation:

a. Support to IPLCs

GBFF-funded projects recognize the central role of local communities as stewards of biodiversity and key actors in marine resource governance. In Madagascar, diverse local communities manage Locally Managed Marine Areas (LMMAs) based on customary practices and traditional knowledge systems. This project places local communities at the core of its approach, supporting their participation in LMMA governance, planning, and monitoring through highly participatory (FPIC-like) methods aligned with WWF's Stakeholder Engagement Standard. Resources will be provided to local promoters and community groups to strengthen technical, organizational and financial capacities for LMMA management. The project will also build the institutional capacity of Conservation Trust Funds (FAPBM and Tany Meva) to channel long-term financing to communities, supporting a sustainable, locally-led LMMA network across Madagascar's seascapes.

b. Inclusive and gender-responsive approach

The GBF underscores the importance of gender equality and women's empowerment in achieving effective conservation outcomes. The project fully integrates a gender-responsive approach across all components, promoting the meaningful participation of women in LMMA governance bodies and ensuring their equitable access to benefits from conservation and sustainable livelihoods. Dedicated activities will support women's leadership in decision-making, strengthen their technical capacities, and foster inclusive economic opportunities through nature-based value chains and financial inclusion.

c. Scaling up finance to support GBF implementation: blended finance and MDBs, and engaging the philanthropic sector

The project aims to catalyze long-term sustainable financing for community-based marine conservation by preparing the technical, institutional, and fiduciary foundations for a Project Finance for Permanence (PFP) mechanism in Madagascar. Building on an existing prefeasibility assessment, the project will identify viable pathways for a PFP and other innovative finance models, such as the Marine Biodiversity and Community Resilience Facility (MCRF). In parallel, it will support the national Conservation Trust Funds (FAPBM and Tany Meva) to strengthen their capacity to flow funds to LMMAs. The project will also identify opportunities to engage the private sector to diversify funding sources and scale financing for locally-led conservation.

d. Country drivenness

As with GEF programs, GBFF projects are country-driven and aligned with national priorities. This project was designed in alignment with national strategies and priorities, and draws on contributions from relevant government institutions, including the MEDD, the MPEB, and the MDAT. A participatory and consultative process guided the project's design, and this inclusive approach will be continued throughout implementation, with close collaboration from national stakeholders, community representatives, and local institutions.

This project will contribute to the following GBFF Action areas:

Action Area 1: Biodiversity conservation, restoration, land/sea-use and spatial planning (Targets 1, 2, and 3)

Action Area 2: Support to IPLC stewardship and governance of lands, territories, and waters (Targets 1,2, 3, and 22)

Action Area 4: Resource mobilization (Targets 18 and 19)

Direct contributions of the project to achieving the targets of the Kunming-Montreal Global Biodiversity Framework are described in Table 1 below:

Table 1: Alignment with the Kunming-Montreal Global Biodiversity Framework

GBFF Targets that are aligned with the project outcomes	Madagascar Project Outcomes
Target 1. Ensure that all areas are under participatory, integrated and biodiversity-inclusive spatial planning and/or effective management processes addressing land- and sea-use change, to bring the loss of areas of high biodiversity importance, including ecosystems of high ecological integrity, close to zero by 2030,	Overall, the project will contribute to GEF core indicator 2, by improving the management of 648,232.00 hectares of marine protected areas. Outcome 1.1: Improved regulatory framework, planning and capacities to formally recognize LMMAs and secure

while respecting the rights of indigenous peoples and local communities.	community rights to govern and manage marine resources and land. → The project will improve national marine spatial planning tools across three seascapes and clarify governance responsibilities for LMMAs. This will contribute to participatory biodiversity-inclusive spatial planning and halt biodiversity loss. <u>Outcome 3.1</u>: Strengthened capacity of LMMA managers and local leadership communities to effectively govern, manage and finance LMMA. → Through local capacity building on planning and governance, the project empowers communities to participate in integrated spatial planning and decision-making on marine and coastal resources.
Target 3. Ensure and enable that by 2030 at least 30% of terrestrial and inland water areas, and of marine and coastal areas, especially areas of particular importance for biodiversity and ecosystem functions and services, are effectively conserved and managed through ecologically representative, well-connected and equitably governed systems of protected areas and other effective area-based conservation measures (OECMs), recognizing indigenous and traditional territories where applicable.	Overall, the project will contribute to GEF core indicators 2 and 5. It will contribute to the management of 648,232.00 hectares of marine protected areas and the improvement of practices in 18,400 hectares of marine habitats (LMMAs). <u>Outcome 1.1:</u> Improved regulatory framework, planning and capacities to formally recognize LMMAs and secure community rights to govern and manage marine resources and land. → By reinforcing the legal and institutional framework for LMMA governance, the project supports the formal recognition of LMMAs as OECMs, ensuring effective area-based conservation measures. Outcome 1.2 <u>LMMAs that meet the OECM criteria are formally recognized as OECM to help strengthen long-term community management rights and to increase Madagascar's contributions to the Global Biodiversity Framework</u>. → The project will identify and support the recognition of new OECMs in three seascapes, and operationalize the OECM recognition process, directly contributing to the 30x30 target.
Target 10. Ensure that areas under agriculture, aquaculture, fisheries and forestry are managed sustainably, in particular through the sustainable use of biodiversity, including through a substantial increase in biodiversity-friendly practices such as agroecology and other innovative approaches.	The project will contribute to GEF core indicator 5, by improving practices in 18,400 hectares of marine habitat (LMMAs). <u>Outcome 3.2:</u> Improved livelihoods and sustainable practices within targeted LMMAs to support a better ecological status. → The project will support sustainable fisheries, aquaculture, and nature-based livelihoods, enhance biodiversity-resilient production systems and contribute to food security and conservation outcomes.
Target 19. Substantially and progressively increase the level of financial resources from all sources to implement national biodiversity strategies and action plans, by mobilizing at least	<u>Outcome 2.1</u>: Enabling conditions for sustainable financing in place. → The project will strengthen national understanding of

USD 200 billion per year by 2030, including through innovative schemes, improved effectiveness, and transparency**.**	LMMA financing needs and prepare the enabling environment through capacity building and diagnostic work. It will also strengthen the institutional readiness of FAPBM and Tany Meva to disburse funds to LMMAs, piloting catalytic investments and scaling long-term financing solutions Outcome 2.2: Potential national and site-level sustainable financing mechanisms and/or blended finance options for LMMAs piloted. → Through feasibility assessments, the project will develop and propose innovative finance models, such as PFP and bioeconomy-based mechanisms.
Target 22. Ensure the full, equitable, inclusive, effective and gender-responsive representation and participation in decision-making, and access to justice and information related to biodiversity by indigenous peoples and local communities, respecting their rights over lands, territories, resources and traditional knowledge.	The project will contribute to GEF indicator 11 by benefitting to 5,400 people, including 5,100 people from local communities. Outcome 3.1: Strengthened capacities of LMMA managers and local leadership communities to effectively govern, manage and finance LMMA. → The project builds representative governance structures for LMMAs and facilitates community-led decision-making. Outcome 1.1: Improved regulatory framework, planning and capacities to formally recognize LMMAs and secure community rights to govern and manage marine resources and land. → By formalizing tenure and use rights, the project supports legal pathways for inclusive and equitable participation of IPLCs in marine resource governance.
Target 23. Ensure gender equality in the implementation of the Framework through a gender-responsive approach, ensuring women's equal rights, access to land and resources, and leadership in biodiversity decision-making.	The Component 3 will approximately benefit to 600 beneficiaries per LMMA will be targeted (i.e., 4,800 people), 50% of whom will be women. Outcome 3.2: Improved livelihoods and sustainable practices within targeted LMMAs to support a better ecological status. → The project promotes women's participation in sustainable livelihoods and decision-making processes within LMMAs, ensuring gender-sensitive benefit sharing. Outcome 5.1: An effective and gender-sensitive project M&E is established and efficiently utilized. → The project includes gender-disaggregated indicators and monitors equity in access, participation, and benefit flows across all activities.

Alignment with national priorities and strategies

The project is aligned with several national policies, strategies and legislative frameworks relevant to marine and coastal biodiversity, community-based governance, and sustainable financing in Madagascar. The section *Policy Coherence* provides an overview of the project's consistency with key national frameworks.

Alignment with international, regional, and national conventions

The project contributes to several strategic frameworks and multilateral environmental agreements relevant to biodiversity, climate change, and sustainable development. These include, among others, the CBD, the Kunming-Montreal GBF, the UNFCCC, the Paris Agreement, and the SDGs.

The paragraph *Alignment with international, regional and multilateral commitments* in the *Policy Coherence* section provides a detailed overview of the specific conventions to which the project is aligned.

E. POLICY REQUIREMENTS

Gender Equality and Women's Empowerment

We confirm that gender dimensions relevant to the project have been addressed during Project Preparation as per GEF Policy and are clearly articulated in the Project Description (Section B).

Yes

1) Does the project expect to include any gender-responsive-measures to address gender gaps or promote gender equality and women's empowerment?

Yes

If the project expects to include any gender-responsive measures to address gender gaps or promote gender equality and women empowerment, please indicate in which results area(s) the project is expected to contribute to gender equality:

Closing gender gaps in access to and control over natural resources;

Yes

Improving women's participation and decision-making; and/or

Yes

Generating socio-economic benefits or services for women.

Yes

2) Does the project's results framework or logical framework include gender-sensitive indicators?

Yes

Stakeholder Engagement

We confirm that key stakeholders were consulted during Project Preparation as required per GEF policy, their relevant roles to project outcomes have been clearly articulated in the Project Description (Section B), and a Stakeholder Engagement Plan has been developed before CEO endorsement.

Yes

Select what role civil society will play in the Project

Consulted only;

Member of Advisory Body; Contractor; Yes

Co-financier;

Member of project steering committee or equivalent decision-making body ; Yes

Executor or co-executor; Yes

Other (Please explain)

Amount of resource allocated to support actions by IPLCs for the conservation, restoration, sustainable use and management of biodiversity:

Amount ($) of GBFF project financing to support actions by IPLCs	PIF Stage	CEO endorsement stage
	1,200,000.00	1,248,672.00

If resources have been identified here, please provide a short justification for why they were included, with cross-reference to relevant project components and/or outputs:

This amount corresponds to activities under Components 2 and 3 that directly support actions led by IPLCs in the conservation, restoration, and sustainable use of biodiversity within LMMAs. This includes catalytic grants disbursed through CTF (Component 2) and technical assistance provided to community governance structures (VOIs, CLBs, TGRH committees, Dina systems) under Component 3. These activities will strengthen community-based marine resource management, biodiversity monitoring, and inclusive governance. The amount also reflects support for livelihood diversification and nature-based solutions designed and implemented by IPLCs.

Are IPLCs to receive and manage resources for the execution of project components/activities?

Yes

Are IPLCs leading the design and management of some project activities but do not manage financial resources?

Yes

Does the project provide in-kind support to actions by IPLCs for biodiversity?

Yes

Are IPLCs part of the project steering committee or equivalent decision-making body?

Yes

Private Sector

Will there be private sector engagement in the project?

Yes

And if so, has its role been described and justified in section C project description?

Yes

Environmental and Social Safeguards

We confirm that we have provided information regarding Environmental and Social risks associated with the proposed project or program, including risk screenings/ assessments and, if applicable, management plans or other measures to address identified risks and impacts (this information should be presented in Annex E).

Yes

Please provide overall Project/Program Risk Classification

Overall Project/Program Risk Classification

PIF	CEO Endorsement/Approval	MTR	TE
	Medium/Moderate		

F. OTHER REQUIREMENTS

Knowledge management

We confirm that an approach to Knowledge Management and Learning has been clearly described during Project Preparation in the Project Description and that these activities have been budgeted and an anticipated timeline for delivery of relevant outputs has been provided.

Yes

Socio-economic Benefits

We confirm that the project design has considered socio-economic benefits to be delivered by the project, these have been clearly described in the Project Description, and they will be monitored and reported on during project implementation (at MTR and TER).

We confirm that the project design has considered socio-economic benefits to be delivered by the project, these have been clearly described in the Project Description, and they will be monitored and reported on during project implementation (at MTR and TER).

Yes

The Kunming-Montreal GBF sets out four long-term goals to be achieved by 2050, focusing on:

- the integrity and resilience of all ecosystems;
- the sustainable use and management of biodiversity and nature’s contributions to people;
- the fair and equitable sharing of benefits arising from the utilization of genetic resources; and
- the means of implementation, including adequate financial resources, capacity-building, and technology transfer.

To support the realization of these goals, the GBF includes 23 global targets to be achieved by 2030[1][76]. Among these are commitments to protect at least 30% of land, inland waters, and marine and coastal areas (Target 3), promote sustainable practices in productive sectors (Target 10), and strengthen inclusive governance and equitable benefit-sharing (Targets 22 and 23), among others.

This project will contribute to the achievement of GBF Targets 1, 3, 10, 19, 22, and 23 (see Table 4), and will in turn generate tangible socio-economic benefits for local populations. These include improved governance of marine resources, diversification of livelihoods, enhanced food security, and strengthened resilience of coastal communities in the DIANA, Mahafaly, and Manambolo-Tsiribihina seascapes.

In Madagascar, coastal populations are highly dependent on marine and coastal resources for food, income, and cultural practices. The project recognizes this close linkage and aims to strengthen the resilience of local communities through better resource governance, improved livelihoods, and sustainable economic opportunities. In order to achieve the socio-economic benefits of the project, the following will be considered during project implementation:

- **Ecological resilience of coastal ecosystems:**

Through the legal recognition of LMMAs and their integration into the national OECM network, the project will support more secure and inclusive resource tenure, which will contribute to reducing pressure on marine ecosystems. Improved management planning and enforcement capacities within LMMAs will help sustain the ecological goods and services on which communities rely (e.g. fisheries, mangrove protection, agriculture, etc.).

- **Improved and participatory governance frameworks:**

The project will invest in the technical and organizational capacities of LMMA governance structures, community-based organizations (CBOs), and local authorities. By clarifying governance roles and reinforcing rights to access and manage marine resources, the project will enable communities to play an active role in managing their seascapes, thus ensuring more equitable distribution of benefits from biodiversity. Capacity-building activities will include training in governance, financial literacy, and value chain development, contributing to stronger local leadership and improved planning and decision-making capacities at the community level.

- **Sustainability of livelihoods and food security:**

Under Outcome 3.2, the project will support the development of sustainable value chains within LMMAs, such as seaweed farming, agroforestry, and sustainable fisheries practices. These activities will be supported by technical training, value addition, and market access interventions. The project will also encourage the promotion of bioeconomy-based microenterprises and locally led business models that will contribute to diversified incomes and enhanced food security.

- **Social inclusion and gender equity:**

The project includes specific actions to improve women's participation in LMMA governance and increase their access to economic opportunities. Through community-based livelihood development, women and marginalized groups will be empowered to contribute to and benefit from sustainable practices and income-generating activities. The M&E system will track gender-disaggregated outcomes to ensure inclusive benefit-sharing.

- **Resilience to climate and economic shocks:**

By supporting sustainable financing options (e.g. through FAPBM, Tany Meva, MCRF) and piloting direct funding flows to community organizations, the project will reduce the vulnerability of local governance systems and livelihoods to external shocks. Financial sustainability is expected to reinforce the long-term provision of socio-economic benefits. In addition, activities promoted specially under Component 3 will integrate climate-resilient solutions to improve local resilience to climate change impacts, especially for women.

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[1] Kunming-Montreal Global Biodiversity Framework -Accessed at: https://www.unep.org/resources/kunming-montreal-global-biodiversity-framework?gclid=CjwKCAjwkY2qBhBDEiwAoQXK5YYLFD9lVrL9aTJ5Gyf8hyJ6w3cABgg_WK3du1s_COYwYyWz0BAE-BoCPEQQAvD_BwE

ANNEX A: FINANCING TABLES

Total GEF Financing Table

Resources Requested by Agency(ies), Country(ies), Focal Area and the Programming of Funds. All GEF sources of funds should be included here.

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Programming of Funds	Grant / Non-Grant	GEF Project Grant($)	Agency Fee($)	Total GEF Financing ($)
WWF-US	GBFF	Madagascar	Biodiversity	GBFF Action Area 1	Grant	2,354,106.00	211,870.00	2,565,976.00
WWF-US	GBFF	Madagascar	Biodiversity	GBFF Action Area 2	Grant	1,200,000.00	108,000.00	1,308,000.00
WWF-US	GBFF	Madagascar	Biodiversity	GBFF Action Area 4	Grant	1,740,616.00	156,655.00	1,897,271.00
Total GEF Resources ($)						**5,294,722.00**	**476,525.00**	**5,771,247.00**

Project Preparation Grant (PPG)

Was a Project Preparation Grant requested?

true

PPG Amount ($)

150,000.00

PPG Agency Fee ($)

13,500.00

GEF Agency	Trust Fund	Country/ Regional / Global	Focal Area	Programming of Funds	PPG($)	Agency Fee($)	Total PPG Funding($)
WWF-US	GBFF	Madagascar	Biodiversity	GBFF Action Area 1	50,000.00	4,500.00	54,500.00
WWF-US	GBFF	Madagascar	Biodiversity	GBFF Action Area 2	50,000.00	4,500.00	54,500.00
WWF-US	GBFF	Madagascar	Biodiversity	GBFF Action Area 5	50,000.00	4,500.00	54,500.00
Total PPG Amount ($)					**150,000.00**	**13,500.00**	**163,500.00**

Please provide justification

Sources of Funds for non-GBFF GEF resources (only for Multi-Trust Fund projects)

GEF Agency	Trust Fund	Country/ Regional/ Global	Actual Focal Area Programming	Sources of Funds	Total($)
Total GEF Resources					**0.00**

Action Area Elements (and Focal Area Elements for Multi-Trust Fund projects)

Programming Directions	Trust Fund	GEF Project Financing($)	Co-financing($)
GBFF Action Area 1	GBFF	2,354,106.00	1,681,800.45
GBFF Action Area 2	GBFF	1,200,000.00	748,930.94
GBFF Action Area 4	GBFF	1,740,616.00	873,752.61

Total Project Cost			5,294,722.00	3,304,484.00

Confirmed Co-financing for the project, by name and type

Please include evidence for each co-financing source for this project in the tab of the portal

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount($)
Others	FPABM	In-kind	Recurrent expenditures	400,000.00
GEF Agency	WWF-US	In-kind	Recurrent expenditures	1,042,000.00
Civil Society Organization	WWF-Madagascar	Grant	Investment mobilized	1,862,484.00
Total Co-financing				**3,304,484.00**

Please describe the investment mobilized portion of the co-financing

The Investment Mobilization is from WWF-Madagascar and is made up of grants of USD $1,862,484 supporting ongoing projects. The following provides a detailed breakdown of the co-financing provided by WWF Madagascar - Project: Elevating Ecosystem based Adaptation approaches to sustain life and critical ecosystems in the Tsimanampesotse-Nosy Ve Androka Biosphere Reserve seascape (RBS) and scaling up in the SWIO Region. ($1,760,250); Catalyzing community led conservation in the Southwest Indian Ocean Madagascar ($102,234).

ANNEX B: ENDORSEMENTS

GEF Agency(ies) Certification :

GEF Agency Type	Date	Project Contact Person	Phone	Email
GEF Agency Coordinator	9/27/2024	Dr. Renae Stenhouse	2027669372	renae.stenhouse@wwfus.org
	9/9/2025	Herve Lefeuvre		herve.lefeuvre@wwfus.org

Record of Endorsement of GEF Operational Focal Point (s) on Behalf of the Government(s):

Please attach the Operational Focal Point endorsement letter(s) with this template.

Name of GEF OFP	Position	Ministry	Date (MM/DD/YYYY)
Dr. Hery Andriamirado Rakotondravony	GEF Focal Point Madagascar	Minister of Environment and Sustainable Development	9/29/2024

ANNEX C: PROJECT RESULTS FRAMEWORK

Please indicate the page number in the Project Document where the project results and M&E frameworks can be found. Please also copy and paste the Project Results Framework from the project document below.

a

Sustainable financing and inclusive management to ensure the long-term viability of Locally Managed Marine Areas (LMMA) in Madagascar						**Targets (annual, where possible, or mid-term and close)**						
Indicator / unit Note if cumulative	**Definition**	**Method/ source**	**Responsible**	**Disaggregation**	**Baseline**	**YR 1**	**YR 2**	**YR 3**	**YR 4**	**YR 5**	**YR 6**	**Notes/ Assumptions**
Project Objective: Conservation and sustainable use of coastal and marine biodiversity in LMMAs across three seascapes in Western Madagascar.												
Objective indicator 1: Area of Marine protected areas created or under improved management (hectares) (GEF Core Indicator 2.2)	This indicator refers to the number of hectares of protected area whose management has improved (see GEF Core indicators guidelines for more details)	METT Score	M&E officer	Ankarea : 135, 556 ha; Ankivonjy: 139,410 ha; Nosy Hara: 125,471 ha METT Score: 83; Kirindy Mite: 237,403 ha, METT Score: 69; Nosy Ve Androka: 91,445ha; METT Score: 58	0	648,232ha	648,232ha	648,232ha METT Scores : Nosy Ve Androka : 60; Nosy Hara: 85; Kirindy Mite: 71	648,232ha	648,232ha	648,232ha METT Scores : Nosy Ve Androka: 62; Nosy Hara: 87; Kirindy Mite: 73	Contributes to GBF Action Area One Data on METT Score for Ankarea and Ankivonjy will be consolidated at the project start
Objective indicator 2: Area of marine habitat under	This indicator captures the area of marine habitat	Project and activity	M&E officer	Average area of one targeted LMMA	0	0	0	0	18,400ha	18,400ha	18,400ha	Contributes to GBF Action Area One

improved practices to benefit biodiversity (excluding protected areas) (GEF Core Indicators 5)	under improved management to benefit biodiversity and/or for which management plans have been prepared and endorsed and are under implementation (see GEF Core indicators guidelines for more details)	reports		is 2,300ha so a total area of 18,400ha for 8 LMMAs								
Objective indicator 3: Number of people benefiting from GEF-financed investments disaggregated by sex (direct beneficiaries) (GEF Core Indicator 11)	This indicator captures the total number of direct beneficiaries including the proportion of women beneficiaries (see GEF Core indicators guidelines for more details)	Project and activity reports	M&E officer	Disaggregated by sex (count)	0	0	0	0	5,450	5,450	5,450 people (50% women)	Contributes to GBF Action Area Two
Outcome 1.1 Improved regulatory framework, planning and capacities to formally recognize LMMAs and secure community rights to govern and manage marine resources and land												
Outcome 1.1 indicator: Number of regulatory or policy framework	This indicator refers to number of legal and regulatory documents (laws, decr	Project and activity reports	M&E officer	Per type of document developed or revised	No comprehensive or harmonized legal framew	0	1	2	3	3	3	At least 3 regulatory or policy instruments adopted, revised,

s (laws, decrees, protocols) adopted or revised to improve tenure security, legal recognition and intersectoral coordination for LMMAs	ees, protocols) that are adopted or revised at national level to improve tenure security, legal recognition and intersectoral coordination for LMMAs	Legal and regulatory documents			ork for LMMAs exists; limited recognition through fragmented tools (TGRH, TGRN).							or operationalized (e.g., revised TGRH/TGRN contracts, marine spatial planning frameworks, regional blue economy committees)
Outcome 1.2 LMMAs that meet the OECM criteria are formally recognized as OECM to help strengthen long-term community management rights and to increase Madagascar's contributions to the Global Biodiversity Framework												
Outcome 1.2 indicator: Area of LMMA recognized as OECM and reported to the CBD/GBF (hectares)	This indicator refers to the number of hectares of LMMA recognized as an OECM and that is reported in the CBD/GBF monitoring tools (see GEF Core indicators guidelines for more details)	Project reports MPA annual plans	M&E officer	Average area of one targeted LMMA is 2,300ha so a total area of 18,400ha for 8 LMMAs	0	0	0	0	18,400ha	18,400ha	18,400ha	Contributes to GBF Action Area One
Outcome 2.1 Enabling conditions for sustainable financing in place												
Outcome 2.1 indicator: Level of institutional, organizational and technical capacities of targeted institutions (CTFs, LMMA promoters,	This indicator refers to improve capacities of CTF, LMMA, promoters and government staff in terms of LMMA finance mechanism	Project reports	M&E officer	Per type of organization (CTF, government, promoters, LMMA members)	No institution demonstrating such capacity with relevant tools, procedures, or trained staff.	0	1	2	3	4	A score of at least 4 out of 5 indicating improved financing capabilities	At least 6 institutions (including at least 2 CTF, 2 LMMA promoters and 3 regional or national government entities)

government) to manage LMMA finance mechanisms (scorecard between 0 & 5).	s. Improved capacity will be measured using a scorecard informed by surveys done during project inception and at project end, measuring the improvement of knowledge and understanding of the staff (from 1 to 5) based on the trainings delivered by the project			Per gender and age in case trained staff is monitored							for LMMA	demonstrate improved capacity on LMMA sustainable financing.
Outcome 2.2 Potential sustainable financing mechanisms and/or blended finance options for LMMAs piloted												
Outcome 2.2 indicator: Number of sustainable financing mechanism operational to channel funding to LMMAs Outcome 2.2 Indicator b: Volume of grants channeled to LMMAs	This indicator will measure the progress in assessing the existing financial mechanisms and in designing, operationalizing and capitalizing one specific pilot, the MRCF. B/ This indicator will measure the volume (in USD) of grants that is channeled	Project reports	M&E officer		CTFs have no mechanisms currently suited for community-level funding. B/ The amount of funding channeled towards LMMAs remains uncert	LMMA sustainable financing mechanisms and blended finance tools assessment	MCRF design ed & standardized operational tools for LMMA fund	MCRF operationalized and capitalized	MCRF capital invested PFP assessment and readiness done	PFP design	First MCRF interests disbursed to LMMA PFP single closing	MCRF design and operationalization with enabling work on component 1 set the ground for PFP assessment, readiness and design Targets for Outcome 2.2 Indicator b will be defined once studies

	towards LMMAs				ain, unstable, and low (project-based, without sustainability or planning, not covering the entirety of funding needs).		ing flows developed					have been carried out on simplified business plans and funding gaps under component 2.
Outcome 3.1 Strengthened capacity of LMMA managers and local leadership communities to effectively govern, manage and finance targeted LMMA												
Outcome 3.1.a. indicator: Level of performance of the 8 supported LMMAs in implementing their TGRN/TGRH contracts	This indicator will measure the LMMA capacities and leadership in governing and managing LMMA using the evaluation and performance monitoring tools for the TGRN/TGRH in LMMAs that will be developed in project year 1	Project reports	M&E officer	Disaggregated by LMMA	Level of performance of LMMA implementing TGRN/TGRH contracts unknown	Evaluation and performance monitoring tools for the TGRN/TGRH in LMMAs developed	Baseline data collected and TGRN/TGRH contracts for the 8 targeted LMMA upda	First grants disbursed to LMMAs	Performance improved after first grants provided to LMMA as measured with the performance monitoring tools for the TGRN/TGRH in LMMAs		Performance improved after closing of first grants	At least 8 LMMAs with documented inclusive governance structures and operational management plans, including at least 40% of women and youth represented in governance bodies (see the following Outcome 3.1.b. indicator)

							ted					
Outcome 3.1 .b. Indicator: Percentage of women in leadership positions in the LMMA governance bodies	This indicator will measure progress on women's decision making influence through the percentage of women that access leadership positions in the management and governance of LMMA and LMMA networks	Project reports	M&E officer	Disaggregated by age and other social categories if relevant	To be determined at inception phase of the project	10	15	20	25	30	40	At least 40% of female leaders and young leaders within the LMMA and LMMA governance bodies
Outcome 3.2 Improved livelihoods and sustainable practices within targeted LMMAs to support a better ecological status												
Outcome 3.2.a. indicator: Number of LMMAs beneficiaries adopting at least one improved nature-based livelihood practice that is socio-economically sustainable	This indicator will measure the adoption of improved nature based livelihood practices in LMMA financially and technically supported by the project. Socio-economic baseline surveys will be conducted in project year 1 when their TGRN/TGRH contracts are being updated.	Project reports	M&E officer	Disaggregated by sex and youth (and any other social category if relevant)	Few LMMAs currently implementing documented NbS livelihood strategies linked to conservation goals	0	TGRN / TGRH contracts for the 8 targeted LMMA updated. Socio-	First grants disbursed to LMMAs		4 LMMAs showing signs of adoption of improved NbS livelihood	8 LMMAs showing signs of adoption of improved NbS livelihood with socio-economic benefits documented with comparison	At least 8 LMMAs implementing at least one improved nature-based alternative livelihood practice, with sustainability and community benefits demonstrated through socio-economic surveys

	Comparison surveys will be conducted at project end						economic baseline data collected for the 8 targeted LMMA				surveys	
Outcome 3.2.b. indicator: Percentage of female beneficiaries reporting an increase of their income in relation to the project's actions and the adoption of improved nature-based livelihood practice that is socio-economically sustainable	This indicator will measure concrete proof of improvement of women's livelihoods and access to benefits, reflected in an increase of their outcome in relation to the project's actions and LMMA's activities.	Project reports	M&E officer	Disaggregated by age and other social categories if relevant	0	0	0	20	30	40	50	At least 50% of female beneficiaries report an increase of their income thanks to the project's actions
Outcome 4.1 Project communication and knowledge management												
Outcome 4.1.a indicator: Number of policy briefs, fact sheets and	Communication products and KM materials produced are	Type (e.g., technical brief, case study,	M&E officer	Per type of document shared and topic	0		1	2	4	8	12	Materials produced will be designed to reflect target

storytelling videos (integrating gender, equality and inclusion aspects) prepared and disseminated by the end of the project.	targeted specifically to LMMA stakeholders directly involved in conservation management and women participation and engagement. At least 4 policy briefs, 4 fact sheets and 4 storytelling videos integrating gender, equality and inclusion aspects prepared and disseminated by the end of the project.	articles, reports, etc.)		addressed								groups as part of the project's Communication & Knowledge Management Strategy.
Outcome 4.1.b indicator: Number of peer-to-peer learning exchanges and capacity-building events held for LMMA stakeholders.	At least 4 peer-to-peer or multi-stakeholder learning events held on LMMAs	Peer-to-peer and multi-stakeholder events	M&E officer	Peer-to-peer and multi-stakeholder events	0			1	2	3	4	

ANNEX D: STATUS OF UTILIZATION OF PROJECT PREPARATION GRANT (PPG)

Provide detailed funding amount of the PPG activities financing status in the table below:

Project Preparation Activities Implemented	GETF/LDCF/SCCF Amount ($)		
	Budgeted Amount	Amount Spent To date	Amount Committed
Project Development and Design	61,915.00	61,915.00	
Stakeholder engagement	44,853.00	25,000.00	19,853.00
Safeguards Assessment and Disclosure	19,807.00	7,807.00	12,000.00
Gender Analysis	23,425.00	23,425.00	
Total	**150,000.00**	**118,147.00**	**31,853.00**

ANNEX E: PROJECT MAP AND COORDINATES

Please provide geo-referenced information and map where the project interventions will take place

Location Name	Latitude	Longitude	GeoName ID
Madagascar	-20.0000	47.0000	1,062,947

Location Description:

Madagascar

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Diana Region	-13.5000	49.0000	7,670,842

Location Description:

Diana Region

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Manambolo	-15.2833	49.7000	1,061,516

Location Description:

Menabe Region

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Mahafaly	-25.1289	44.6069	11,937,010

Location Description:

Atsimo Andrefana Region

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Angodorofo	-13.3878	48.8483	11,930,244

Location Description:

Angodorofo

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Antsatrana	-14.6500	44.6500	1,069,384

Location Description:

Antsatrana

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Ankazomborona	-16.1167	46.7500	1,072,747

Location Description:

Ankazomborona

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Kivalo	-20.1681	44.3628	11,941,664

Location Description:

Kivalo

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Kimony	-20.2364	44.3164	11,941,673

Location Description:

Kimony

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Befasy	-20.5667	44.3667	1,068,359

Location Description:

Befasy

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Itampolo	-24.6833	43.9500	1,063,930

Location Description:

Itampolo

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Lanirano	-25.0000	46.9833	1,063,219

Location Description:

Lanirano

Activity Description:

Please provide any further geo-referenced information and map where project interventions are taking place as appropriate.

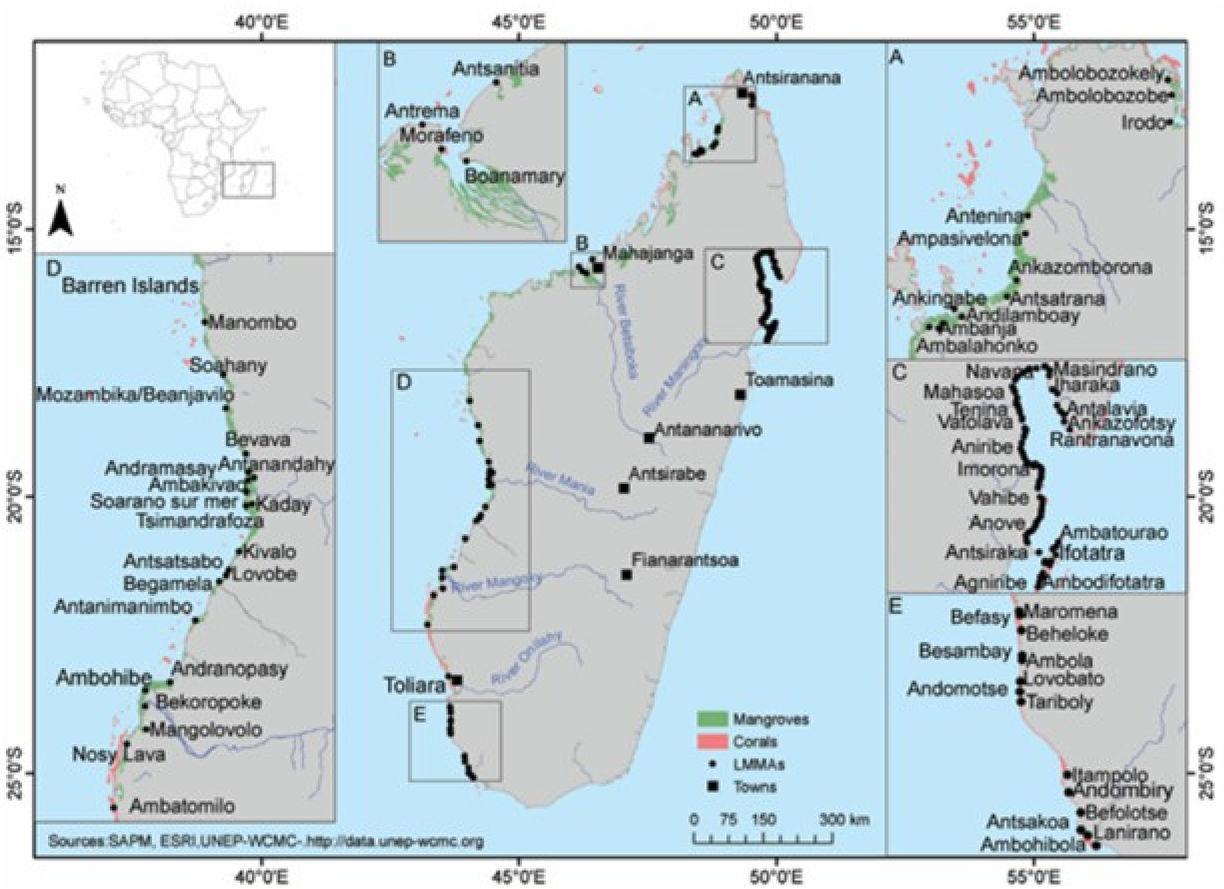

Figure 1: Map of Madagascar's Locally Managed Marine Areas (Source: Ramahery, V., Rahagalala, H.R. and Rakotomalala, D. 2021. Marine & Coastal Areas under Protection: Madagascar, p. 73–104).

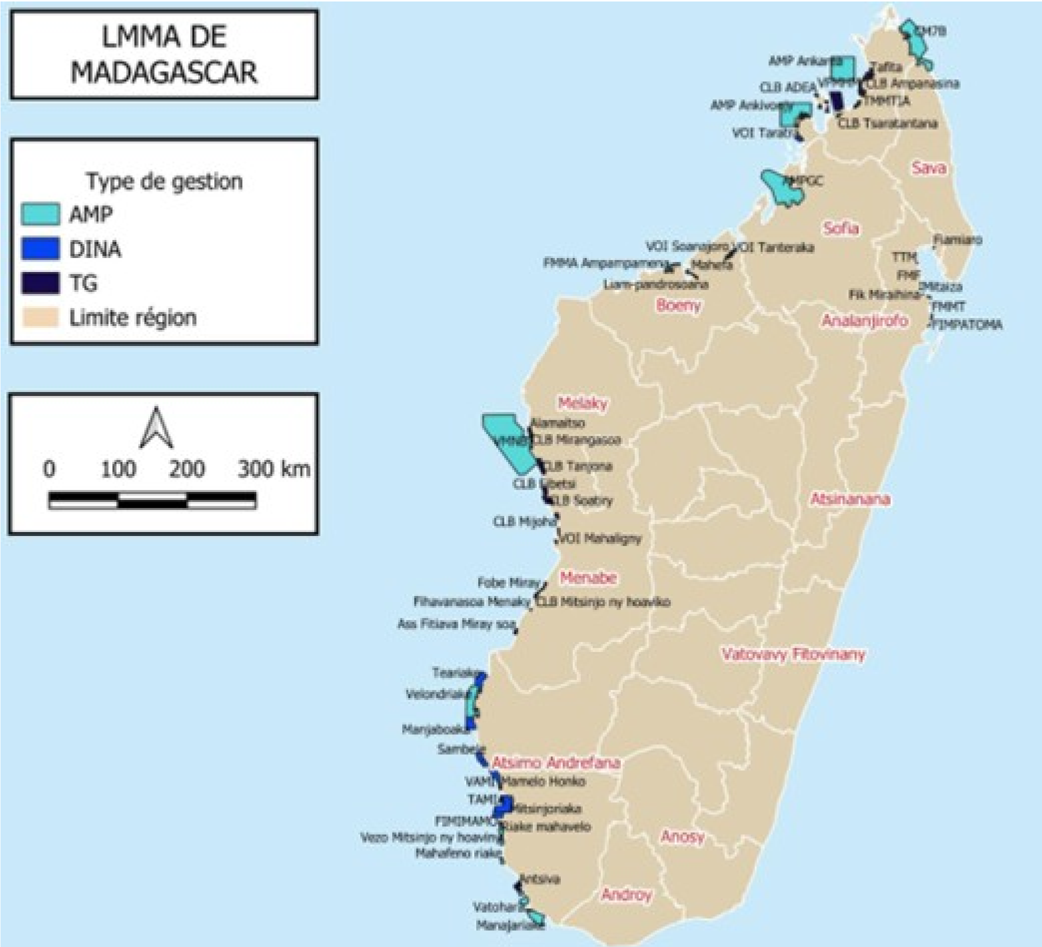

Figure 2: Map of LMMAs management types in madagascar (Source: Mihari website).

ANNEX F: ENVIRONMENTAL AND SOCIAL SAFEGUARDS DOCUMENTS INCLUDING RATING

Attach agency safeguard datasheet/assessment report(s), including ratings of risk types and overall project/program risk classification as well as any management plans or measures to address identified risks and impacts (as applicable).

Title
20250731_GBFF Madagascar_SEP
GBFF Madagascar_Gender analysis_GAP_Final_Sept 5_2025
GBFF_Madagascar_Cat Memo
GBFF Madagascar_ESMF_Final

ANNEX G: BUDGET TABLE

Please upload the budget table here.

Expenditure Category	Detailed Description	Budget notes and assumptions #		Component (USDeq.)						Responsible Entity
			COMP. 1	COMP. 2	COMP. 3	COMP. 4	Project M&E	PMC	Total Project	(Executing Entity receiving funds from the GEF Agency)[1]
Goods	PMU office equipment	1						$ 30,000	30,000	FAPBM
Total Goods								**$30,000**	**30,000**	
Grants/ Sub-grants	MCRF capital seed funding	2		$500,000					$500,000	FAPBM
	Sub-grant to the promoters identified in the inception phase of the project, collaborating with LMMAs in the 3 seascapes targeted by the project	3			$1,225,974				$1,225,974	FAPBM
Total Grants/ Sub-grants				**$500,000**	**$1,225,974**				**$1,725,974.00**	
Contractual Services – Individual	Contract an individual to provide and disseminate legal protocols to protect community environmental defenders and conservation leaders	4	$30,000						$30,000	FAPBM
	Contract an individual specialized into marine spatial planning (trainings, national coordination, M&E system)	5	$150,000						$150,000	FAPBM
	Individuals to support to TGRN/TGRH contracts update	6	$80,000						$80,000	FAPBM
	Contract an individual to support the OECM working group on OECM data collection,	7	$40,000						$40,000	FAPBM

	database creation and a national monitoring framework for OECMs									
	Individual to pilot the youth training and scholarship program	8	$40,000						$40,000	FAPBM
	Individuals to support revision of 8 LMMA Management plans & PAP	9	$80,000						$80,000	FAPBM
Total Contractual Services – Individual			**$420,000**						**$420,000**	
Contractual Services – Company	Contract for recruiting a firm to carry out a comprehensive legal and institutional review of existing frameworks governing LMMAs	10	$70,000						$70,000	FAPBM
	Contract for recruiting a firm to carry out trainings and advocacy to the National Blue Economy Cluster	11	$40,000						$40,000	FAPBM
	Contract for recruiting a firm specialized into sustainable financing for conservation - TA for component 2 (trainings in LMMA sustainable finance, capacity builing plan for CTF, analysis and animation of workshop)	12		$300,000					$300,000	FAPBM
	Contract for recruiting a firm for the comprehensive management needs of LMMA, financial assessment of LMMA management needs, risks and limitations, recommandations and analysis of Mihari	13		$100,000					$100,000	FAPBM
Total Contractual Services - Company			**$110,000**	**$400,000**					**$510,000**	

International Consultants	Mid-Term Review @USD40,000	14					$40,000		$40,000	FAPBM
	Terminal evaluation @USD50,000	15					$50,000		$50,000	FAPBM
Total International Consultants							**$90,000**		**$90,000**	
Local Consultants	Part time Project Technical Advisor (PTA)	16	$22,698		$22,698				$45,396	FAPBM
Total Local Consultants				**$22,698**		**$22,698**			**$45,396**	
Salary and benefits / Staff costs	Administrative and Financial Manager PMU - Full time @USD1200/month for 72 months, +5% annual increase	17						$97,948	$97,948	FAPBM
	Monitoring and Evaluation Officer PMU - @USD1200/month for 72 months, +5% annual increase	18				$65,298.67	$32,649.33		$97,948	FAPBM
	KM and Communication Officer PMU - @USD1200/month for 72 months, +5% annual increase	19				$97,948			$97,948	FAPBM
	Gender and Safeguards Expert (PMU) @USD1200/month for 72 months, +5% annual increase	20			$97,948				$97,948	FAPBM
	National Coordinator PMU - Full time @USD2,000/month for 72 months -	21	$32,649.20		$26,116.40	$65,298.40		$39,182	$163,246	FAPBM
	FAPBM technical assistance			$690,616.00					$690,616.00	
	Marine ecosystem and conservation specialist - part time	23	$22,698						$22,698	FAPBM

Total Staff Costs			$55,347.20	$690,616.00	$189,363.07	$ 163,246.40	$ 32,649.33	$137,130	$ 1,268,352.00	
Trainings, Workshop, Meetings	Inception workshop @USD10,000	24					$10,000		$10,000	FAPBM
	Annual PSC meeting @USD5,000/year	25					$30,000		$ 30,000	FAPBM
	MSP workshops and meetings in the 4 regions	26	$40,000						$40,000	FAPBM
	Meetings with communities for ESMF, SEP & GAP	27	$40,000		$40,000				$80,000	FAPBM
	Consultations with national, regional and local stakeholders to identify sites – including LMMAs – that meet or could meet OECM criteria	28	$25,000						$25,000	FAPBM
	Meetings of the OECM national working group 2/year for 6 years	29	$60,000						$60,000	FAPBM
	Meetings of the National Blue Economy Cluster 1/year for 5 years	30	$25,000						$25,000	FAPBM
	12 workshops on sustainable financing: capacity-building, awareness and advocacy, dissemination, policy dialogue, MCRF design	31		$120,000					$120,000	FAPBM
	4 capitalization and learning workshops at national and regional levels	32				$40,000			$40,000	FAPBM
	Capacity-building sessions and trainings on LMMAs and blue economy	33	$20,000						$20,00-	FAPBM
	Annual meetings of the regional blue economy clusters	34	$60,000						$60,000	FAPBM

	Sessions of the Youth training and scholarship program	35	$30,000						$30,000	FAPBM
	Capacity-building sessions for FAPBM, Tany Meva & Government on sustainable financing tools	36		$30,000					$30,000	FAPBM
	learning workshops and forums	37				$45,000			$45,000	FAPBM
Trainings, Workshop, Meetings			**$300,000**	**$150,000**	**$40,000**	**$85,000**	**$40,000**		**$615,000**	
Travel	PMU monitoring & ESMF missions to project sites @USD2,000/trip for 8 LMMAs for 5 years	38			$65,000		$30,000		$50,000	FAPBM
	Individual consultant: 15 community consultations conducted across the 3 seascapes @USD2000/trip	39	$90,000						$90,000	FAPBM
	Travel for consultations of communities (FPIC, etc.)	40	$80,000						$80,000	FAPBM
	Project management travel	41						$40,000	$40,000	FAPBM
	Exchange visits	42				$50,000			$50,000	FAPBM
	Travel for MSP	43	$20,000						$20,000	FAPBM
	DREDD, DRPEB & DRDAT field travel	44			$120,000				$120,000	FAPBM
Total Travel			**$190,000**		**$ 185,000.00**	**$50,000**	**$30,000**	**$40,000**	**$465,000**	
Office Supplies	Advocacy and communication tools to promote OECMs	45	$5,000						$5,000	FAPBM
	Communication and KM products	46				$60,000			$60,000	FAPBM
	Training materials and toolkits on OECM identification	47	$30,000						$30,000	FAPBM
Total Office Supplies			**$35,000**			**$60,000**			**$95,000**	
Other Operating Costs	Annual Audit @USD7,500/year for 6 years	48						$45,000	$45,000	FAPBM
Total Other Operating costs								**$45,000**	**$45,000**	

Grand Total			**1,133,045.20**	**$1,740,616**	**$ 1,663,035.07**	**$358,246.40**	**$ 147,649.33**	**$252,130**	**$5,294,722**	

Budget Notes and Assumptions

1 PMU Office equipment
2 MCRF capital seed funding @USD500k, when MCRF operational and conditions met to capitalize
3 Sub-grants to the promoters identified in the inception phase of the project, collaborating with LMMAs in the 3 seascapes targeted by the project
4 National Lawyer to develop & disseminate legal protocols to protect community environmental defenders and conservation leaders - 60 days @USD500/day
5 Support to marine spatial planning in the 4 regions (trainings, national coordination, M&E system) @USD37500 per region
6 Individuals to support to TGRN/TGRH contracts update @USD10k per LMMA
7 Individual to support the OECM working group on OECM data collection, database creation and a national monitoring framework for OECMs - 80 days @USD500/day
8 Individual to pilot the youth training and scholarship program - 80 days@USD500/day
9 Individuals to support revision of 8 LMMA Management plans & PAP @USD10k/LMMA
10 Legal/institutional firm to carry out a comprehensive legal and institutional review of existing frameworks governing LMMAs @USD70k
11 Firm to carry out training sessions and advocacy to the National Blue Economy Cluster @USD40k
12 Firm specialized into sustainable financing for conservation - TA for component 2 (trainings, capacity building plan for CTF, analysis and animation of workshop) @USD300k
13 Firm specialized in community-based management & finance assessment for the comprehensive management needs of LMMA, financial assessment of LMMA management needs, risks and limitations, recommandations and analysis of Mihari @USD100k
14 Mid-Term Review @USD40,000
15 Terminal evaluation @USD50,000
16 Part time PTA - 50% during years 1, 2 and 3 @USD2400/month FT in year 1, +5% annual increase. Total USD 45 396
17 Administrative and Financial Manager PMU - Full time @USD1200/month for 72 months, +5% annual increase. Total amount of USD 97,948
18 Technical Supervision & M&E Officer PMU - @USD1200/month for 72 months, +5% annual increase
19 KM and Communication Officer PMU - @USD1200/month for 72 months, +5% annual increase
20 Gender and Safeguards Expert (PMU) @USD1200/month for 72 months, +5% annual increase. Total amount of USD 97,948
21 National Coordinator PMU - Full time @USD2,000/month for 72 months -+5% annual increase. Total amount of USD163246
22 FAPBM technical assistance
23 Part time marine ecosystem and conservation specialist - 50% during years 1, 2 and 3 @USD1200 FT in year 1, +5% annual increase. Total USD 22 698
24 Inception workshop @USD10,000
25 Annual PSC meeting @USD5,000/year
26 MSP workshops and meetings in the 4 regions @10k per session
27 Meetings with communities for ESMF, SEP & GAP @10k per LMMA
28 Consultations with national, regional and local stakeholders to identify sites – including LMMAs – that meet or could meet OECM criteria
29 Meetings of the OECM national working group 2/year for 6 years @USD5k per meeting
30 Meetings of the National Blue Economy Cluster 1/year for 5 years @USD5k per meeting
31 6 workshops on sustainable financing: capacity-building, awareness and advocacy, dissemination, policy dialogue @USD15k per workshop
32 4 capitalization and learning workshops at national and regional levels @10k per workshop
33 Capacity-building sessions and trainings on LMMAs and blue economy - 2 sessions @10k per session
34 Annual meetings of the regional blue economy clusters @USD3k per meeting/cluster
35 Sessions of the Youth training and scholarship program - 3 sessions @USD10k

36	Capacity-building sessions for FAPBM, Tany Meva & Government on sustainable financing tools - 3 sessions @USD10k
37	learning workshops and forums - USD15k per year in year 4, 5 and 6
38	PMU supervision & ESMF missions to project sites @USD2,000/trip for 8 LMMAs for 5 years
39	Individual consultant: 15 community consultations on OECM conducted across the 3 seascapes @USD2000/trip
40	Consultations of communities (FPIC, etc.) @ USD10k per LMMA
41	Project management travel
42	Exchange visits @USD 50k in total
43	Travel for MSP @USD5k per region
44	DREDD, DRPEB & DRDAT field travel - USD10kper regional directorate
45	Advocacy and communication tools to promote OECMs @USD5k
46	Communication and KM products @USD10k per year
47	Training materials and toolkits on OECM identification @USD30k
48	Annual Audit @USD7,500/year for 6 years

Please explain any aspects of the budget as needed here

ANNEX H: BLENDED-FINANCE RELEVANT ANNEXES

Please use the most up to date templates per the most recent call for proposals.

ANNEX H.1: Termsheet

Instructions. This termsheet to be submitted with the PIF/PFD should include sufficient details to allow a financial expert to understand and judge the financial viability of the proposed investments. Indicative terms and conditions should be used when specific details are not yet available. An equivalent termsheet used for internal Agency purposes is acceptable but must include sections on Currency Risk, Co-financing Ratio and Financial Additionality.

ANNEX H.2: Agency capacity to implement blended finance projects

Instructions. Any financial returns, gains, interest or other earnings and remaining principal will be transferred to the GEF Trust Fund as noted in the Guidelines on the Project and Program Cycle Policy. and the GEF Non-Grant Instrument Policy.