



WWF

MADAGASCAR

# MADAGASCAR STRATEGIC PLAN 2026-2030

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# 1. EXECUTIVE SUMMARY



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The WWF vision for Madagascar is that its “natural capital is managed in a sustainable and equitable way for the benefit of its unique nature and the Malagasy people”. This vision will be achieved through two goals:

## CONSERVATION GOAL



By 2030, the viability and resilience of terrestrial and marine ecosystems and their flagship species in WWF priority land/seascapes are maintained compared to 2020 levels.

## PEOPLE GOAL



By 2030, the living conditions of local communities in priority land/seascapes and their resilience to climate change have significantly improved compared to 2020 levels.

These vision and goals were set up in 2015, when WWF-Madagascar made a critical decision to shift to a programmatic approach founded on integrated landscape management in **four land and seascapes**. This 2026-30 strategic plan is therefore the third five-year plan to implement the landscape approach. Our approach has evolved to integrate lessons learned from previous plans, as well as the emerging opportunities and new and remaining challenges that Madagascar faces as it strives to save its exceptional biodiversity in the face of climate and economic crises. This 2026-30 plans reinforces the need for close integration between work on the ground in landscape and work at a more systemic level to sustain change, including into relatively new areas such as Food, Finance and the next level for Locally-led conservation.

To achieve the above vision and goals, we will focus on **five outcomes/objectives**:



Those outcomes will be operationalized through a portfolio of 4 geographic programmes focused on the 4 land/seascapes and 4 thematic programs (Biodiversity, Climate & Energy, Governance and Finance). We are convinced that only a matrix approach will address the complexity of our conservation mission. Landscape programmes will ensure that we deliver tangible and measurable biodiversity impacts on the ground, while cross-cutting thematic programmes will ensure that the challenges shared by the landscapes are addressed in an efficient and coordinated manner and that landscape conservation efforts benefit from adequate enabling policies and technical conditions to scale them up and sustain them.

In order to ensure the successful implementation of the conservation program portfolio described above and attain the objectives and goals set for the next five years, it is critical that WWF-Madagascar operations support **high performance** thanks to an **engaged team, effective collaboration with partners, adequate and efficiently managed resources** using **streamlined and interconnected systems and enhanced adaptive capacity to global, national and local changes**.

To achieve the defined objectives of this OSP 2026-2030, we have defined a total funding need of **CHF 64,313,730**. This funding is essential to implement correctly the full conservation commitments and constitutes the **target financial scenario**. Compared to the last five-year strategic plan, this represents an increase of 50%, from CHF 42,875,820 to CHF 64,313,730.

# 2. INTRODUCTION

## WWF'S MISSION AND WWF-MADAGASCAR'S VISION AND ROLE

Madagascar is a recognized mega-diversity country. The island is home to 26 endemic families and 470 endemic genera. 98% of mammals, 91% of reptiles and 80% of plants do not occur elsewhere. Madagascar's lemurs constitute a quarter of the world's primate diversity. Exceptional biological diversity and endemism means that Madagascar constitutes a global heritage in its own right<sup>1</sup>. Madagascar's coastline spans more than 5,000 km and supports one of the most extensive areas of mangroves in the Western Indian Ocean and the world's third largest coral reef systems, including some of the most climate resilient reefs in the northern part of the island. These are home to threatened species such as the dugong, marine turtles, whale sharks as well as humpback whales.

With 62 years of presence in Madagascar, WWF is the oldest but also the largest conservation organization in the country and has been closely involved – and instrumental – in setting the national environmental policies, plans and institutions which have shaped conservation in the country and with which we work today. For instance, WWF is founding member of Madagascar National Parks and the Madagascar Biodiversity and Protected Areas Trust Fund, spearheaded the creation of a legal framework for community-based natural resource management (CBRNM) and its implementation, with now more than 200 community-based organizations (CBOs) that we directly support.



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As an organization solidly anchored in landscapes, that is well listened to in policy spheres at national level and at regional and global level, through the WWF Network, and increasingly recognized for its expertise on sustainability issues in the national business sector, WWF-Madagascar is uniquely positioned to promote holistic and lasting solutions to the country's complex and intricate conservation and socio-economic challenges.

Since 2021, WWF-Madagascar has hosted the WWF SWIO Seascape Programme – a joint initiative of the WWF offices in Mozambique, Kenya, Tanzania, South Africa and Madagascar – which aims at “Using the power of nature to safeguard societies to deliver triple benefits for people, nature and climate, through collective impact by working locally, nationally and regionally”.

WWF-Madagascar also hosts the Africa Adaptation Hub, a regional centre that “supports climate adaptation across the continent by strengthening policy engagement, scaling Nature-based Solutions, and fostering learning, partnerships, and access to finance.”

### THE WWF MISSION AT A GLOBAL LEVEL



**To stop the degradation of the planet's natural environment and to build a future in which people live in harmony with nature, by conserving the world's biological diversity, ensuring that the use of renewable natural resources is sustainable and promoting the reduction of pollution and wasteful consumption.**

### WWF-MADAGASCAR VISION



**Madagascar's natural capital is managed in a sustainable and equitable way for the benefit of its unique nature and the Malagasy people.**

<sup>1</sup> Myers, N; R.A. Mittermeier, C.G. Mittermeier, G, A. B. da Fonseca & J. Kent. Biodiversity hotspots for conservation priorities. Nature 403, 853-858. Feb 2000.

# KEY ENVIRONMENTAL CHALLENGES AND OPPORTUNITIES

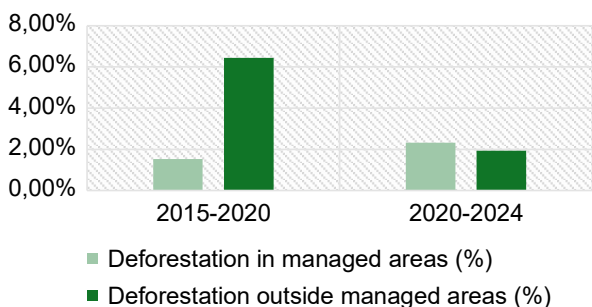
## KEY CHALLENGES

Overall, the main environmental challenge facing Madagascar's biodiversity is overexploitation due to ramping poverty, high population growth and weak governance. This overexploitation is manifested in various ways, the most dominant of which are presented below.

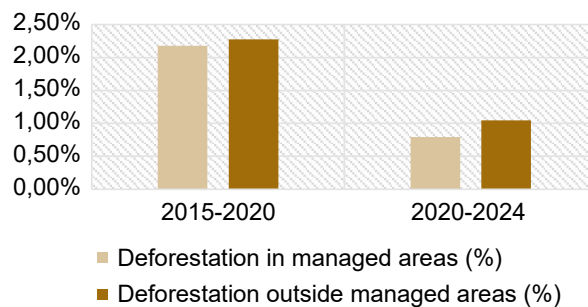
Madagascar's deforestation rate at the national level is 7.4% (from 2020 to 2024).<sup>2</sup> Despite a recent reduction of deforestation (4.7% reduction from 2020 to 2023), the primary humid forest remains Madagascar's main deforestation front (65% of total tree cover loss happens there), having lost 207,000 hectares between 2020 and 2023.<sup>2</sup> In contrast, the spiny forests have experienced lower deforestation rates, with less total loss than humid forests, though they remain highly threatened by localized pressures such as charcoal production and shifting agriculture<sup>3</sup>. Habitat destruction from deforestation and forest degradation is the top threat for the island's endemic species – 90% of which are forest dependent. The coral reef ecosystem, with associated seagrass beds, faces severe threats from unsustainable practices such as using reefs as building materials, destructive fishing techniques like harpoons and coral turning, and illegal fishing during closed seasons. These activities, compounded by uncoordinated migration and coral trampling by foot fishermen, degrade marine habitats, reduce biodiversity, and deplete fish stocks critical to local livelihoods.

Madagascar's unique fauna and flora are highly sought after on global markets and are continuously affected by illegal trade. As an illustration, a first-ever seizure of 48 ring-tailed lemurs, along with more than a thousand radiated tortoises took place in Thailand in 2024.

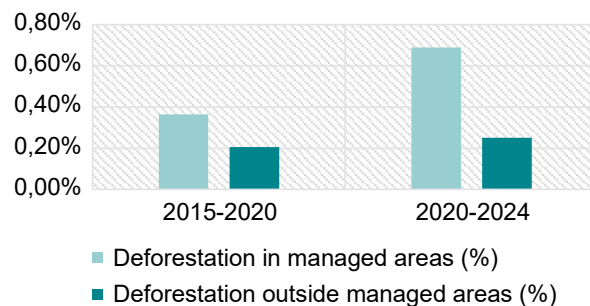
**Figure 1.** Deforestation breakdown by period in Northern Highlands landscape (humid forest)



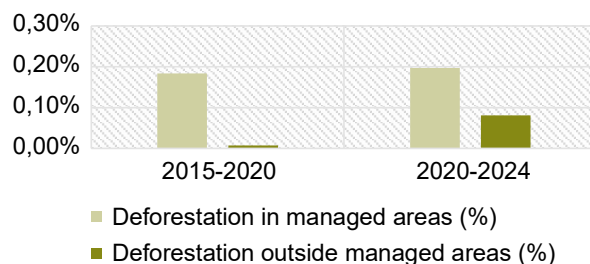
**Figure 2.** Deforestation breakdown by period in Mahafaly landscape (spiny forest)



**Figure 3.** Deforestation breakdown by period in DIANA landscape (mangrove)



**Figure 4.** Deforestation breakdown by period in Manambolo and Tsiribihina landscape (mangrove)



<sup>2</sup> Global Forest Watch <https://www.globalforestwatch.org/dashboards/country/MDG/>

<sup>3</sup> Vieilledent, Ghislain & Grinand, Clovis & Rakotomalala, Fety & Ranaivosoa, Rija & Rakotoarijaona, Jean-Roger & Allnut, Thomas & Frédéric, Achard. (2018). Combining global tree cover loss data with historical national forest cover maps to look at six decades of deforestation and forest fragmentation in Madagascar. *Biological Conservation*. 222. 10.1016/j.biocon.2018.04.008.

## POVERTY

Madagascar's population, estimated at 30.3 million in 2023, suffers from persistently high poverty (75% in 2022 using the national line of about 4,000 ariary (approx. 1 USD) per person per day, only 12% of the population has access to drinkable water and 29% of households have access to electricity (10% or less in some regions). 50% of Malagasy children suffer from chronic malnutrition, in particular in the dry Southern part of the country<sup>4</sup>.

GDP dropped by 5% in 2024, primarily due to declining exports of key commodities like vanilla, cloves, cobalt, and nickel. Madagascar's economy mostly relies on agriculture, fisheries, tourism and mining – all sectors heavily reliant on and impacting natural resources. Despite projected growth rates for 2025-27, high population growth (over 2.4% annually) and persistent inflation (averaging 7.6% in 2024) will limit the potential for substantial improvements in living standards.<sup>5</sup> The country struggles on market competitiveness and in setting an attractive investment climate. The business sector is dominated by SMEs and informal enterprises and is faced with significant challenges, including frequent power outages and climate change-related risks that disrupt productivity.



In rural areas, where high conservation value areas are found, communities are often left on their own, far from government services and with limited access to basic infrastructures such as roads, schools, health centers. They mainly rely on natural resources for their daily needs for food, fuel, medicines and others. This high dependency is the primary cause of natural ecosystem loss, as poor subsistence farmers revert to forests, mangroves and reefs with often unsustainable agriculture and fishing techniques.



<sup>4</sup> World Bank <https://data360.worldbank.org/en/economy/MDG>  
<sup>5</sup> World Bank <https://www.worldbank.org/en/country/madagascar/overview>

## GOVERNANCE

In 2024, Madagascar scored 26/100 for the Corruption Perception Index and ranked 140th out of 180 nations<sup>6</sup>. This score has been very much the same for the past 5 years, despite the existence of a national anti-corruption strategy and system. The main causes are lack of financial and material means, lack of independence of the justice system, a State that is under private influence preventing reforms, a shrinking civic space threatening citizen participation. The sectors most affected by corruption are the judiciary, land tenure, gendarmerie, education and environmental sectors. Arrests of environmental and human rights defenders have clearly increased in recent years. In 2025, Reporters Without Borders downgraded Madagascar by 13 ranks in the global freedom of speech ranking. Although increasingly vocal, civil society organizations (CSOs) face challenges to be heard and to influence decisions in a highly centralized State. They are often labelled as political opponents and even risk retaliation. Moreover, CSOs are still very much dependent on donor project funds, which drives their focus and interests and limits their long-term engagement to address key issues.

Since the military coup in 2009, environmental governance has been suffering from lack of political support and insufficient resources for policy implementation and law enforcement. The sector largely remains dependent on foreign aid. In 2024, the environment budget represented a mere 0.73% of the total State budget. The Ministries of Fisheries and Blue Economy and of the Environment and Sustainable Development respectively rank 19th and 24th in the government protocol ranking – in the 5 top lowest ranks – reflecting their low priority in the State general policy and the limited influence they have on other sectors, in particular those with conflicting interests. Despite the fact that the current government has made several international announcements related to sustainable development and environmental protection, fighting climate change, little action and impact of these are felt in the daily reality of the population.

Madagascar has 123 protected areas covering a total area of 7,250,000 ha. National parks and reserves are managed by Madagascar National Parks whereas other protected area categories (IUCN V and VI) are managed by international and national NGOs through collaborative mechanisms involving local communities. The country has had a legal and regulatory framework for community-based natural resource governance since 1990. Currently, community managed areas cover 3 408 677 ha of forests, mangroves, coastal and reef areas and lakes<sup>7</sup>. The CBRNM legislation provides communities with management authority over natural resources but does not recognize their land rights. This has been a major source of concern for CBOs and a cause of demotivation.



In addition, productive activities with potential economic returns for communities are strictly forbidden and CBOs still very much depend on NGOs like WWF to fund conservation interventions, support income-generating activities and provide overall organizational support. A recent revision of the Gelose law (CBRNM law) provides improvements to some of these challenges but its adoption has been dragging on for the last 2 years. Weak law enforcement and insufficient funding are main challenges facing CBOs and protected area managers.

## CLIMATE CHANGE






Madagascar ranks in the top 10 most vulnerable countries to climate change in the world. Latest projections by 2100 foresee temperature rise by +1,5 °C, between +2,0 °C and +3,0 °C and between +3,0 °C et +5,0 °C according to low, medium and high GHG emissions. Precipitation will vary by region, with predicted decrease by up to 10% in the most Northern part of the country, and between -10% and -20% for the Northwest and Central Highlands, whereas annual precipitation should increase by +5% for the Southwest and South. Tropical cyclone frequency will roughly remain unchanged but their intensity will increase<sup>8</sup>. Climate change will negatively impact food, water and energy security, agriculture and fisheries and human health. Extreme weather events have significant impacts on crops and livestock systems and associated livelihoods.

6 Transparency International IPC 2024

7 E-VOARY, accessed on May 15, 2025, <http://www.e-voary.mg > tgrn>

8 Country Climate and Development Report, 2025, World Bank

According to various models, GDP could decrease by 2.8% to up to 6% by 2050 due to the impacts of climate change. Climate change puts significant pressure on Madagascar's unique ecosystems.

CONSERVATION	EXPOSURE	SENSITIVITY	ADAPTIVE CAPACITY	IMPACT ON VIABILITY
 <p><b>MANGROVES</b></p>	<ul style="list-style-type: none"> <li>• Sea level rise</li> <li>• Post-cyclonic floods</li> <li>• Cyclonic winds</li> <li>• Temperature and precipitation variations</li> <li>• Particularly exposed in the Boeny region</li> </ul>	<ul style="list-style-type: none"> <li>• Increased salinity</li> <li>• Prolonged flooding</li> <li>• Prolonged exposure</li> <li>• Silting</li> <li>• Degraded mangroves more sensitive (mort from paletuvier, impoverishment, specific retreat)</li> </ul>	<ul style="list-style-type: none"> <li>• Depends on density and conservation state</li> <li>• Strong intrinsic capacity for dense mangroves</li> <li>• Influence by natural resilience, community management and restoration measures</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of modification or loss (75-100%) for very vulnerable mangroves (&gt;4-5)</li> <li>• Aggravation by anthropogenic pressures (cutting, conversion to rice fields, clearing)</li> </ul>
 <p><b>HUMID FORESTS</b></p>	<ul style="list-style-type: none"> <li>• Decreased precipitation</li> <li>• Temperature increase</li> <li>• Intense rain events</li> <li>• Increased frequency of cyclones and violent winds</li> </ul>	<ul style="list-style-type: none"> <li>• Alteration of plant phenology</li> <li>• Decreased specific richness</li> <li>• Drying of ponds</li> <li>• Potential water stress</li> </ul>	<ul style="list-style-type: none"> <li>• Depends on intrinsic adaptation of species</li> <li>• Influence by management capacities (managers, technical/financial resources, institutional framework)</li> <li>• Limited by lack of updated data</li> </ul>	<ul style="list-style-type: none"> <li>• Changes in species distribution</li> <li>• Local extinctions</li> <li>• Alteration of ecosystem services</li> <li>• Threats from fragmentation, deforestation, invasive species</li> </ul>
 <p><b>LEMURS AND DIURNAL PRIMATES</b></p>	<ul style="list-style-type: none"> <li>• Decreased precipitation</li> <li>• Temperature increase</li> <li>• Extreme climate events</li> </ul>	<ul style="list-style-type: none"> <li>• Dependence on specific food resources (altered phenology)</li> <li>• Need for intact forest habitats</li> <li>• Low dispersal capacity (fragmentation)</li> </ul>	<ul style="list-style-type: none"> <li>• Depends on behavioral/ecological plasticity</li> <li>• Necessity of habitat connectivity and effective management of protected areas</li> <li>• Limited by lack of specific studies</li> </ul>	<ul style="list-style-type: none"> <li>• Threatened viability (ex: Eulemur macaco went from "vulnerable" to "endangered" 2015-2023)</li> <li>• Aggravation by fragmentation, deforestation, invasive species, human competition</li> </ul>
 <p><b>MARINE TURTLES</b></p>	<ul style="list-style-type: none"> <li>• Increased beach temperature</li> <li>• Sea level rise</li> <li>• Coastal erosion</li> <li>• Modification of marine currents</li> <li>• Ocean acidification</li> </ul>	<ul style="list-style-type: none"> <li>• Sex determination temperature-dependent (TSO, feminization)</li> <li>• Dependence on Coastal habitats (nidification)</li> <li>• Dependence on marine ecosystems (Chelonia mydas: seagrass; Eretmochelys imbricata: reefs)</li> </ul>	<ul style="list-style-type: none"> <li>• Limited by long life cycle, late maturity</li> <li>• Fidelity to nesting sites</li> <li>• Habitat fragmentation</li> <li>• Restricted migration</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of demographic collapse (feminization)</li> <li>• Loss of nesting sites (erosion, submersion)</li> <li>• Degradation of essential habitats</li> <li>• Increased mortality of eggs/juveniles</li> <li>• Aggravation by pollution, bycatch, urbanization</li> <li>• Massive mortality (frequent bleaching)</li> </ul>
 <p><b>CORAL REEFS</b></p>	<ul style="list-style-type: none"> <li>• Thermal stress (elevated marine temperatures)</li> <li>• Ocean acidification (CO<sub>2</sub>)</li> <li>• Light stress</li> <li>• more frequent extreme weather events</li> </ul>	<ul style="list-style-type: none"> <li>• CoraI bleaching (mortality &gt; massive)</li> <li>• Reduced calcification/growth</li> <li>• Synergy with anthropogenic pressures (pollution, overfishing, siltation)</li> </ul>	<ul style="list-style-type: none"> <li>• Resistance: Depends on coral resilience and environment</li> <li>• Local environment</li> <li>• Resilience: influenced by connectivity, herbivory, water quality, coral diversity</li> <li>• Management based on resilience to reduce Local stress</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced calcification</li> <li>• Shift toward less diverse ecological states</li> <li>• Loss of marine habitats</li> <li>• Coastal erosion and protection</li> <li>• Reduction of ecosystem services</li> </ul>



Over the last 3 years, DIANA, Northern Highlands and MTB land and seascapes have been hit by intense cyclones and flooding, causing destruction of crops, houses, disruption of fishing activities. The Mahafaly landscape has been affected by prolonged drought periods resulting in food insecurity. Climate change hits vulnerable communities hardest, increasing their reliance on forests, mangroves and reefs as lifelines in times of hardship. This translated into increased pressures on ecosystems due to opportunistic charcoal production, destructive fishing practices, and increased encroachments into conserved areas by climate-fueled and landless migrants.

## KEY OPPORTUNITIES

### MADAGASCAR ON THE GLOBAL SCENE

The government has been more active on the international scene, in particular on the environment and climate arenas. For instance, Madagascar actively supported the Global Biodiversity Framework, and the Minister of Environment led the resource mobilization negotiations under the CBD COP 16. The country's National Biodiversity Strategy and Action Plan (NBSAP) development is well advanced, and good efforts have been made to involve stakeholders in the process. During climate COP 29, Madagascar joined the Coalition G-Zero along with Bhutan, Panama, Suriname, as the last remaining nations storing more CO<sub>2</sub> than they emit. The country pursues its commitment of restoring 4 million ha of degraded forests the Bonn Challenge/AFR100. The same goes with the oceans conservation and fisheries sector, where several important measures to comply with international policies and agreements have been taken, such as adherence to the Fisheries Transparency Initiatives, strengthening the fight against IUU, development of marine spatial planning.

### IMF'S RESILIENCE AND SUSTAINABILITY FACILITY

In 2024, the International Monetary Fund (IMF) approved an Extended Credit Facility (ECF) of USD 337 million and a Resilience and Sustainability Facility (RSF) of USD 321 million for Madagascar. The RSF arrangement will underpin “reforms to strengthen adaptation to climate change, resilience against natural disasters, support mitigation efforts, enhance the protection of ecosystems and create conditions for green private sector investments”<sup>9</sup>. Planned reforms under this agreement which are highly relevant to this strategic plan include the establishment of the Inter-Ministerial Environmental Commission in the Prime Minister's office to strengthen coordination and coherence between sectors; development of a regulatory framework for forest carbon and climate finance; establishing a green taxonomy of projects and the integration of a climate budget into the State budget; creation of a climate finance platform with donors and investors and updating of the decree on environmental compliance for investments. WWF was consulted in the preparation of the RSF package and continues to be actively involved in the above workstreams.

### STRONGER CIVIL SOCIETY AND LOCALIZATION AGENDA

Despite the challenges mentioned earlier, local civil society is increasingly vocal and organized into coalitions and platforms from bottom-up, partly thanks to WWF's support through initiatives such as Leading the Change. A good example is the advocacy led by more than 50 local CSOs to stop a presidential project to build a highway that cuts across a protected area on the Malagasy East Coast. CBOs are also increasingly better organized in unions and federations at landscape level and national networks such as MIHARI for locally-managed marine areas and TAFO MIHAAVO for terrestrial CBRNM. TAFO MIHAAVO for instance has been leading the discussions with the Ministry of Environment and Sustainable Development (MEDD) for the revision of the CBRNM law. MIHARI is actively advocating for the recognition of LMMAs and the establishment of an exclusive zone for small scale fisheries with the fishing industry and Ministry of Fisheries. Although continued support to civil society is needed, these are promising developments – even more so as the donor community increasingly seeks to directly fund local organizations. Helping CSOs and CBOs capture the opportunities of this localization agenda is both an important strategy and outcome for this strategic plan.

9 International Monetary Fund,

## ENGAGED YOUTH

Approximately 70% of Madagascar’s population ages 34 years old or less. Youth is increasingly mobilized for causes such as climate change, the environment, education, but remains a largely untapped force for change and suffers from traditions (importance of elders), poor access to resources and funding. Youth associations such as Namako Ny Tany and the AIKA Alliance for Climate are well-known for their engagement on environmental and climate issues respectively, both at the national and global levels. The Malagasy Youth Biodiversity Network organized youth COPs in preparation of the Global Biodiversity Framework. At the landscape level, youth associations such as COJEAA, Club Vintsy and Scout Associations, take active part in multi-stakeholder platforms, environmental education and conservation interventions.

However, these only represent a tiny portion of the youth population of the country, and much more could be done to engage the youth as change agents for conservation, in particular those young people from rural areas and less advantaged backgrounds.

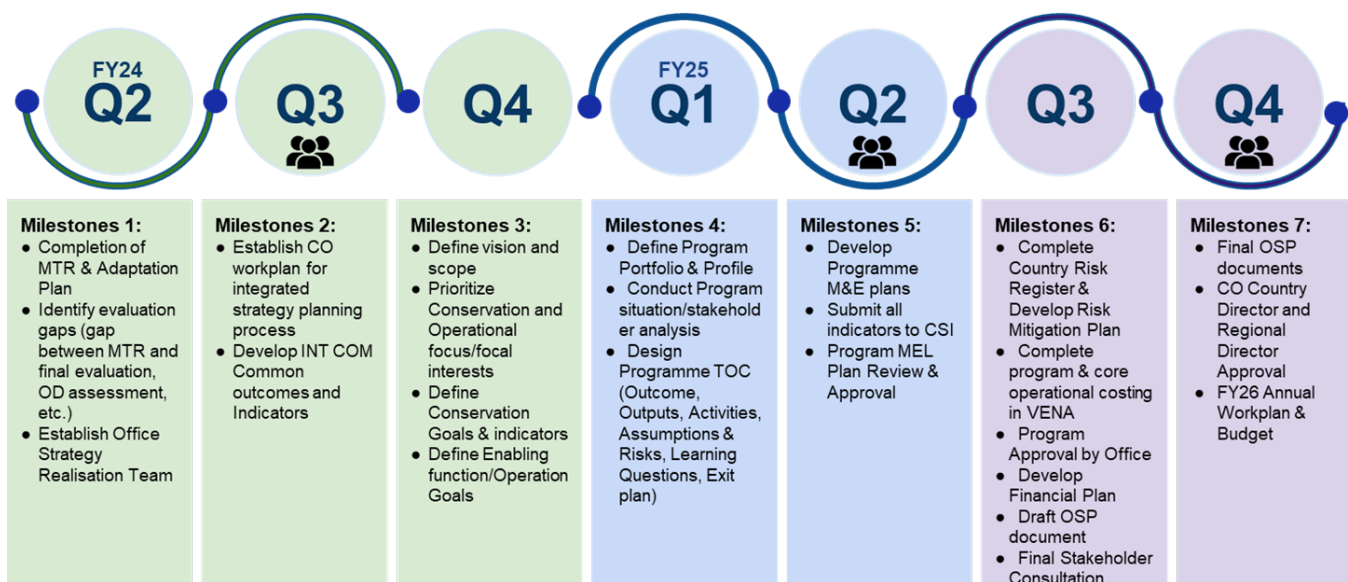


## EMERGENCE OF RESPONSIBLE BUSINESS

Business and finance sectors show increasing interest in tapping into climate finance and green/blue investments. WWF has been highly instrumental in this movement. The IMF RSF reforms aim to help Madagascar harness private sector funding for climate change adaptation and mitigation. Financial institutions are showing greater interest now in ESG-related aspects and financing green. For instance, in 2024, a first sustainability bond of USD 38 million was released by the BREDD bank for sustainable energy and agribusiness projects. Impact investment institutions are increasingly looking for models that can cater for the national SME-dominated business landscape. Sectors such as agribusiness (including seafood) working on export value chains are increasingly seeking partnerships with small producers, which could benefit WWF’s landscape initiatives.

## OSP DEVELOPMENT PROCESS AND STAKEHOLDER ENGAGEMENT

This 2026-30 strategic plan was developed following the process detailed by WWF-International.



This process actively involved the whole WWF-Madagascar team from field to headquarter and from conservation to operations units. Key stakeholders were engaged in the process such as civil society organizations, local communities, technical and financial partners. The Madagascar CO Support Group, chaired by WWF-Norway and composed of WWF-Sweden, WWF-Denmark, WWF-Finland, WWF-Switzerland, WWF-Germany, WWF-US, WWF-France and WWF Regional Office, Africa, provided extended review of the strategic plan contents as did the relevant practices (Oceans, Forests, Climate & Energy, Governance, Finance), as well as the designated reference group from the WWF International Global Conservation Division. The detailed process is summarized below:

STEP	DESCRIPTION	OBJECTIVE	PARTICIPANTS	
<b>STEP 0</b>	<b>POST-MTR INTERNAL WORKSHOP</b>	Foundation-setting workshop post-Mid-Term Review.	Revise the Theory of Change (ToC) for 2021–2025 based on MTR recommendations.	WWF Madagascar staff
<b>STEP 1</b>	<b>PROGRAMMATIC WORKSHOP - CONSERVATION TOC (23-27 SEP 2024)</b>	Workshop to develop conservation strategy.	Define five-year strategic orientation, conservation targets, priority actions, refine ToC, and establish results framework.	All WWF staff
<b>STEP 2</b>	<b>OPERATIONAL WORKSHOP (21-25 OCT 2024)</b>	Workshop for operational strategy development.	Develop operational ToC, set departmental objectives, and cover Finance, Programs, Communication, and more.	All staff, led by department heads
<b>STEP 3</b>	<b>CSO CONSULTATION (18-20 NOV 2024)</b>	Engagement with civil society organizations.	Enrich OSP with CSO perspectives and strengthen partnerships.	CSO partners (national, regional, local)
<b>STEP 4</b>	<b>COMMUNITY CONSULTATION (26-28 NOV 2024)</b>	Community engagement and best practices sharing.	Share best practices, provide recommendations, and gather community input.	46 community reps, 8 WWF staff
<b>STEP 5</b>	<b>ADVISORY COUNCIL CONSULTATIONS</b>	Engagement with advisory council.	Gather input and feedback on OSP.	Advisory council members
<b>STEP 6</b>	<b>LANDSCAPE-LEVEL WORKSHOPS</b>	Workshops for landscape-specific programs.	Develop program elements for priority landscapes.	WWF landscape staff, national thematic experts
<b>STEP 7</b>	<b>OSP LANDSCAPE PROGRAMS WORKSHOP (2-6 DEC 2024)</b>	Refinement of conservation and landscape programs.	Refine ToC, finalize landscape programs, and define thematic programs.	Landscape managers and key staff, thematic experts, MEL team
<b>STEP 8</b>	<b>INTERNAL WORK ON LANDSCAPE PROGRAMS</b>	Internal finalization of landscape programs.	Finalize landscape-specific programs.	WWF landscape teams
<b>STEP 9</b>	<b>INTERNAL DEVELOPMENT OF THEMATIC PROGRAMS</b>	Development of thematic programs.	Develop thematic programs by theme.	Relevant WWF staff
<b>STEP 10</b>	<b>THEMATIC PROGRAMS REVIEW WORKSHOP</b>	Review of thematic programs.	Refine thematic programs for OSP alignment.	WWF staff, thematic experts
<b>STEP 11</b>	<b>INTERNAL FINALIZATION OF OPERATIONAL PRIORITIES</b>	Finalization of operational priorities.	Finalize departmental operational priorities using templates.	WWF operational departments
<b>STEP 12</b>	<b>CONSULTATIONS WITH PIA MEMBERS</b>	Engagement with PIA members.	Gather input and validation of OSP components.	PIA members
<b>STEP 13</b>	<b>ITERATIVE FINALIZATION</b>	Continuous refinement of OSP components.	Ensure coherence across OSP components through iterative team efforts.	All relevant WWF teams

# 3. VISION & SCOPE



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**WWF-  
MADAGASCAR  
VISION**



**Madagascar's natural capital is managed in a sustainable and equitable way for the benefit of its unique nature and the Malagasy people.**

**CONSERVATION  
GOAL**



**By 2030, the viability and resilience of terrestrial and marine ecosystems and their flagship species in WWF priority land/seascapes are maintained compared to 2020 levels.**

**PEOPLE GOAL**



**By 2030, the living conditions of local communities in priority land/seascapes and their resilience to climate change have significantly improved compared to 2020 levels**

These vision and goals were set in 2015 with the 2016-20 strategic plan and will remain for this plan. Taking into account the evolving context in Madagascar and globally as well as within the Madagascar Country Office, and the learnings of the previous strategic plans (2016 -2020 and 2021-2025), a set of guiding questions were used to frame this 2026-30 strategic plan:

**1**

What are the critical changes needed to stop and reverse biodiversity loss in Madagascar? in the 4 landscapes, by 2030?

**3**

What is it that we absolutely need and can do as WWF? (priorities)

**2**

What are the main challenges/ opportunities to achieve those critical changes?

**4**

What is it that we should and could also do as WWF? (other important interventions)

This led to the following theory of change Theory of change diagram

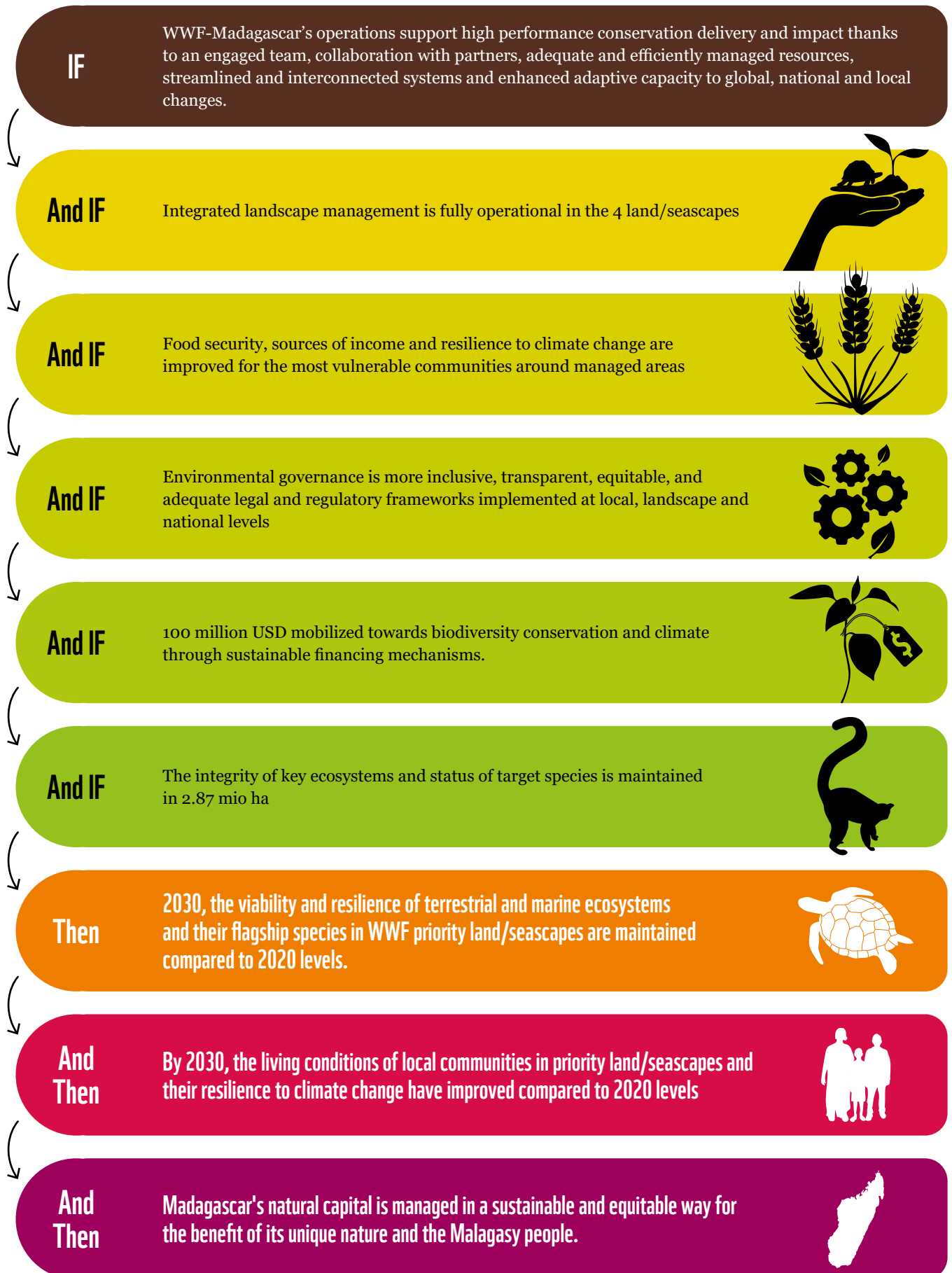
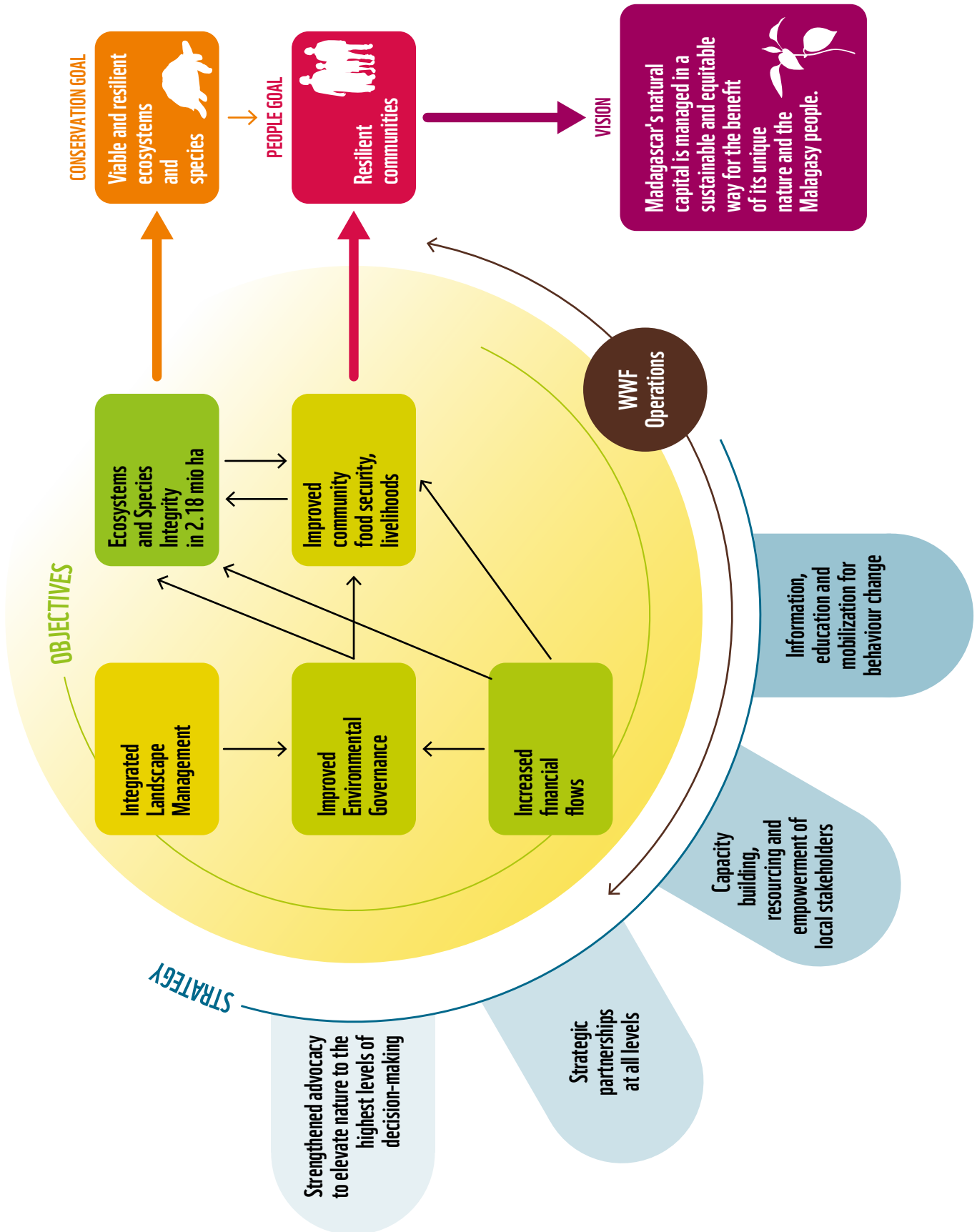


Figure 5. Theory of change diagram



# GEOGRAPHIC SCOPE

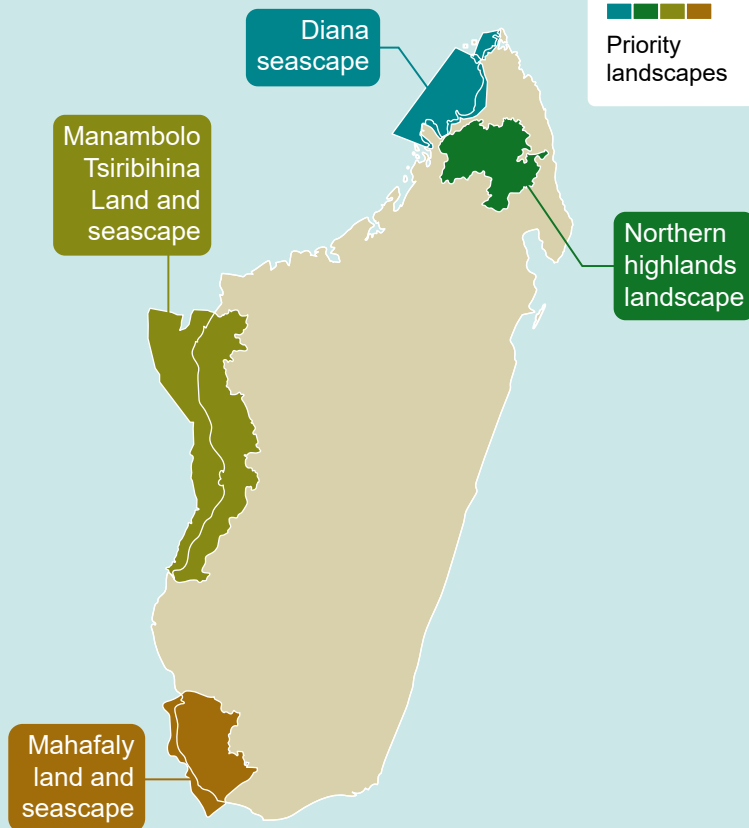
Since 2015, WWF-Madagascar has prioritized 4 landscapes/seascapes based on the following criteria: i) landscapes having the highest conservation value; ii) level of threat; iii) WWF's added value; and iv) the feasibility and likelihood of success. Our geographic scope for 2026-30 will remain focused on these 4 land/seascapes:

- **Mahafaly land and seascape (MHF)**, combining spiny forest on the calcareous Mahafaly Plateau and the Southern Toliara coastal and marine ecosystems;
- **Northern Highlands landscape (HTN)**, the remaining largest continuous block of humid forests;
- **Manambolo-Tsiribihina land and seascape (MTB)**, home to some of the most pristine and largest blocks of mangroves in the country and the SWIO region;
- **DIANA seascape** which hosts some of the most diverse and resilient coral reef systems in the SWIO and globally as well as extensive mangrove areas.

These land/seascapes constitute priority conservation areas within the WWF 200 Global Ecoregions of the Madagascar Spiny Forest, the Madagascar Moist Forests, the Madagascar Freshwater and the WIO Marine ecoregion.

All three seascapes (Mahafaly, Manambolo-Tsiribihina and DIANA) are part of the SWIO seascape and will contribute to the WWF SWIO Seascape programme strategic priorities.

**Figure 6.** Overview of the 4 land and seascapes with the SWIO seascape



# THEMATIC SCOPE

WWF-Madagascar will contribute to the Biodiversity (Forests, Oceans, Wildlife), Climate & Energy, Food, Governance and Finance practices. Freshwater is integrated into our Forest work through a reef to ridge approach that considers watersheds in Mahafaly and in the continuum between the Northern Highlands and DIANA.

# CONTRIBUTION TO SWIO PROGRAMME STRATEGIC FRAMEWORK

Madagascar will contribute to the 2030 objectives of the SWIO regional initiative, in all the 4 components of the SWIO strategy:



**COASTAL COMMUNITY-LED CONSERVATION**



**SUSTAINABLE FISHERIES**



**SUSTAINABLE BLUE ECONOMY**



**AREA-BASED CONSERVATION**



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## COASTAL COMMUNITY-LED CONSERVATION



**SWIO objective:** 20 million ha effectively managed by empowered coastal communities rebuilding coastal fisheries, restoring and conserving coastal ecosystems and building the climate resilience and food security of 2.3 million coastal people (with a strong focus on women and youth)

WWF Madagascar will catalyze inclusive management for an effective, socially and ecologically resilient LMMA network, focusing on 3 key components: i) strengthening local marine governance and LMMA networks; ii) more positive attitudes and behaviors towards marine conservation; iii) enhanced coastal community resilience to climate risks.

## SUSTAINABLE BLUE ECONOMY



**SWIO objective:** Critical enabling conditions are in place to mobilize 250 million USD towards an inclusive and sustainable blue economy (SBE).

WWF Madagascar will catalyze scalable and Sustainable Financing for the Blue Economy and Biodiversity Conservation (“Financing Blue” / “Blue-ing Finance”) through i) the development of bankable investments in the blue economy by national private and financial sectors; ii) promoting the financial inclusion of communities and development of sustainable income-generating activities (IGAs); iii) developing sustainable financing mechanisms for community-based conservation in place in the 3 targeted seascapes.

## SUSTAINABLE FISHERIES



**SWIO objective:** Ecosystem-based fisheries management leads to long-term sustainability of key fisheries (tuna, shrimp, octopus, basket of coastal fisheries) in SWIO and contributes to the well-being of local communities and economies in the region.

WWF Madagascar will contribute to the achievement of this SWIO objective by: i) supporting Madagascar to improve its level of compliance with the Conservation and Management Measures (CMMs) of the Indian Ocean Tuna Commission (IOTC); ii) promoting improved management of key fisheries at national level (shrimp, tuna, octopus); iii) supporting national efforts to reduce IUU fishing.

## AREA-BASED CONSERVATION



**SWIO objective:** The natural value of the SWIO is secured and optimized for future generations through Area-based conservation.

WWF Madagascar will contribute by focusing on i) promoting integrated spatial planning as per WWF’s guidelines, and effective management of LMMAs and MPAs; ii) promote the inter-connectedness of an MPA/LMMA network and support the formalization of OECMs; iii) reinforce conservation management measures for mangroves and reefs and marine turtles.

# CONTRIBUTION TO ROADMAP 2030

WWF's work in Madagascar will contribute to the following Roadmap 2030 objectives:

WWF-MADAGASCAR OBJECTIVES	ROADMAP 2030 OBJECTIVES
The integrity of key ecosystems and status of target species is maintained in 2.87 mio ha	<b>THRIVING BIODIVERSITY</b> By 2030, maintain and improve the integrity of key ecosystems in 18 billion hectares, as well as the status of threatened species, through an inclusive approach
Food security, sources of income and resilience to climate change improved for the most vulnerable communities around managed areas	<p><b>AMPLIFYING LOCALLY LED CONSERVATION</b> By 2030, 4.5 billion people - particularly indigenous and local communities - are benefitting from and shaping decisions on climate change, sustainable development, and nature, for future generations</p> <p><b>TRANSITIONING FOOD AND AGRICULTURAL SYSTEMS</b> By 2030, food and agricultural systems are improved through just transitions, securing nature from further conversion, overfishing and degradation, and 800% increase of nature positive practices in key production</p> <p><b>REDUCING EMISSIONS AND BUILDING RESILIENCE TO CLIMATE CHANGE</b> By 2030, build greater resilience for people and ecosystems vulnerable to climate risk and reduce 24 Gt CO2 emissions, through high integrity nature-based solutions, sectoral transformations, and just energy transitions.</p>
100 mio USD mobilized towards biodiversity conservation and climate through sustainable financing mechanisms.	<b>MOBILIZING FINANCE</b> By 2030, influence US \$542 million to be equitably invested into nature and climate action, and help redirect US \$ 5 trillion of global finance flows away from harmful activities .
Environmental governance is more inclusive, transparent, equitable, and adequate legal and regulatory frameworks implemented at local, landscape and national levels.	<b>ELEVATING NATURE</b> By 2030, all countries have new implementable decisions, policies and commitments made at the highest national and international levels that prioritize biodiversity for its importance to human health and security, economies, and climate resilience.

In addition to hosting the SWIO and Africa Adaptation Hub programmes, WWF-Madagascar will actively contribute with the Network global and regional initiatives:

- Forest Landscape Restoration for Africa
- Coral Reef Rescue Initiative
- Coastal Communities ACAI
- People Protecting Land and Seascapes

We will also continue to actively engage with the Biodiversity, Governance and Finance practices.



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# 4. CONSERVATION FOCUS AREAS

## CONSERVATION TARGETS

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### PRIORITY ECOSYSTEMS

We will continue to focus on the following priority ecosystems within the 4 land/seascapes:

	PRIORITY ECOSYSTEMS	LAND- AND SEASCAPE
TERRESTRIAL ECOSYSTEMS	 Spiny forests and associated lemur species	Mahafaly Land and seascape
	 Humid forests and associated watersheds	Northern highlands landscape
MARINE ECOSYSTEMS	 Mangroves	Manambolo-Tsiribihina landscape Diana seascape
	 Coral reefs and associated seagrasses	Mahafaly land and seascape Diana seascape

## SPINY FORESTS OF THE MAHAFALY LAND AND SEASCAPE

The Spiny forests of Southwestern Madagascar are one of WWF Global 200 ecoregions. They host the highest percentage of endemic plants in the country with a 95% rate. It is also home to endemic flagship species such as the ring-tailed lemur and radiated tortoise. These forests are known globally for their spectacular forms. Their climatic and edaphic conditions make their restoration highly costly and challenging. The Spiny forests of Southwestern Madagascar have recently been included in the Andrefana Dry Forests UNESCO World Heritage Site. The landscape also hosts the Tsimanampetsotsa - Nosy Ve Androka Biosphere Reserve, a mosaic of terrestrial, coastal and marine ecosystems. The Tsimanampetsotsa lake and the Amoron'Onilahy watershed are Ramsar sites.



## HUMID FORESTS OF THE NORTHERN HIGHLANDS LANDSCAPE

The Northern Highlands hosts one of the largest remaining continuous blocks of humid rainforest, home to exceptional biodiversity (lemurs, plants, reptiles and amphibians) and is critical for global vanilla production as well as local and national agriculture. It is also a major carbon sink. The CoMATSA (Corridor Marojejy-Anjanaharibe-Tsaratanana) complex of protected areas that forms the backbone of this landscape totals an area of 318 087 ha and is one of the largest in Madagascar. The Marojejy National Park is one of the six components of the Rainforests of the Atsinanana UNESCO World Heritage Site. The Rainforests of the Atsinanana were registered as World Heritage site in danger in 2010 following the boom in illegal logging of precious woods and have been removed from the list in 2025.

## MANGROVES OF DIANA AND MANAMBOLO TSIRIBIHINA LAND AND SEASCAPES

Mangroves of Western Madagascar represent 37% of the mangrove coverage of the Western Indian Ocean and are the largest continuous block in the country. Mangrove ecosystems economic value for Madagascar has been estimated at USD 530 million/year (fishing, nursery for key fisheries such as shrimps, crabs, coastal protection) and their carbon sequestration potential at approx. 303 Mt CO<sub>2</sub>e. In addition, mangroves play a critical role of protecting coastal ecosystems and communities from the effects of climate change by acting as natural barriers to strong winds and rising sea level. The mangroves of Ambaro Bay (DIANA) and those of the Tsiribihina Delta are Ramsar sites.



## CORAL REEFS OF DIANA AND MAHAFALY LAND AND SEASCAPES

Coral reefs of Southwestern Madagascar are part of the world's third largest reef system. The coral reefs of Northern Madagascar are part of the Northern Mozambique Channel, the 2nd global reef hotspot, (home to global flagship species such as cetaceans, marine turtles, corals, sharks), with high economic value for tuna fisheries, tourism and small-scale fisheries that support 5 million people. These reefs are also among the most resilient to climate change in the world.

## PRIORITY SPECIES

### **PROPTHECUS CANDIDUS (SIMPONA OR SILKY SIFAKA)**

Simpona is locally endemic to the track of humid forest between Marojejy, Betaholana, Anjanaharibe-sud and the northern part of Makira in the Northern Highlands. It is one of the rarest lemur species with less than 300 mature individuals. The viability of the silky *sifaka* has further diminished in recent years due to deforestation and hunting. The silky lemur is classified as Critically Endangered on the IUCN Red List and among the 25 most threatened primates in the world. Unlike other species, silky lemur cannot be conserved ex-situ.



### **ASTROCHELYS RADIATA (RADIATED TORTOISE OR SOKAKE)**

Radiated tortoise is endemic to southern Madagascar and is Critically Endangered according to the IUCN Red List; it is also on the Annex I of the Convention on International Trade of Endangered Species (CITES). Due to steady collection for food and foreign pet trade, the historic distribution of the species has diminished by 65% as well as its population density (from 40 ind/ha in 2017 to 28 ind/ha in 2020) due to the disappearance of mature individuals.



### **MARINE TURTLES**

Madagascar hosts 5 species of marine turtles (green turtle, hawksbill turtle, loggerhead turtle, leatherback turtle and olive ridley turtle), all Endangered species. As migratory species, marine turtles are one of the SWIO Seascape Programme conservation targets.



# MAIN THREATS



THREAT/TARGET	HUMID FORESTS	<i>PRO-PITHECUS CANDIDUS</i>	CORAL REEFS AND ASSOCIATED SEA-GRASSES	MAN-GROVES	MARINE TURTLES	SPINY FORESTS	<i>ASTRO-CHELYS RADIATA</i>	SUMMARY THREAT RATING
Forest clearing (loss of forest cover and habitat degradation)	High	Medium	Medium	Medium	—	Medium	Low	High
Selective logging (for timber, fuel)	High	Medium	—	High	—	Medium	—	High
Climate change	Medium	Medium	High	High	High	Medium	High	High
Poaching	—	Low	—	—	Medium	—	High	Medium
Destructive fishing practices	—	—	Medium	Medium	Medium	Medium	—	Medium
Summary Target Rating	High	Medium	High	High	Medium	Medium	High	—

## FOREST CLEARING (LOSS OF VEGETATION COVER AND HABITAT DEGRADATION) - HIGH

Forest clearing directly affects the humid forests of the Northern Highlands, the spiny forests of Mahafaly and the mangroves of DIANA and Manambolo-Tsiribihina. In addition, upstream forest cover loss and degradation causes sedimentation of downstream coral and mangroves areas.

From 2020 to 2023, Madagascar lost 207 Kha of its primary humid forest cover making up 65% of its total tree cover loss during that period. Specifically, in the Northern Highland and Mahafaly landscapes, 15,323 ha (1.85%) of humid forest and 4,934 ha (0.89%) of spiny forest were lost from 2021 to 2025. The COMATSA PA, the backbone of the Northern Highland landscape, recorded an average deforestation rate of 2.83% from 2021 to 2025. The Amoron'i Onilahy PA and Tsimanampesotse National Park in Mahafaly registered average deforestation rates of respectively 0.39% and 0.06% from 2021 to 2025. In general, as is the case at national level, forest loss within protected and managed areas is by half lower than outside such areas, however, the trend shows increasing forest loss in protected and managed areas.

The main cause of forest loss is the practice of slash-and-burn agriculture, locally called tavy or hatsake. Slash-and-burn agriculture is practiced in rural areas where 80% of the country's population resides. An estimated 90% of the country's rural population is engaged in subsistence agriculture which generates low yields. This practice consists in clearing forested areas by cutting and burning them to convert them to subsistence agriculture field for hillside rice (Northern Highland) or maize (Mahafaly) and then move on to a new piece of forested land after 2-3 years. In the Northern Highland, instances of forest clearing to expand vanilla fields have also been encountered, especially when global vanilla prices spiked. In such as case, the clearing targets the forest understory vegetation. Forest clearing is closely associated with the risk of uncontrolled fires. Tradition, lack of land tenure security for subsistence farmers and weak law enforcement fuel slash-and-burn agriculture practices.

In mangrove areas, clearing is fueled by the need to convert areas to rice fields. In DIANA, mangrove cover loss amounted to 178 ha (0.44%) from 2021 to 2025 and in Manambolo-Tsiribihina, 106 ha (0.12%) from 2021 to 2025. In DIANA, ylang-ylang production is a driver of mangrove clearing, forest clearing increases downstream sedimentation into mangroves and coral reefs, as has been observed from rivers like Mahavavy and Ifasy in DIANA and Tsiribihina in Manambolo-Tsiribihina.

## SELECTIVE LOGGING (FOR TIMBER AND FUEL) - HIGH

Humid forests (Northern Highlands), spiny forests (Mahafaly) and mangroves (DIANA, Manambolo-Tsiribihina) are highly affected by selective logging, mainly for construction and fuel wood for rural town populations.

96.6% of the urban population and 99.6% of the rural population use fuelwood as the cooking energy source. A vast majority of fuelwood (charcoal) production is informal and under minimal control. Most of the charcoal sold in towns is produced out of natural forests using production modes that are not efficient. An analysis in 2018 shows a stark discrepancy between fuelwood supply and demand whereby total demand at a national level exceeds the supply potential by 9.000.000 m<sup>3</sup>. Despite several efforts to curb consumption through the promotion of efficient stoves, uptake of these remains insufficient with only 20 to 30% urban households using efficient stoves in average. Moreover, charcoal production is used as a bridging economic activity in times of crisis as it is an easy, low investment and high return activity, with many forest areas being open access, lack of law enforcement and ever-increasing demand for growing populations. Unfortunately, in the four WWF landscapes, all charcoal production currently comes from natural forests. In the Manambolo-Tsiribihina and DIANA, charcoal is first produced from terrestrial forests and shifts to the mangroves in the vicinity when forests are no longer available or become well managed.

Demand for construction wood both from individual users and constructing businesses is increasing with growing populations and rapid urbanization in the rural areas. As with charcoal, most of the supply for wood construction comes from natural forests with precious wood species such rosewood and palisander being the most targeted despite the fact that their logging, transportation and trade is forbidden. Efforts to promote fast-growing tree species plantations have so far been ineffective due to stringent regulations and difficult access to land for investors.

## CLIMATE CHANGE - HIGH

Climate change will exacerbate the effects of all the above threats on conservation targets while also exacerbating the sheer poverty of communities. In addition, specific climate-related risks on conservation targets are already observed such as coral bleaching, sea level rise and changes in the hydrology of mangrove areas, increased risks of feminization of turtles and tortoises' population. A more detailed analysis of climate-related pressures on conservation targets is presented below.

CONSERVATION TARGET	EXPOSURE	SENSITIVITY	ADAPTIVE CAPACITY	IMPACT ON VIABILITY
 <p><b>MANGROVES</b></p>	<ul style="list-style-type: none"> <li>• Sea level rise</li> <li>• Post-cyclonic floods</li> <li>• Temperature and precipitation variations</li> <li>• Particularly exposed in the Boeny region</li> </ul>	<ul style="list-style-type: none"> <li>• Increased salinity</li> <li>• Prolonged flooding</li> <li>• Prolonged exposure</li> <li>• Silting</li> <li>• Degraded mangroves more sensitive (more from mangrove trees, impoverishment, specific retreat)</li> </ul>	<ul style="list-style-type: none"> <li>• Depends on density and conservation state</li> <li>• Strong intrinsic capacity for dense mangroves</li> <li>• Influence by natural resilience, community management and restoration measures</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of modification or loss (75-100%) for very vulnerable mangroves (&gt;4-5)</li> <li>• Aggravation by anthropogenic pressures (cutting, conversion to rice fields, clearing)</li> </ul>
 <p><b>HUMID FORESTS</b></p>	<ul style="list-style-type: none"> <li>• Decreased precipitation</li> <li>• Temperature increase</li> <li>• Intense rain events</li> <li>• Increased frequency of cyclones and violent winds</li> </ul>	<ul style="list-style-type: none"> <li>• Alteration of plants phenology</li> <li>• Decrease specific richness</li> <li>• Drying of ponds</li> <li>• Potential water stress</li> </ul>	<ul style="list-style-type: none"> <li>• Depends on intrinsic adaptation of species</li> <li>• Influence by management capacities (managers, technical/financial resources, institutional framework)</li> <li>• Limited by lack of updated data</li> </ul>	<ul style="list-style-type: none"> <li>• Changes in species distribution</li> <li>• Local extinctions</li> <li>• Alteration of ecosystem services</li> <li>• Threats from fragmentation, deforestation, invasive species</li> </ul>
 <p><b>LEMURS AND DIURNAL PRIMATES</b></p>	<ul style="list-style-type: none"> <li>• Decreased precipitation</li> <li>• Temperature increase</li> <li>• Externe climate events</li> </ul>	<ul style="list-style-type: none"> <li>• Dependence on specific food resources (altered phenology)</li> <li>• Need for intact forest habitats</li> <li>• Low dispersal capacity (fragmentation)</li> </ul>	<ul style="list-style-type: none"> <li>• Depends on behavior/ecological plasticity</li> <li>• Necessity of habitat connectivity and effective management of protected areas</li> <li>• Limited by lack of specific studies</li> </ul>	<ul style="list-style-type: none"> <li>• Threatened viability (ex: Eulemur macaco went from «vulnerable» to «endangered» 2015-2023)</li> <li>• Aggravation by fragmentation, deforestation, invasion species, human competition</li> </ul>
 <p><b>MARINE TURTLES</b></p>	<ul style="list-style-type: none"> <li>• Increased beach temperature</li> <li>• Sea level rise</li> <li>• Coastal erosion</li> <li>• Modification of marine currents</li> <li>• Ocean acidification</li> </ul>	<ul style="list-style-type: none"> <li>• Sex determination temperature-dependent (TSD, feminization)</li> <li>• Dependence on coastal habitats (nidification)</li> <li>• Dependence on marine ecosystems (Chelonia mydas: seagrass, Eretmochelys imbricata: reefs)</li> </ul>	<ul style="list-style-type: none"> <li>• Limited by long life cycle, late maturity</li> <li>• Fidelity to nesting sites</li> <li>• Habitat fragmentation</li> <li>• Restricted migration</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of demographic collapse (feminization)</li> <li>• Loss of nesting sites (erosion, submersion)</li> <li>• Degradation of essential habitats</li> <li>• Increased mortality of eggs/juveniles</li> <li>• Aggravation by pollution, bycatch, urbanization</li> <li>• Massive mortality (frequent bleaching)</li> </ul>
 <p><b>CORAL REEFS</b></p>	<ul style="list-style-type: none"> <li>• Thermal stress (elevated marine temperatures)</li> <li>• Ocean acidification (CO<sub>2</sub>)</li> <li>• Light stress</li> <li>• More frequent extreme weather events</li> </ul>	<ul style="list-style-type: none"> <li>• Coral bleaching (mortality &gt;massive)</li> <li>• Reduced calcification/growth</li> <li>• Synergy with anthropogenic pressures (pollution, overfishing, siltation)</li> </ul>	<ul style="list-style-type: none"> <li>• Resistance depends on coral resilience and environment</li> <li>• Local environment</li> <li>• Resilience: influenced by connectivity, herbivory, water, quality, coral diversity</li> <li>• Management based on resilience to reduce local stress</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced calcification</li> <li>• Shift toward less diverse ecological states</li> <li>• Loss of marine habitats</li> <li>• Coastal erosion and protection</li> <li>• Reduction of ecosystem services</li> </ul>



## POACHING - MEDIUM

Poaching affects all target species with the radiated tortoise being the most at risk. According to data compiled by TRAFFIC, 30,875 radiated tortoises (*Astrochelys radiata*) from Madagascar were seized worldwide between 2000 and 2021). 17 In addition, several thousand other tortoises are said to be consumed illegally by the Malagasy population every year. Mature individuals are mostly poached for the local bushmeat market while juveniles are smuggled to fuel pet markets abroad. The trafficking scheme has increased in complexity in recent years with the involvement of a well-organized and financed wildlife crime network expanding from Madagascar to Africa and Asia.

It is estimated that between 2010 and 2013, more than 28,000 lemurs (Lemuriformes) were illegally captured in the wild to be sold as pets. *Propithecus candidus*, the silky *sifaka* is illegally hunted for its meat by community members or people who are involved in other illegal activities in the forest (illegal logging, forest conversion to agricultural land). Silky *sifaka* is targeted along with other lemur species by the use of non-specific trapping devices. The hunting of silky *sifaka* is a major concern because of this species rarity (only 200 – 400 remaining individuals) and the impossibility to raise it in ex-situ programs due to its highly specific ecological requirements. Only the fight against poaching and the preservation of intact humid forests are the effective way to save this species from extinction.

A major seizure of more than a thousand tortoises along with 48 *Lemur catta* and *Lemur fulvus* individuals smuggled in Thailand in 2024 testifies to the increasing complexity of illegal wildlife trade and the emerging risks to the country's flagship lemur species.

Marine turtle populations face multiple medium-severity pressures including egg poaching and bycatch from fishing operations, while direct turtle poaching remains at low levels.

Poaching and illegal wildlife trade are exacerbated by weak law enforcement capacity from local and national authorities coupled with rampant poverty and lack of more sustainable livelihood options for many communities.

## DESTRUCTIVE FISHING PRACTICES - MEDIUM




Destructive fishing practices affects small-scale fisheries in all three seascapes.


Small-scale fisheries<sup>10</sup> represent 80% of fisheries activities in Madagascar. They provide 90% of protein intake in rural areas and provide food security in the coastal zone. The most heavily exploited species are fish, shrimp, crab, and lobster, but there is a significant Asian market for shark fins and sea cucumbers. Traditional small-scale fisheries are expanding as poverty and climate-change induced migration fuel the search for food and income in open access coastal areas. One consequence of this trend is increased competition between full-time and part-time fishers and increased use of unsustainable and destructive fishing practices such as the use of mosquito nets for fish and reef gleaning or dynamite. The gap on baseline data on small-scale fisheries is filling up quickly thanks to effective data collection with the use of smartphone technologies in the last few years. These efforts will be continued and strengthened in this strategic plan. For the DIANA seascape, destructive and illegal fishing practices, such as the use of poto, ozibe, ragiragy, and valakira, pose a medium threat to mangroves, with ongoing incidents in areas like Antsotsomo, Andavoanomboka, and Ankazomborona. In Mahafaly, destructive fishing practices involve 59% of fishermen using prohibited gear, down from 80% previously, mainly affecting reef flats through equipment like mosquito nets and poison



10 Small-scale fisheries are defined as fisheries involving non-motorised vessels and confined to coastal waters no further than 10 km offshore.

# CONSERVATION GOALS BY TARGET

CONSERVATION TARGET	CONSERVATION GOAL (2030)	BASELINE VALUE	TARGETS 2030
 <p><b>SPINY FORESTS AND ASSOCIATED LEMUR SPECIES</b></p>	Spiny forest integrity and connectivity maintained in the Mahafaly landscape	<p>Ecosystem integrity index: to be measured in the first year</p> <p><b>Fragmentation index (2024)</b></p> <ul style="list-style-type: none"> <li>• <b>Low fragmentation:</b> 31% (12,531 ha)</li> <li>• <b>Moderate fragmentation:</b> 7% (2,918 ha)</li> <li>• <b>High fragmentation:</b> 62% (24,878 ha)</li> </ul>	Spiny forest integrity and connectivity maintained compared to baseline
	Diurnal lemur populations density within Amoron'ny Onilahy Protected Area is maintained	<b>Lemur density:</b> 1.04ind/ha ( <i>Lemur catta</i> , 2020); 0.4ind/ha ( <i>Propithecus verreauxi</i> , 2020)	Maintain diurnal lemur density at 1.04ind/ha ( <i>Lemur catta</i> , 2020); 0.4ind/ha ( <i>Propithecus verreauxi</i> , 2020)
 <p><b>HUMID FORESTS</b></p>	Humid forest integrity and connectivity improved in the Northern Highlands landscape	<p>Ecosystem integrity index: baseline analysis for FY26</p> <p><b>Fragmentation index (2024)</b></p> <ul style="list-style-type: none"> <li>• <b>Low fragmentation:</b> 92% (18188 ha)</li> <li>• <b>Moderate fragmentation:</b> 5% (998 ha)</li> <li>• <b>High fragmentation:</b> 3% (519 ha)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Low fragmentation:</b> 15 912 ha (95 %)</li> <li>• <b>Moderate fragmentation:</b> 502 ha (3 %)</li> <li>• <b>High fragmentation:</b> 335 ha (2 %)</li> </ul>
	Zero deforestation and degradation in conservation areas of the Northern Highlands landscape	4917 ha of annual net loss of forest in conservation areas of the Northern Highlands landscape (2020), reduced to 3237 Ha in 2024	0 ha of annual net loss of forest in conservation areas of the Northern Highlands landscape
 <p><b>MANGROVES</b></p>	Mangrove cover and productivity are maintained at "medium" level and connectivity is improved in priority seascapes	<p><b>Mangrove forest cover:</b></p> <ul style="list-style-type: none"> <li>• <b>Total:</b> 60,455 ha</li> <li>• <b>Diana:</b> 29,975 ha</li> <li>• <b>Manambolo Tsiribihina:</b> 30,480 ha</li> </ul> <p><b>Number of bird population species in mangrove (2016):</b></p> <ul style="list-style-type: none"> <li>• <i>Ardea Humbloti</i> : 12 (2016)</li> <li>• <i>Anas Bernieri</i>: 6 (2016)</li> <li>• <i>Threskiornis bernieri</i>: 58 (2016)</li> <li>• <b>Total:</b> 76</li> </ul> <p><b>Mangrove fragmentation index for Diana (2024):</b></p> <ul style="list-style-type: none"> <li>• <b>Low fragmentation:</b> 57% (713 ha)</li> <li>• <b>Moderate fragmentation:</b> 7% (91 ha)</li> <li>• <b>High fragmentation:</b> 35% (440 ha)</li> </ul> <p><b>Mangrove fragmentation index for Manambolo Tsiribihina (2024):</b></p> <ul style="list-style-type: none"> <li>• <b>Low fragmentation:</b> 31% (2,790 ha)</li> <li>• <b>Moderate fragmentation:</b> 5% (472 ha)</li> <li>• <b>High fragmentation:</b> 63% (5,602ha)</li> </ul>	<p>Mangrove forest cover maintained compared to baseline</p> <p>Mangrove fragmentation index maintained compared to baseline</p> <p>Number of bird population species in mangrove maintained compared to baseline</p>

CONSERVATION TARGET	CONSERVATION GOAL (2030)	BASELINE VALUE	TARGETS 2030
 <p><b>CORAL REEFS AND ASSOCIATED SEAGRASSES</b></p>	<p>Coral reefs and associated habitat health, productivity and resilience maintained at "medium" in the priority seascapes</p>	<p><b>Coral reef (Ocean) health index TBD:</b> to be measured this year</p>	<p>Coral reef (Ocean) health index maintained compared to baseline</p>
	<p>Hard coral reef coverage at least 30% in priority seascapes</p>	<ul style="list-style-type: none"> <li>• <b>Mahafaly:</b> 32%</li> <li>• <b>Nosy hara:</b> baseline survey measured this year</li> </ul>	<p>Hard coral cover at 30% in the managed areas</p>
	<p>Priority fish stocks status is improved compared to baseline and the level of threat related to destructive, illegal and non-sustainable fishing practices in the seascapes reduced to "low"</p>	<p><b>Level of abusive fishing practices (MIRADI):</b></p> <ul style="list-style-type: none"> <li>• <b>Manambolo Tsiribihina:</b> Medium</li> <li>• <b>Mahafaly:</b> Medium</li> <li>• <b>Diana:</b> Medium</li> </ul>	<p><b>Level of abusive fishing practices (MIRADI):</b></p> <ul style="list-style-type: none"> <li>• <b>Manambolo Tsiribihina:</b> low</li> <li>• <b>Mahafaly:</b> low</li> <li>• <b>Diana:</b> low</li> </ul>
 <p><b>PRO-PITHECUS CANDIDUS</b></p>	<p>Zero collection of <i>Propithecus candidus</i> and its viability improved from "medium" to "good" in the COMATSA Protected Area</p>	<p>Level of collection of Simpona lemur at very high Simpona encounter rate to be determined (2025)</p>	<p>Level of collection of Simpona lemur reduced to low.  Simpona population trend increased compared to baseline (2025)</p>
 <p><b>ASTROCHELYS RADIATA</b></p>	<p>Zero collection of <i>Astrochelys radiata</i> and its population density maintained at 0,56 ind/ha within Tsimanampetsosa National Park.</p>	<p>Level of collection of <i>Astrochelys radiata</i> at very high.  <i>Astrochelys radiata</i> density: 0,56 ind/ha (2020)</p>	<p>Level of collection of <i>Astrochelys radiata</i> reduced to medium.  <i>Astrochelys radiata</i> density maintain in relation to baseline: 0.56 ind/ha (2020)</p>
 <p><b>MARINE TURTLES</b></p>	<p>The threat of marine turtles, of their nesting and feeding areas in the seascapes reduced to "low"</p>	<p>Threat level to be studied in the first year</p>	<p>"low" threat level of marine turtles, of their nesting and feeding areas in the seascapes reduced.</p>



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## HUMAN WELL-BEING TARGET

Human well-being targets will focus on local communities around managed areas in the 4 land/seascapes. These communities are critical stakeholders as they are often involved in Community-based natural resources management initiatives and are directly affected by conservation interventions. Communities may be sources of threats on conservation targets when their basic needs are unmet but they can also be part of the solution if their rights are recognized and if adequate support and conditions are in place for them to effectively manage their lands. Moreover, these communities are often the most vulnerable to economic and climate crises due to the fact that they are remote from basic services and infrastructure as well as government services.

To measure human well-being at the community level, we will use the Human Well-Being Index. In addition, we will monitor the following other key aspects:

- Access to basic services (WASH, electricity, clean cooking, financial education, information)
- Food security
- Income sources
- Climate adaptation and disaster risk preparedness measures
- Participation in decision-making processes

**Table 1.** Number of target households/landscape

LANDSCAPE	PLANNED RESULT DESCRIPTION	TARGET NUMBER OF HOUSEHOLDS (END OF PERIOD / LATEST SPECIFIC NUMERIC TARGET)	NOTES
<b>DIANA</b>	Targeted households that have increased and diversified their income sources and have sustainable livelihoods	<b>9,000</b> households	<b>60%</b> of the population in the intervention villages
<b>HTN</b>	Targeted households that have increased and diversified their income sources and have sustainable livelihoods	<b>29,400</b> households	This target represents <b>70%</b> of households in the 65 community-based natural resource management (CBNRM) sites. The target is also adopted for households involved in deforestation-free production.
<b>MAHAFALY (MHF)</b>	Households with sustainable and diversified income sources by integrating sustainable value chains	<b>10,000</b> households (Year 4 target)	% to be determined
<b>MANAMBOLO TSIRIBIHINA (MTB)</b>	Households and fishers benefiting from sustainable and diversified income sources (including fisher professionalization)	<b>5,960</b> households/fishers	Targets <b>2,000</b> households engaged in sustainable and diversified income sources (e.g., beekeeping, seaweed farming, and ecotourism). Also targets 3,960 fishers supported in professionalizing responsible fishing activities.

# OBJECTIVES AND STRATEGIES

To advance the

## Vision

Madagascar's capital is managed in a sustainable and equitable manner for the benefit of its unique nature and the Malagasy people



And achieve the

## Goals

By 2030, the viability and resilience of terrestrial and marine ecosystems and their flagship species in WWF priority land/seascapes are maintained compared to 2020 levels.



By 2030, the living conditions of local communities in priority land/seascapes and their resilience to climate change have improved compared to 2020 levels.



We will pursue the following

## five objectives



OBJECTIVE  
1

## THE INTEGRITY OF KEY ECOSYSTEMS AND STATUS OF TARGET SPECIES IS MAINTAINED IN 2.87 MIO HA



While the main focus of this objective will be on strengthening and consolidating the management effectiveness of existing protected areas (PAs) and community-managed areas such as the *Transferts de gestion<sup>11</sup> des ressources naturelles (TGRN)* or *halieutiques (TGRH)*, the area under community management for the mangroves and reef areas in the Diana seascape and humid forest in the Northern Highlands will be expanded in order to ensure a full coverage of respectively the Ambaro Bay, Nosy Hara marine park buffer zone and the COMATSA PA buffer zone. This will total 2 521 ha for Ambaro Bay (100% of the area's mangroves), 92 663 ha for Nosy Hara buffer zone (60% of the area's corals) and 289 960 ha for COMATSA buffer zone (100% of the buffer zone).

Efforts to improve management effectiveness will focus on the 2 protected areas that WWF co-manages (Amoron'Onilahy and COMATSA) with community-based organizations and on the 166 community-managed areas supported by WWF in the 4 land/seascapes.

Particular emphasis during the next five years will be on i) improving management measures to be more science-based through improved knowledge of conservation targets health status and threat evolution, improved monitoring and use of technology to ensure up-to-date data for management, ii) managing climate risks and implementing climate adaptation measures in protected and conserved areas supported by WWF, iii) developing and implementing conservation strategies/plans for the target species, iv) updating and implementing fisheries management plans along with other sustainable management measures for small scale fisheries, and v) promote the recognition of "other effective conservation measures" among existing Locally Management Marine Areas (LMMAs) and terrestrial CBRNM to enhance their management.

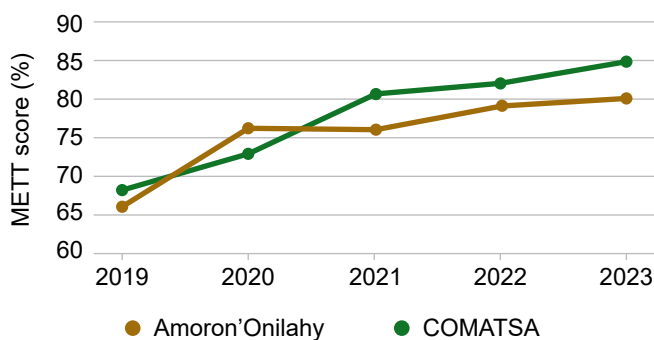


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11 Transfert de gestion des ressources naturelles (TGRN) refers to a contract between the Ministry of Environment and a community-based organization through which management authority is devolved to the community on traditional forests or mangroves areas, under the law on community-based natural resources management in Madagascar or GELOSE law. A similar legal framework and mechanism also exists for marine resources under the Fisheries Act, referred to as Transfert de gestion des ressources halieutiques -TGRH).



**Figure 7.** METT score evolution show consistent progress in management effectiveness for the 2 PAs managed by WWF Madagascar



Key partners for these interventions will be universities and research centers such as the Institut Halieutique et des Sciences Marines, Duke Lemur Center; the relevant ministries (Environment and Sustainable Development, Fisheries and Blue Economy, Scientific Research and Higher Education) and local authorities and community-based organizations.

WWF will continue to promote and support Forest Landscape Restoration in the Mahafaly (Spiny forest), Northern Highlands (Humid forest) and Manambolo-Tsiribihina and Diana (mangroves). For the next five years, at least 18 600 ha of forests and mangroves areas will be under restoration through direct implementation with local communities. Particular focus during the next five years will be on improving the scientific foundation of restoration approaches and interventions and ensuring that restoration efforts contribute to maintain and/or improve ecosystem connectivity and thereby resilience.

As such, restoration protocols adapted for each target ecosystem will be developed and promoted with local stakeholders. WWF's mangrove restoration efforts in the Manambolo-Tsiribihina since 2010 have resulted in the Melaky and Menabe regions demonstrating the greatest increases in mangrove area over the last decade, with mangrove area increasing by 12.5 % and 17.7 % respectively<sup>12</sup>. These efforts will be reinforced by integrating climate change considerations and looking at hydrodynamic flows. Coral restoration pilots will be implemented taking into account connectivity and resilience needs.

In addition to these direct interventions at the landscape level, WWF will continue to support the implementation of Madagascar's national forest landscape restoration strategy. This national strategy the main roadmap to achieve the country's commitment to restore 4 million ha by 2030 as part of the Bonn Challenge/AFR 100. WWF's support will focus on improving enabling conditions including i) conditions to facilitate land access and security for restoration areas, ii) coordination and mobilization of stakeholders, iii) scientific studies to encourage active and passive restoration, and iv) demonstrating the feasibility of FLR for scaling up to stakeholders.

Key partners for restoration work will be community-based organizations, local governments, Ministry of Environment and Sustainable Development, the National FLR Committee, the National Bureau for Climate Change/REDD+ (BNCC-REDD) within the Ministry of Environment and Sustainable Development, private sector such as UNIMA on mangrove restoration, etc.

<sup>12</sup> « Assessing mangrove cover change in Madagascar (1972–2019): Widespread mangrove deforestation is slowing down” Rémi Bardou a, Daniel A. Friess b, Thomas W. Gillespie a, Kyle C. Cavanaugh, *Global Ecology and Conservation* Vol 53, Septembre 2024, <https://doi.org/10.1016/j.gecco.2024.e03022>

OBJECTIVE  
**2**

**INTEGRATED LANDSCAPE MANAGEMENT IS FULLY OPERATIONAL IN THE 4 LAND/SEASCAPES**



Since 2015, WWF-Madagascar made the strategic choice to shift from projects to landscape programs and the landscape approach as defined in the WWF Landscape Elements guidelines<sup>13</sup>. The four current land and seascapes were prioritized to roll out this approach. WWF identifies five key elements to advance integrated landscape management which are:

- 1** Establishing a multi-stakeholder platform to engage all key stakeholders in a participatory process to discuss, design, manage, and monitor landscape action plans;
- 2** Building shared understanding among key stakeholders of challenges and drivers, spatial relationships, and understanding the motivations of all stakeholders;
- 3** Collaborative planning whereby a landscape vision, action plan and integrated spatial planning are agreed by stakeholders;
- 4** Implementation of the action plan
- 5** Monitoring and adaptive management

All these need to be catalyzed and supported by good governance and by enhancing landscape finance through sustainable access to market and finance.



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13 Landscape Elements: Steps to Achieve Integrated Landscape Management, WWF, 2016.

The following summarizes the five key elements and the progress made in each of the landscape.

KEY ELEMENT	MAHAFALY	MTB	NORTHERN HIGHLANDS	DIANA
<b>MULTI-STAKEHOLDER PLATFORM</b>	Several topic-related platforms have been set up such as on fisheries, DRR, PA management; Man and Biosphere Reserve governance arrangements are currently under establishment with all stakeholders	Regional integrated coastal management committee for Menabe region active for many years but needs to evolve due to government decision to dissolve ICZM committees. Inter-regional Menabe and Melaky collaboration on mangrove conservation established and needs to be reinforced.	Landscape Steering Committee including 3 regions, key stakeholders from government, local authorities, conservation organizations well established and dynamic. Extended to include the Diana region to form the Northern Landscape	Several regional platforms exist; integration in the Northern Landscape needs further support
<b>SHARED UNDERSTANDING OF THE LANDSCAPE</b>	Mahafaly landuse plan and fisheries management plan available but need updating and further implementation	Conservation planning for mangroves and reefs (protected area and CBRNMs) and fisheries management plans available, need updating	Developed as part of the NbS-OP scoping phase, needs further consolidation and dissemination	Developed as part of the NbS-OP scoping phase, needs further consolidation and dissemination
<b>COLLABORATIVE PLANNING</b>	Under development for the Toliara Man and Biosphere Reserve	To be consolidated based on existing plans	Initiated as part of the NbS-OP scoping phase, needs further effort and consolidation	Initiated as part of the NbS-OP scoping phase, needs further effort and consolidation
<b>IMPLEMENTATION</b>	Ongoing needs better coordination	Ongoing needs better coordination	Ongoing needs better coordination	Ongoing needs better coordination
<b>MONITORING AND ADAPTIVE MANAGEMENT</b>	Needs to be developed	Needs to be developed	Needs to be developed	Needs to be developed

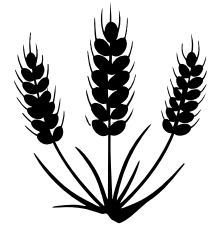
For the Mahafaly land and seascape, we will work closely with Madagascar National Parks, regional and local authorities and stakeholders to set up and operationalize the governance arrangements and shared action plan for the Southern Toliara Man and Biosphere Reserve and promote their integration into existing regional plans. For the Manambolo-Tsiribihina land and seascape, focus will be on further catalyzing inter-regional cooperation for mangrove conservation between the Menabe and Melaky regions and updating fisheries management plans as an opportunity

to re-dynamize the multi-stakeholder platforms in each region. Since 2023, the Northern Highlands and DIANA regional authorities have initiated a process to bring these two landscapes together, in a ridge to reef approach. Through the WWF Nature-based Solutions origination platform (NbS-OP) support, WWF-Madagascar is actively supporting this process towards the construction of the Northern Landscape and will continue to do so in the next years. For all landscapes, we will support multi-stakeholder platforms in the coordination and monitoring of landscape interventions.



**OBJECTIVE**  
**3**

**FOOD SECURITY, SOURCES OF INCOME AND RESILIENCE TO CLIMATE CHANGE IMPROVED FOR THE MOST VULNERABLE COMMUNITIES AROUND MANAGED AREAS**



In Madagascar, local communities around conservation areas are critical to the success of conservation and in many cases, they are actively involved in conservation actions through CBRNM schemes. Ensuring that they benefit from conservation in tangible ways and promoting their well-being is therefore critical to ensure lasting conservation impact.

To do this, we will work with relevant organizations to facilitate community access to basic services such as water, electricity, financial education, information, clean cooking equipment. This work builds on the successful current partnerships that we have developed with for instance, Barefoot College Madagascar for solar electricity access, Catholic Relief Services on financial education or local specialized NGOs on water access.

Food security remains a challenge for many communities in our intervention areas. In the Southern Mahafaly landscape, food shortages are caused by increasingly longer drought periods whereas in the other landscapes, lean periods are due to low crop production, unavailability of crops for lack of storage mechanisms or inefficient household financial management. To address this, we will work with expert organizations and local farmers schools and agricultural extension services to develop and promote nature-friendly and climate smart agri-food (includes fisheries) practices and systems.

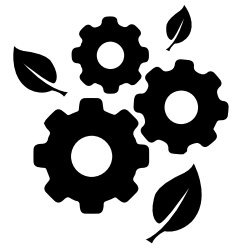
Incomes are central to benefits and well-being. Increasing incomes and diversifying them are both critical to improve the overall resilience of communities. We will continue to consolidate the existing successful models integrating small producers into value chains through partnerships with the private sector.

These include vanilla in HTN, seaweed and pili pili in MHF and MTB, ecotourism in MTB and DIANA, fisheries in all 3 seascapes. In parallel, we will seek to develop new value chains with business in order to target 54,360 households engaged in CBRNM. Potential for zero deforestation value chains will be explored, in particular for export commodities such as vanilla from the Northern Highlands by tapping into WWF’s global expertise and networks. This work will be closely linked with our work on Finance where we are collaborating with incubators and financial institutions (e.g. MIARAKAP, BNI) to develop financing mechanisms for high impact micro and small/medium enterprises development.

A new area of support will focus on enhancing disaster risk management capacity through partnerships with specialized organizations such as the Red Cross for pre and post disaster management, Aquatic Services for early warning systems, micro-finance institutions on climate insurance pilots. Climate-fueled migration has been an increasing concern in the land and seascapes, for obvious human-rights reasons, but also because migrants have been a major cause of new deforestation fronts and increased use of destructive fishing practices. Working with decentralized territorial authorities, we will pilot measures aiming at a better integration of climate migrants into their new settling areas, taking into consideration human rights and ecosystem sustainability considerations. This work at landscape level will be coupled with the updating of the national framework for disaster risk prevention and response to integrate eco-disaster risk reduction approaches in partnership with the national DRR community and the National Bureau for Disaster Risk Management.

OBJECTIVE  
4

**ENVIRONMENTAL GOVERNANCE IS MORE INCLUSIVE, TRANSPARENT, EQUITABLE, AND ADEQUATE LEGAL AND REGULATORY FRAMEWORKS IMPLEMENTED AT LOCAL, LANDSCAPE AND NATIONAL LEVELS.**



Community-based natural resource management schemes over the last 25 years have led to the existence of a vibrant network of community-based organizations throughout the 4 landscapes as well as many other parts of the country. This provides a strong foundation for inclusive conservation whereby rights holders will be able to shape decisions related to their territories and resources and to hold duty bearers accountable.

Through the landscape approach, several multi-sector and multi-actor platforms are now set up (see objective 2) and will be further supported to be truly inclusive. We will focus on capacitating, resourcing and empowering right holders to effectively engage in environmental governance at all levels. A national level, focus will be on promoting the reconnaissance of community rights through the effective implementation of the revised Gelose law and its application decrees at local and national levels (strengthened community institutions, land tenure, protection of environmental defenders, law enforcement, dina, etc.) and through legal/regulatory means as required. As a member of civil society, WWF will also continue to strengthen local civil society to fully play its role in defending civic space and citizen rights.

At national level, we will pursue policy advocacy efforts already initiated over the last five years using a more planned and structured approach to advocacy. The adoption of Madagascar National Biodiversity Strategy and Action Plan (NBSAP) and the national 30x30 roadmap will be critical as guiding framework for the country's implementation of the GBF and orienting future investments in conservation. WWF's active engagement in shaping this framework will therefore be critical. Other key advocacy topics in which we are currently and will continue to be actively engaged because they are critical to sustain landscape priorities, include the Nationally Determined Contribution (NDC), the National Adaptation Plan (NAP), the reform of the forest carbon legal framework, land tenure reform to support CBRNM and restoration/reforestation efforts, national legislation in support of CITES and Nagoya protocol, implementation of the National Anti-Corruption Strategy on fighting environmental corruption, strategic frameworks related to the fisheries sector (including compliance to the Indian Ocean Tuna Commission), regulatory framework to promote clean cooking, as well as influencing the food/agriculture and transport infrastructure sectors to integrate sustainability principles. These policy advocacy efforts at national level will be complemented by support for their effective implementation at landscape level where relevant.



OBJECTIVE  
5

100 MIO USD MOBILIZED FOR NATURE AND CLIMATE POSITIVE ACTIVITIES.



Our work on financial flows will mostly focus on financing green where there are most opportunities thus far for Madagascar. However, in line with the Roadmap 2030 Finance goal, we have started to engage with financial institutions on sustainability standards and will pursue this engagement in the next period. At this early stage, defining a clear target in terms of mio USD redirected from harmful investments is still challenging but we will review this at mid-term of the strategy as relevant.

Over recent years, there has been growing interest from private sector and finance institutions in contributing to the fight against climate change and to conservation efforts. It is fair to say that WWF has been instrumental in building this momentum. Private sector engagement provides an opportunity to build sustainable resource flows into conservation, community and climate interventions and to progressively shape the business sector in Madagascar to be more responsible. We will pursue current efforts to build a pipeline of bankable projects with high impacts on biodiversity, communities and climate through the Dutch Fund for Climate and Development (DFCD). We will pursue our technical assistance and resource mobilization support to set up the new Mitsiry Biodiversity and Climate Fund (MBCF) in partnership with the MIARAKAP investment fund, targeting national small and medium enterprises (SMEs); as well as initiated partnerships with local banks such as with the BNI-CA for the Lovainjafy initiative aiming at promoting high environmental impact SMEs through technical support and advantageous loan schemes or with the BREDD Banque in the implementation of the newly launched sustainability bond. Having actively contributed to the national strategy for financial inclusion, we will engage financial institutions such as micro-finance, to improve community access to financial services and support revenue-generating activities and community enterprises deployment in the landscapes. Building on these existing initiatives, we will aim at reaching more financial institutions to educate and influence them to adopt Environmental, Social and Governance (ESG) standards in order to eventually reduce negative impacts on biodiversity.

The estimated cost to implement the NBSAP until 2025 is USD 203.20 million. Furthermore, the [Madagascar Protected Areas and Biodiversity Fund \(FAPBM\)](#) has estimated the total funding requirement for biodiversity conservation at 3.6 thousand billion Ariary (approx.900 million USD for the period 2022-2025, according to BIOFIN. Conservation funding is heavily relying on overseas development aid and philanthropy. The environment receives less than 1% of the total State budget.

While protected areas are better off with the sustainable funding provided through the Madagascar Biodiversity and Protected Areas Fund (FAPBM) - the largest conservation trust fund in Africa with a 134 million USD endowment fund – community conservation efforts remain solely dependent on project funds. For this next period, we will therefore focus on mobilizing long-term, sustainable financing for community conserved areas in the landscapes. This will essentially focus on supporting Madagascar to fulfill the enabling conditions for a Project Finance for Permanence (PFP) targeting LMMAs and the establishment of a Marine and Community Resilience Fund to sustain conservation and blue micro-enterprises development. Finally, we will take advantage of the opportunity of the Malagasy government's commitments under the IMF Sustainability and Resilience Facility (SRF) – such as setting up a national climate budget and climate finance platform - to advocate for the critical role of nature in building climate resilience and the need for climate finance to take into account conservation needs, with an emphasis on WWF landscapes.



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We will use the following **four strategies** to achieve these objectives

STRATEGY  
1

**STRENGTHENED ADVOCACY TO ELEVATE NATURE TO THE HIGHEST LEVELS OF DECISION-MAKING:**

A more strategic and better structured approach to advocacy, using the WWF G-PAT framework, enhancing our internal thematic expertise and building strong alliances with relevant stakeholders where needed. Advocacy efforts will target decision-makers in government and business, and aiming at promoting nature and its values to shape policy, legislation and regulations and at ensuring these frameworks are effectively enforced. Detailed advocacy plans will be developed and implemented for each advocacy target and theme (eg. Forest landscape restoration, deforestation, small-scale fisheries, etc.)

STRATEGY  
2

**STRATEGIC PARTNERSHIPS AT ALL LEVELS:**

A shift from a “work through” to a “work with” approach to partnerships, that promotes co-creation, co-mobilization of resources, co-implementation with a longer-term perspective. Special emphasis will be put on strengthening partnerships with local organizations in support of locally-led conservation at landscape levels.

STRATEGY  
3

**CAPACITY BUILDING, RESOURCING AND EMPOWERMENT OF LOCAL STAKEHOLDERS:**

Providing local communities, local authorities as well as CSOs with the required institutional, technical, financial means for them to be part of and influence decision-making on environmental issues and to design and lead conservation actions. In the next five years, we will look at our internal systems as well as those of conservation trust funds such as FAPBM and Tany Meva, in order to develop adequate enabling conditions for local stakeholders to access funding for their conservation work.

STRATEGY  
4

**INFORMATION, EDUCATION AND MOBILIZATION FOR BEHAVIOUR CHANGE:**

Fostering nature positive attitudes and behaviours among key audiences through provision of up-to-date information, environmental education, mobilization strategies, with a particular focus on youth both as a target and a strategic partner. Detailed sensitization and campaign plans will be developed identifying objectives, strategies, audiences, etc.

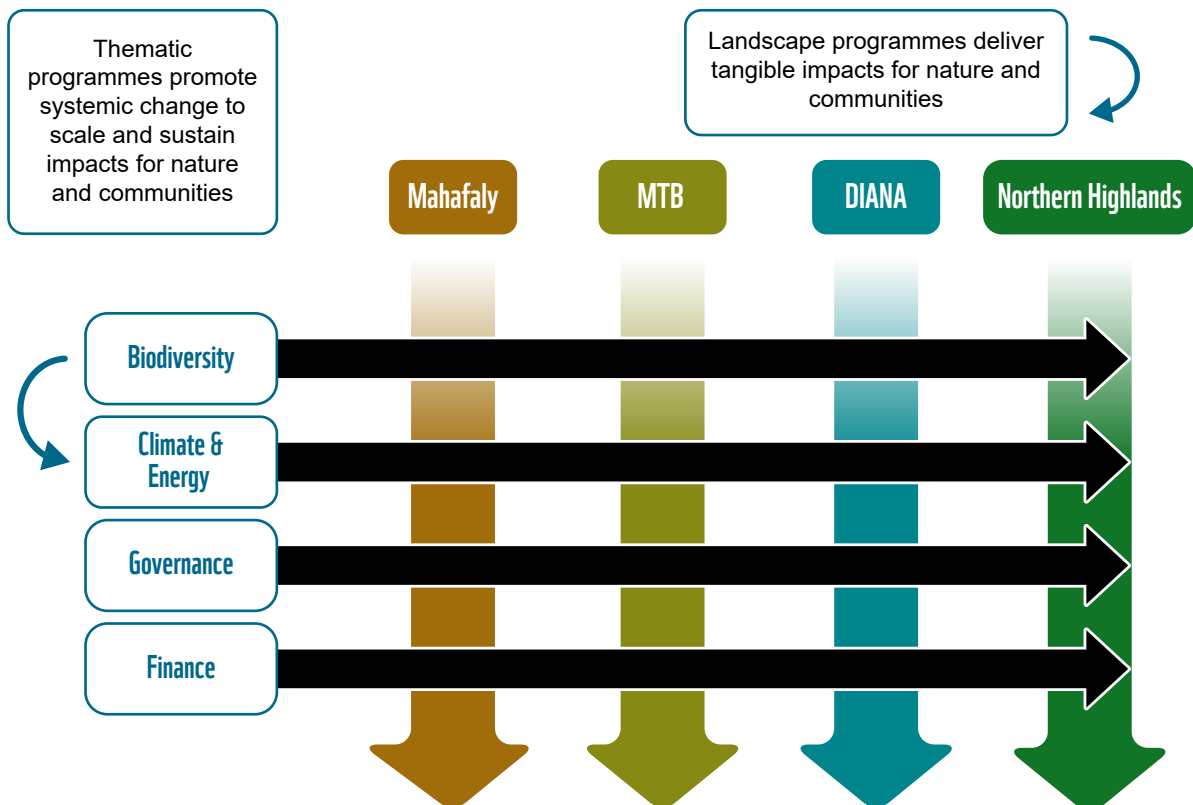


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# 5. CONSERVATION PROGRAMME PORTFOLIO

The above goals and outcomes will be operationalized through a portfolio of 4 geographic programmes focused on the 4 land/seascapes and 4 thematic programs (Biodiversity, Climate & Energy, Governance and Finance).

We are convinced that only a matrix approach will address the complexity of our conservation mission. Landscape programmes will ensure that we deliver tangible and measurable biodiversity impacts on the ground, while cross-cutting thematic programmes will ensure that the challenges shared by the landscapes are addressed in an efficient and coordinated manner and that landscape conservation efforts benefit from adequate enabling policies and technical conditions to scale them up and sustain them.



Madagascar's natural capital is managed in a sustainable and equitable way for the benefit of its unique nature and the Malagasy people.

All landscape and thematic programmes will contribute to the five OSP objectives, leading to the achievement of the conservation and people goals and eventually contributing to the achievement of our vision.

# LANDSCAPE AND SEASCAPE PROGRAM OUTCOMES

## MAHAFALY LAND AND SEASCAPE

### OBJECTIVE 1. MAINTAIN THE INTEGRITY OF TARGET ECOSYSTEMS AND SPECIES

- No deforestation or degradation of forest ecosystems in areas managed in the Mahafaly landscape
- No collection of Radiated Tortoise recorded and remaining populations maintained in the Mahafaly landscape
- The resilience and health of the reef system at MHF is maintained
- Abusive, illegal and unsustainable fishing practices in priority seascapes are at “Low level”.
- No collection of marine turtles and no destruction of nesting areas recorded in the Mahafaly landscape

### OBJECTIVE 2. ILM

The 5 elements of the ILM are fully in place and operational in the MHF landscape:

- Multi stakeholders platform
- Shared Understanding
- Collaborative Planning
- Effective Implementation
- Monitoring, Evaluation and Learning

### OBJECTIVE 3. FOOD SECURITY, INCOME AND COMMUNITY RESILIENCE

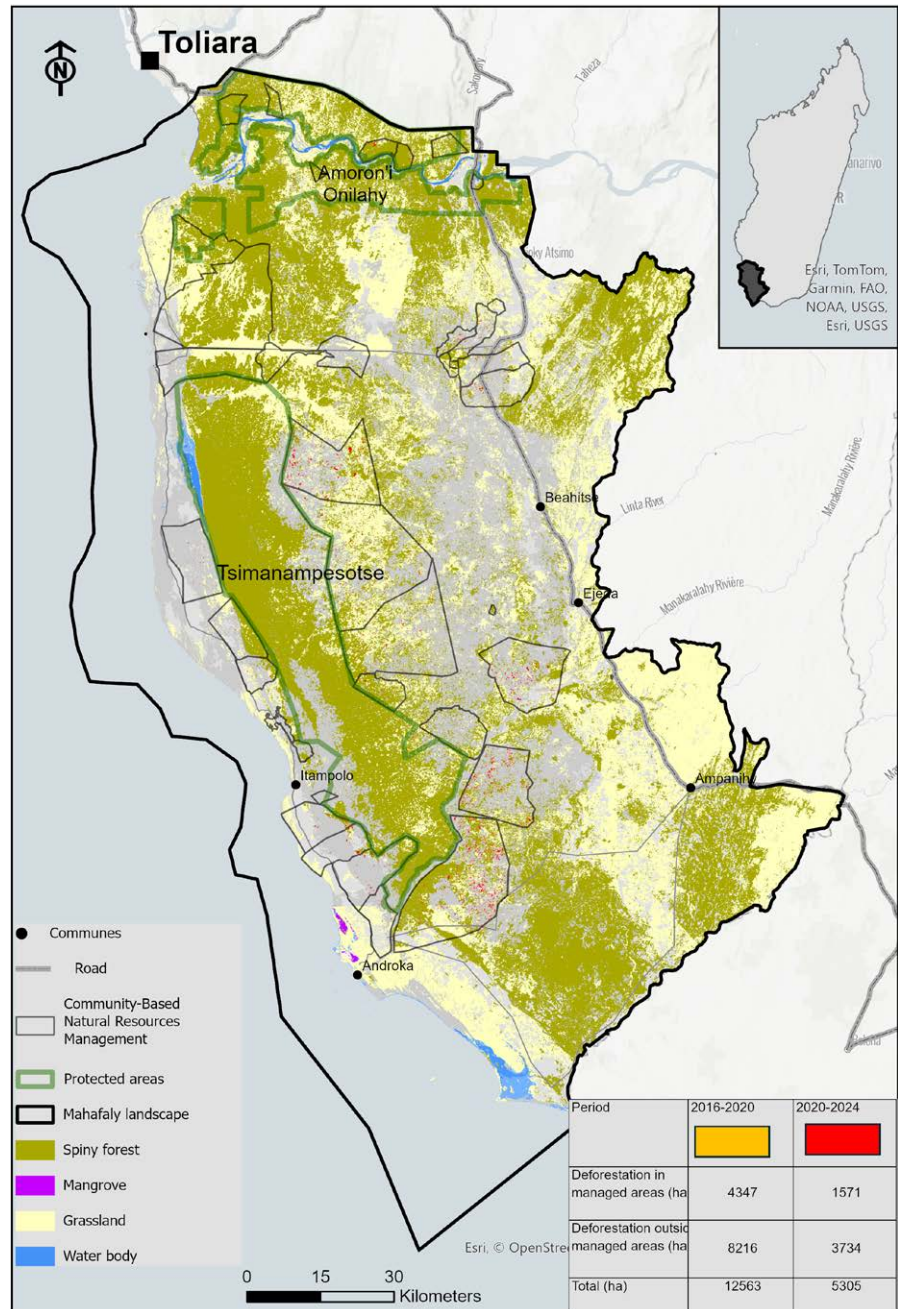
- Climate-smart agricultural systems (production, conversion, storage, support, inputs, finance, etc.) that promote biodiversity and food security are scaled up to the landscape level.
- Eco-DRR effectively in place to limit the impact of natural disasters on people’s livelihoods
- Communities’ access to basic social services and information is improved

### OBJECTIVE 4. IMPROVED ENVIRONMENTAL GOVERNANCE AND LEGAL FRAMEWORKS

- More inclusive, transparent and equitable environmental governance is effective at all levels
- Laws and regulations related to natural resources are effectively applied with due respect for human rights

### OBJECTIVE 5. MOBILIZING FINANCE

- A sustainable financing mechanism for conservation actions is operational and scaled up



# MANAMBOLO-TSIRIBIHINA SEASCAPE

## OBJECTIVE 1. MAINTAIN THE INTEGRITY OF TARGET ECOSYSTEMS AND SPECIES

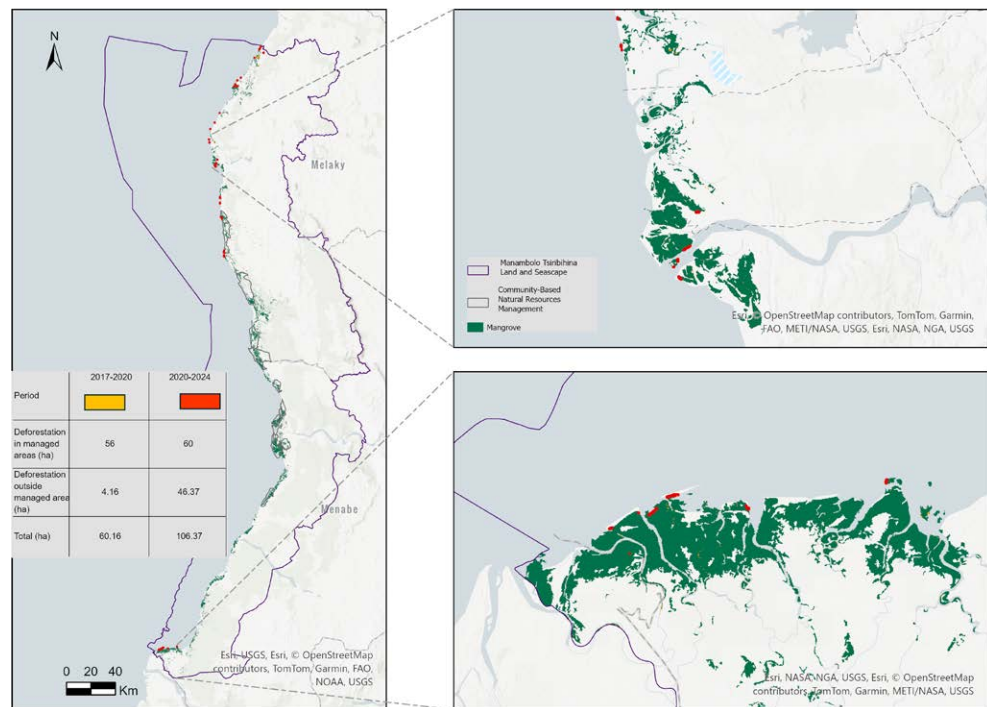
- The sustainable community-based management of 87,000 hectares of mangroves across 44 sites in the MTB is effective (TGRN/TGRH/OECM/MPA) thanks to the strengthened participation of local communities in decision-making regarding directions and in the implementation of activities.
- The dry forests, soils, and priority lakes of the degraded watersheds of the two Deltas (Tsiribihina and Manambolo) are under restoration and sustainably managed with the active participation of local communities
- Locally led climate-smart ecological mangrove restoration on 4,500 ha is implemented and monitored with 44 COBA mangrove management committees (1,500 ha of active restoration and 3,000 ha of passive restoration)
- A concerted action plan for the conservation of marine turtles is in place and operational, while ensuring that this does not lead to a deterioration of their livelihoods, their social organizations, and their cultural values.
- 60% of coral reefs and seagrass beds are under management in the MTB (MPA/TGRH-LMMA), with the commitment and participation of local communities

## OBJECTIVE 2. ILM

- All 5 elements of the ILM are fully in place and operational in the MTB landscape

## OBJECTIVE 3. FOOD SECURITY, INCOME AND COMMUNITY RESILIENCE

- 75% of fishermen (small-scale fishing) at the landscape level in locally managed fishing areas adopt responsible fishing techniques (area, gear, period)
- 2,000 households engaged in coastal areas of the landscape benefit from sustainable and diversified sources of income (beekeeping, ecotourism, seaweed farming), enabling them to overcome restrictions on access to natural resources and meet their needs.



- 3,960 fishermen in the landscape improve fishing practices and optimize their profits from fishing activity
- Access to basic social and structural services (drinking water, electricity, inclusive finance) is improved in 3 villages (new) through a strategic partnership.
- Local communities vulnerable in terms of food security improve their production system and harvest storage system in 44 villages in collaboration with strategic partners specialized in food security.
- Local communities involved in the management and conservation of mangroves, reefs and marine turtles at the MTB landscape level are prioritized and benefit from disaster risk management interventions

## OBJECTIVE 4. IMPROVED ENVIRONMENTAL GOVERNANCE AND LEGAL FRAMEWORKS

- Environmental and CC-related policy, strategy, legal and regulatory frameworks are developed/updated and effectively applied at landscape level
- The voices of CSOs and communities are listened to and considered in decision-making processes on environmental governance and integrated landscape management
- Citizens of Manabe and Melaky, especially young people, adopt sustainable behaviors towards nature, particularly in relation to marine and coastal ecosystems (mangroves, coral reefs and sea turtles) and ecosystems (dry forests and fresh water)

## OBJECTIVE 5. MOBILIZING FINANCE

- Sustainable financing mechanisms for mangroves are established and operational at the landscape level

# DIANA SEASCAPE

## OBJECTIVE 1. MAINTAIN THE INTEGRITY OF TARGET ECOSYSTEMS AND SPECIES

- 100% of the mangrove ecosystems in the DIANA Seascape are under protection (MTMR or other mechanisms), covering approximately 38,700 hectares, with effective implementation of conservation measures
- 3,500 hectares of degraded mangroves are under restoration based on HRBA, gender inclusion, and the prevention and protection of local communities from harm, in collaboration with partners in the landscape.
- The health status of coral reefs in NSH is at least maintained compared to the baseline
- 100% of the Nosy Hara MPA and 70% of the fishing zone in Ambaro Bay are under community management, totaling 110,673 hectares
- No egg collection, marine turtle poaching, or destruction of nesting sites recorded in the landscape

## OBJECTIVE 2. ILM

- All 5 elements of the ILM are fully in place and operational in the Diana seascape:

## OBJECTIVE 3. FOOD SECURITY, INCOME AND COMMUNITY RESILIENCE

- Alternatives to mangrove charcoal are widely available and used by the urban population and in high charcoal-consuming municipalities (SIRAMA, etc.).
- Household consumption of wood energy is reduced through the use of energy-efficient cooking equipment and other alternative energy sources
- 75% of fishing households in 45 villages (24 in Ambaro, 21 in Nosy Hara), including those headed by women, have sustainable and diversified livelihoods to better cope with climate change and natural disasters beyond maritime fishing.

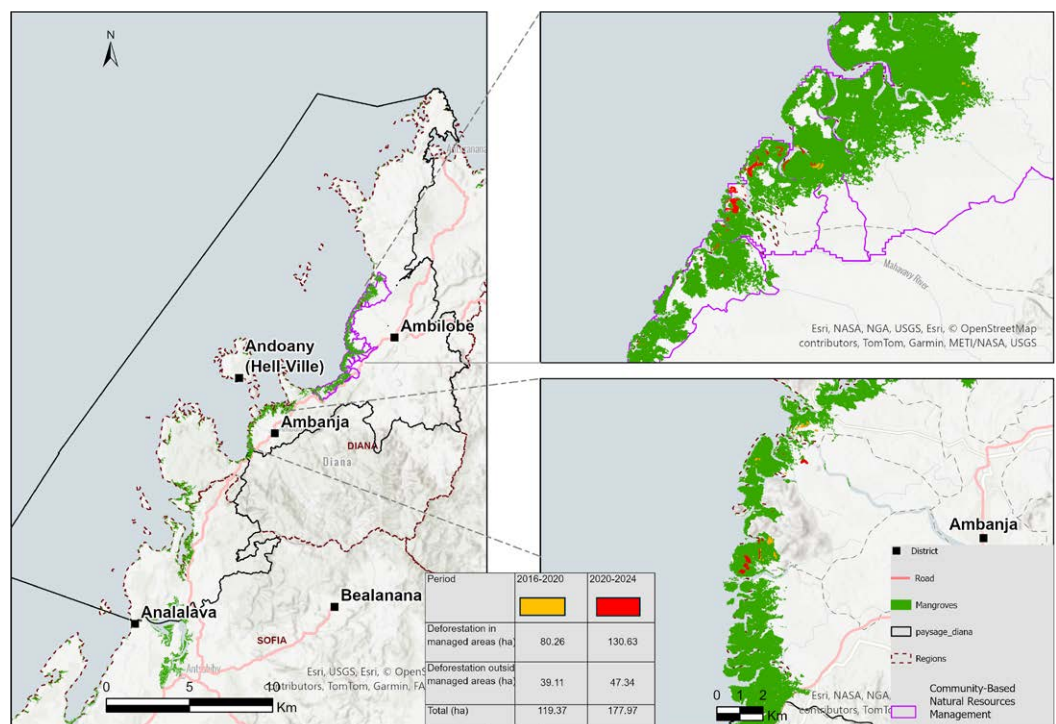
- At least 50% of farming households, including those headed by women, in the 24 villages of Ambaro Bay are food self-sufficient through conservation agriculture, subsistence farming, and livestock production.
- Community resilience is strengthened in the face of disasters.

## OBJECTIVE 4. IMPROVED ENVIRONMENTAL GOVERNANCE AND LEGAL FRAMEWORKS

- Coordination structures, governance bodies, and civil society organizations (CSOs) are reinforced to fully assume their role in environmental governance.
- Policy, strategic, legal, and regulatory framework documents related to environmental management are developed, updated, and implemented within the landscape.

## OBJECTIVE 5. MOBILIZING FINANCE

- Community-based financing mechanisms for equitable conservation funding are adopted and operational to support conservation efforts
- Green and blue investment models are developed and scaled up
- Conservation actions in the landscape benefit from the Marine Conservation and Resilience Fund (MCRF) financing mechanism



# NORTHERN HIGHLANDS LANDSCAPE

## OBJECTIVE 1. MAINTAIN THE INTEGRITY OF TARGET ECOSYSTEMS AND SPECIES

- zero collection of Simpona lemur recorded in its distribution area: COMATSA, Marojejy, Anjanaharibe Sud
- zero deforestation and degradation recorded within forest ecosystems in managed areas (6 Protected Areas – 626,395 ha – and 65 CBNRM sites – 349,278 ha)
- 10,000 ha of degraded ecosystems and key habitats are under restoration, contributing to improved integrity and re-establishing connectivity between forest blocks

## OBJECTIVE 2. ILM

- Integrated landscape management fully is operational in the NHL (5 elements of integrated landscape management will be fully operational in the NHL landscape)

## OBJECTIVE 3. FOOD SECURITY, INCOME AND COMMUNITY RESILIENCE

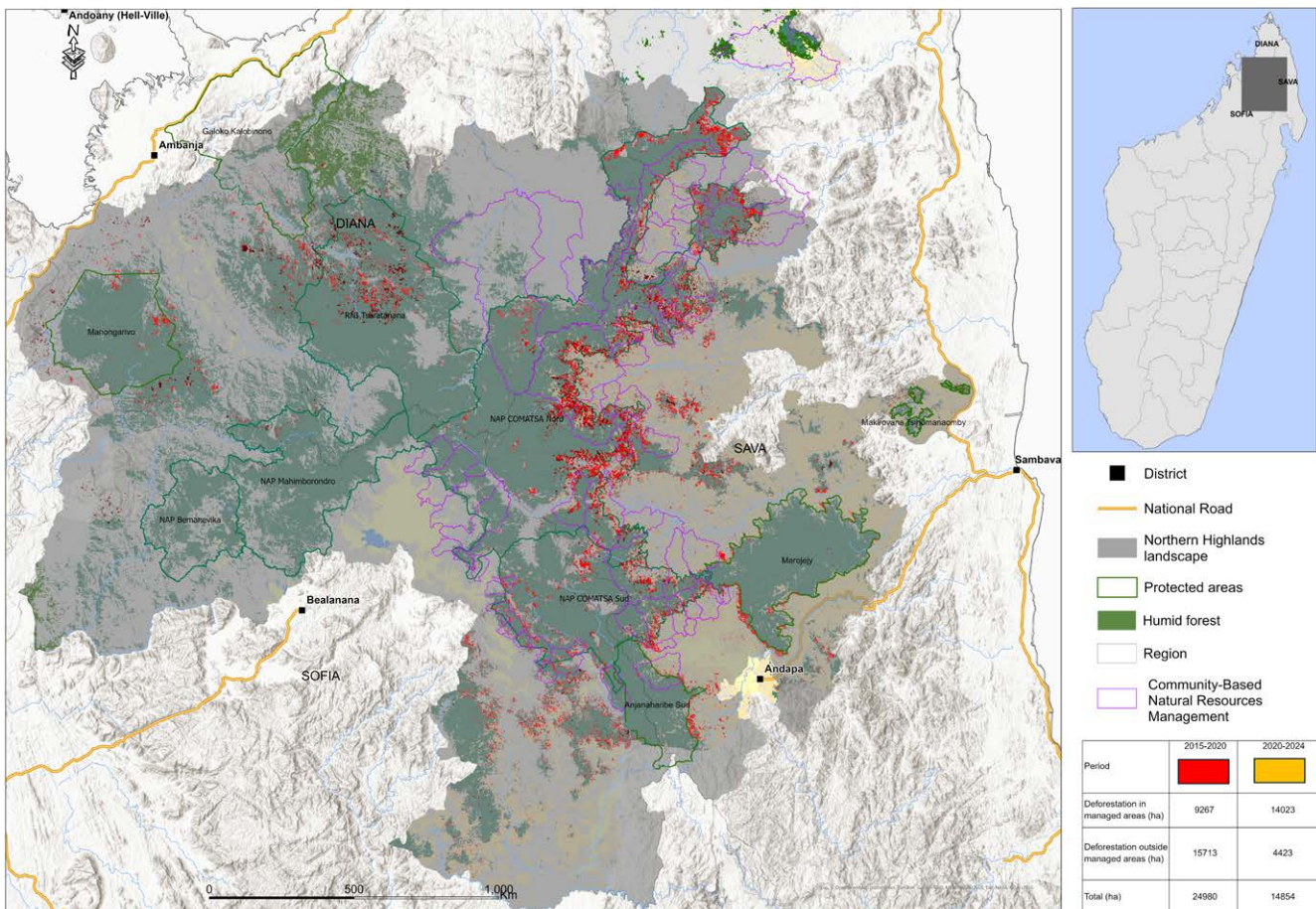
- 29,400 households (70%) in the 65 CBNRM increased and diversified their sources of income and will have sustainable livelihoods to reduce pressures on the humid forests and Simpona
- Sustainable agri-food systems promoted/scaled up within the 40 CBOs in the eastern part of COMATSA
- Resources, mechanisms and capacities in place to enhance communities to cope with climate change impacts and natural disaster risk

## OBJECTIVE 4. IMPROVED ENVIRONMENTAL GOVERNANCE AND LEGAL FRAMEWORKS

- Local stakeholders and organizations are empowered, equipped with the skills, authority, and resources needed to better manage natural reserves (NR) and migration.

## OBJECTIVE 5. MOBILIZING FINANCE

- Conservation actions benefit from substantial funding from various sectors (public, private, donors, foundations, through sustainable financing mechanisms.



# THEMATIC PROGRAMS OUTCOMES

## BIODIVERSITY (FORESTS, OCEANS, WILDLIFE)

### OBJECTIVE 1. MAINTAIN THE INTEGRITY OF TARGET ECOSYSTEMS AND SPECIES

- Updated and accessible knowledge on targeted ecosystems and species
- The National Conservation Strategy for the Radiated Tortoise (CITES species) is adopted and effectively implemented
- Existing legal frameworks related to marine turtles effectively enforced and marine turtles national program developed and operational
- National initiatives involving the National Committee on Forest Landscape Restoration (CNRPF) and the National REDD+ Working Group facilitate the popularization and implementation of the FLR Strategy and the REDD+ strategy in landscapes.
- A national regulatory framework for community-based monitoring and surveillance of small-scale fisheries is adopted and disseminated at the seascape level.
- The availability of methodological tools relating to usage rights and the consideration of climate change facilitates community management of mangroves.
- Forest restoration in landscapes is facilitated by the appropriation by stakeholders of restoration protocols adapted to different ecosystem types.

### OBJECTIVE 4. IMPROVED ENVIRONMENTAL GOVERNANCE AND LEGAL FRAMEWORKS

- The National Strategy for Biodiversity and its Action Plans (NBSAP) has been adopted, incorporating the concerns of local communities and MDCO, and is being effectively implemented and disseminated at landscape level.
- Changes in the attitudes and behavior of local/national stakeholders with regard to biodiversity, including recognition of nature-based solutions
- Strategic, policy, legal and regulatory frameworks that fully take into account sustainability concerns and effectively enforced
- Community rights and local concerns clearly taken into account in strategic and regulatory frameworks related to CITES and Nagoya protocol implementation

- Strategic frameworks related to the fisheries sector are effective and in line with IOTC conservation and management measures.
- The revised Fishing Code incorporates the concerns of fishermen, and is popularized in seascapes.
- The legal and regulatory frameworks relating to shrimp fishing integrate the environmental dimension and are popularized at the landscape level.

## CLIMATE & ENERGY

### OBJECTIVE 3. FOOD SECURITY, INCOME AND COMMUNITY RESILIENCE

- National strategic partners committed to supporting landscape communities in accessing basic services
- Up-to-date, “interpreted” meteorological information is systematically accessible to communities and other stakeholders
- National strategic partners are committed to strengthening the resilience of local communities to climate change and the risk of natural disasters, and to addressing climate-related migration.
- National strategic partners committed to supporting landscape communities in accessing sustainable food systems
- National economic players are committed to developing sustainable agricultural and non-agricultural value chains with local communities in priority landscapes.
- “Nature-based solutions” recognized as relevant to addressing food insecurity and water supply issues

### OBJECTIVE 4. IMPROVED ENVIRONMENTAL GOVERNANCE AND LEGAL FRAMEWORKS

- Policy and strategy frameworks for clean cooking energy are effectively implemented, promoting the deployment of eco-friendly briquettes, e-cooking and energy-efficient cooking equipment.
- National incentive frameworks promoting the deployment of sustainable clean cooking solutions and energy efficiency are adopted and implemented
- Effective inter-ministerial coordination and coherent frameworks enable the development of sustainable food systems

## FINANCE

### OBJECTIVE 5. MOBILIZING FINANCE

#### Increased investments into green and blue economy

- Bankable investments into green/blue economy developed and/or scaled up by national business and finance sectors

#### Financial flows into conservation and community resilience increased

- A system for collecting voluntary contributions for the environment is co-developed with financial institutions and national companies
- National organizations developing financial services are committed to supporting communities in priority landscapes in the development of profitable and sustainable income-generating activities.
- Community conservation efforts in the landscapes benefit from annual flows of funding from sustainable sources (FAPBM, TANY MEVA) and the WWF Landscape Finance approach is piloted in one landscape
- The state budget for financing actions to monitor and control biodiversity conservation and the use of natural resources at decentralized level is increasing in line with needs and challenges.

#### Sustainability standards and their instruments adopted by finance institutions

- Financial institutions, business and financial regulation organizations adopt ESG standards to reduce negative investments for biodiversity.
- National mechanisms favorable to the development of inclusive green and blue finance are adopted.



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- Integrated Water Management is included in the revision of the Water Act and deployment supported at landscape level.
- National strategic partners are committed to deploying sustainable cooking solutions in landscapes, in particular eco-friendly briquettes and e-cooking.
- The key national stakeholders in the National Barefoot College Program effectively ensure the sustainable deployment of the Barefoot College+ approach.
- Partnerships engaged to develop and deploy sustainable electricity access solutions in priority landscapes
- Partners are involved in the development of a solar battery manufacturing and recycling industry, as well as in the development of a laboratory for testing solar home systems.
- The availability of methodological tools capitalizing on NBS best practices and up-to-date national frameworks facilitate CC adaptation and disaster risk management actions.

## GOUVERNANCE

### OBJECTIVE 4. IMPROVED ENVIRONMENTAL GOVERNANCE AND LEGAL FRAMEWORKS

- Effective commitment at State's highest level in prioritizing conservation to halt and reverse the loss of biodiversity
- Decision-makers and key players in landscapes and at national level take ownership of the socio-economic value of key ecosystems
- Strong, engaged and credible civil society that fully plays its role and maintains an open civic space
- Popularizing the revised National Gelose Law and its application texts among national stakeholders and in the landscape strengthens community-led conservation efforts.
- Sustainability principles are integrated into national policy, operational and regulatory frameworks governing the transport infrastructure sector, and are effectively practiced by stakeholders
- The effectiveness of the fight against corruption affecting the sustainable management of natural resources, particularly in landscapes, is strengthened.

# 6. RESOURCE ACQUISITION PRIORITIES

## PURPOSE

The goal of the Resource Acquisition Strategy is that

**“By 2030, WWF MDCO has sufficient and sustainable funding to deliver the strategic plan”.**

Three scenarios have been developed for the funding needs of this OSP 2026-30:

1. A low scenario of CHF 33,236,403 based on currently secured funding and pipeline projects of 50-75% probability.
2. A high/ideal scenario of CHF 86,290,610 based on the full budgeting of all outputs and outcomes of the OSP.
3. **A target scenario of CHF 64,313,730** based on a conservative assessment of historical funding needs vs actual funding and absorption rate of program/project activity implementation between OSP2016-2020 and OSP2021-2025.

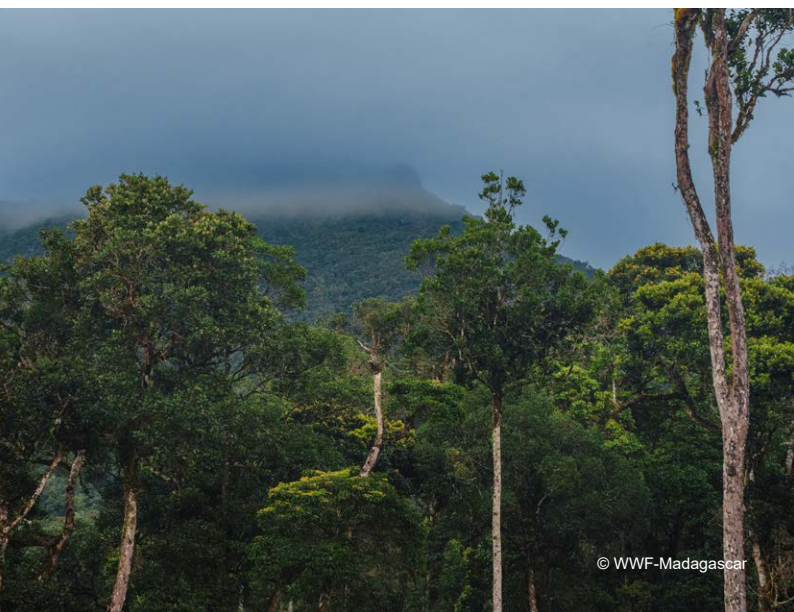
**THE RESOURCE ACQUISITION STRATEGY WILL PRIMARILY AIM AT ACHIEVING THE TARGET SCENARIO.**

Funding will be secured from WWF existing donors (past and current) as well as from new prospects who will be identified and engaged with by implementing a clearly established engagement plan over the next 5 years. One of the drivers of success of the strategy is the adoption of a more proactive approach to resource acquisition, by building a ready for funding projects portfolio.

Key challenges that need to be addressed to achieve this goal include the alignment between the OSP and programmes on the one hand, and the RA Plan on the other, the internal RA capacity, identification and prioritization of potential funding sources, management of donor relationships to ensure maintained and effective engagement, monitoring and evaluation. Beyond these, covering the costs associated with resource acquisition activities is also critical.

In order to achieve the Resource Acquisition goal, the strategy is articulated around 4 priorities that define the RA outcomes:

- 1 Enhance donor confidence
- 2 Develop robust pipeline with diversified funding
- 3 Develop strategic partnerships with local organizations
- 4 Strengthen resource acquisition capacity of WWF MDCO



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# HIGH LEVEL CONTEXTUAL ANALYSIS

## GLOBAL AND REGIONAL CONTEXT

The donor landscape for biodiversity conservation has had a transformation in response to the deepening global climate crisis, accelerating biodiversity loss, and increasing social and ecological vulnerability. Donors across the world have shifted toward more integrated, equity-driven, and climate-resilient approaches, creating both new opportunities and challenges for conservation actors.

At the global level, the international community has recognized the urgency of restoring ecological balance and investing in sustainable development. In 2023 alone, global funding dedicated to environmental and climate-related initiatives exceeded USD 32 billion (OECD DAC Statistics, 2023). Donors now emphasize cross-sectoral approaches that link climate action with biodiversity conservation, disaster risk reduction, and local livelihoods. The Post-2020 Global Biodiversity Framework (CBD, 2022) and the Paris Agreement serve as key guiding instruments that shape donor priorities.

Private philanthropic actors have taken on an increasingly prominent role in global environmental funding. Foundations such as the MacArthur Foundation, Oak Foundation, Helmsley Charitable Trust, and the Swedish Postcode Foundation are supporting large-scale, community-centered conservation efforts (Candid Foundation Stats, 2023). These donors tend to favor agile, evidence-based organizations capable of delivering results while centering local voices. Meanwhile, institutional funds like the Green Climate Fund (GCF) and the Global Environment Facility (GEF) continue to provide large-scale financing for nature-based solutions, restoration of ecosystems, and climate adaptation (GCF Funding Tracker, 2024).

One of the defining features of the current donor landscape is the increasing influence of global geopolitical tensions. The rivalry between major powers (e.g., China, the U.S., and the EU), the war in Ukraine, the rise of multipolar governance, and realignment in global alliances have created uncertainty in traditional funding flows. In this context, environmental funding is no longer seen solely through an ecological lens, but also as a tool of soft diplomacy, resource security, and geopolitical leverage.

Donors are becoming more selective, prioritizing countries and regions that align with their foreign policy interests and global climate leadership goals. The EU, for instance, has linked its Green Deal diplomacy to development cooperation, promoting green transitions in African countries through initiatives like Global Gateway. Some donors have redirected resources away from long-term environmental programs toward immediate crisis responses—including food insecurity, energy transition, and geopolitical stabilization. This shift presents a challenge for conservation actors, who must now position their work within broader strategic narratives, such as peacebuilding, economic resilience, and democratic governance.

In Africa, the donor landscape reflects the continent's unique ecological value and vulnerability. Madagascar, as one of the most biodiverse yet environmentally threatened nations, remains central to this narrative. Donors operating in this region have been highly responsive to initiatives like the Great Green Wall, AFR100, and the Great Blue Wall, which aim to restore degraded land and protect marine ecosystems (UNCCD, 2023, IUCN Blue Wall Strategy).





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Major bilateral donors including AFD, GIZ, and SIDA have continued to invest in regional programs that support forest conservation, marine biodiversity, sustainable fisheries, and climate-smart agriculture. Multilateral development banks, particularly the African Development Bank (AfDB) and the World Bank, are scaling up investments in climate resilience and natural capital (AfDB Climate Strategy 2021–2030, World Bank Environment Strategy).

## COUNTRY LEVEL CONTEXT

A recent analysis of conservation funding<sup>14</sup> in Madagascar reveals that:

- 99% of funding for conservation comes from foreign aid and foreign philanthropy
- Madagascar attracts twice as much foreign funding per hectare for conservation than the average in Africa due to the uniqueness of its biodiversity
- Madagascar leads in Africa in terms of private funding for conservation (philanthropy, private foundations)

## OPPORTUNITIES

Since 2023, the government has been more active on the international scene, particularly on the environment and climate arenas. For instance, Madagascar actively supported the Global Biodiversity Framework, and the Minister of Environment led the resource mobilization negotiations under the CBD COP 16. During climate COP 29, Madagascar joined the Coalition G-Zero along with Bhutan, Panama, Suriname, as the last remaining nations storing more CO<sub>2</sub> than they emit. The same goes with the oceans and fisheries sector where several important measures to comply with international policies and agreements have been taken. Business and finance sectors show increasing interest in tapping into climate finance and green/blue investments. WWF has been very instrumental in this movement. The IMF RSF reform will include a climate state budget, reforms on carbon finance, the creation of a climate finance platform for the private sector, establishment of a green taxonomy for projects, etc.

## KEY CHALLENGES/RISKS

Madagascar is highly dependent on development aid and is therefore highly vulnerable to global geopolitics. The impacts of the new US policy have yet to be assessed. USAID's environmental programme which just started in November 2024 has now been definitively terminated (a total of 42 million USD for forests, marine and governance projects). USAID also largely funded education and community health projects in WWF's landscapes, as well as a vast portion of the humanitarian support to Southern Madagascar. The new trade tariffs (+15% for Madagascar) will put at risk many SMEs which developed thanks to the US Africa Growth Opportunity Agreement.

The next presidential elections will be held in 2028; this always constitutes a risk for political upheavals and business continuity.

The response to these complex and intricate challenges needs to be multi-faceted and holistic, using WWF's strengths to catalyze change on the ecological, socio-economic, political and financial fronts. WWF Madagascar, as a longstanding and reputable conservation NGO, has already built relationships with many of these key donors. These partnerships have supported a wide range of interventions—from forest conservation and marine protected areas to community livelihoods and environmental education. WWF Madagascar is particularly well-placed to lead landscape-level programs that integrate conservation, climate adaptation, and sustainable development.

14 SPACES, Preliminary 30x30 Diagnosis for Madagascar, 2025

# HISTORICAL FINANCIAL ANALYSIS

## ANNUAL INCOME

- Average annual Income between 2016 – 2025 (Q3) is: 5,177,233.97 CHF
- FY 2024 was the best performing year for Income generation with a total income of 11,560,108.45 CHF
- FY 2018 was the least performing year with a total income of 2,859,814.25 CHF

## CATEGORY OF SOURCES OF FUNDING:

- Over the 10 years 72% in average of annual Income are from PSF source
- 28% in average of annual Income are from WWF Network
- 86% in average are restricted income (project funding)

# RESOURCE ACQUISITION SWOT ANALYSIS

## STRENGTH

- Complete and functional fundraising team in place, enabling better coordination of the resource mobilization process and support for teams in other departments to be effectively involved.
- Proposal development process is in place (SMT GO/NO GO process, identification of proposal development team, proposal development plan, review and approval process, etc.).
- WWF reputation, long and strong history, positioning in the conservation sector.
- Landscape and thematic programmes which will enable more targeted mobilization of resources responding to specific needs and a broadening of funding opportunities towards more diversified sources and types of funding
- Cross-border and regional programme scope (SWIO, AAH) - internal strength: capacity to develop large-scale programmes
- Experience working with PSP donors
- Basic donor relationship management abilities
- Office budget (core budget) available, yet limited, to support fundraising activities.

## WEAKNESS

- Project implementation: low capacity of budget consumption
- Capacity to develop quality, robust proposals and engage properly with donors -Proposal development process is not formally documented, absence of tools for effective management of fundraising process.
- Weak internal coordination in the resource mobilization process, unclear workflow and distribution of responsibilities.
- Limited capacity of other departments teams (technical etc) to be effectively involved in proposal development.
- Lack of readiness to proactively approach donors. In general, the fundraising approach is more reactive and opportunistic, and less proactive.
- Limited involvement of WWF MDCO in consortium with local organizations. Low involvement of local partners in project co-design. Transactional relations with partners (donors/beneficiaries' relationship)

## OPPORTUNITY

- Multi-sectoral and integrated approach to development, including biodiversity conservation = opportunity to join or build consortium for resource mobilization
- Existence of an active Country Support Group of NOs, collaboration with the NOs and the whole WWF network to explore and mobilize various funding, to support in proposal development process, existence of wider networks (beyond WWF) at international, regional and national level.
- Cross-border and multi-country programmes - external opportunity: collaboration with other WWF country offices and partnership with organizations beyond WWF network

## THREAT

- Although donor attention to biodiversity conservation has increased, priority is still low (especially in-country) compared to other development sectors. Limited funding opportunity.
- Shift in priorities of donors, especially PSP, global context affecting donors funding trends
- Competition within region to access funding opportunities



## ASSESSMENT OF KEY FUNDING GAPS

### TARGET SCENARIO OF 64,313,730 CHF

This appears to be the most realistic and achievable scenario based on the assumption that up to 75% of the ideal budget will be covered, considering historical evolution of WWF MDCO income and fundraising achievement over the past OSP period (2021-2025), as well as the programme delivery performance. This is our preferred scenario and will be the focus of resource mobilization. **11,877,215 CHF** is secured from current projects, representing **18%** of total budget.

If considering pipeline 50%-75% likeliness: there is **35,135,934 CHF** funding gap representing **55%** of budget. Below the breakdown per landscape and per FY:

Landscape/ Thematic	FY	Budget	Secured funding	Pipeline 50-75%	Secured+Pipeline	Funding gaps
Mahafaly	FY26	2 322 198	1 992 960	711 971	2 704 931	-382 733
	FY27	2 363 433	1 767 185	462 971	2 230 156	133 277
	FY28	2 136 596	282 071	462 971	745 042	1 391 554
	FY29	1 936 199	0	462 971	462 971	1 473 228
	FY30	1 894 670	0	462 971	462 971	1 431 699
<b>Total</b>	<b>10 653 096</b>	<b>4 042 216</b>	<b>2 563 855</b>	<b>6 606 071</b>	<b>4 047 024</b>	
Northern Highlands	FY26	2 836 826	383 822	2 055 660	2 439 482	397 344
	FY27	3 249 885	298 193	2 055 660	2 353 853	896 032
	FY28	4 000 697	297 971	2 055 660	2 353 631	1 647 066
	FY29	3 353 070	323 658	1 745 152	2 068 810	1 284 260
	FY30	2 508 104	77 326	1 745 152	1 822 478	685 626
<b>Total</b>	<b>15 948 583</b>	<b>1 380 971</b>	<b>9 657 284</b>	<b>11 038 255</b>	<b>4 910 328</b>	
Manambolo Tsiribihina	FY26	3 303 127	1 253 482	0	1 253 482	2 049 645
	FY27	3 349 409	934 845	0	934 845	2 414 564
	FY28	3 069 193	351 504	0	351 504	2 717 690
	FY29	2 616 926	351 504	0	351 504	2 265 422
	FY30	2 561 619	351 504	0	351 504	2 210 115
<b>Total</b>	<b>14 900 274</b>	<b>3 242 839</b>	<b>0</b>	<b>3 242 839</b>	<b>11 657 435</b>	
Diana	FY26	1 781 564	1 781 564	161 881	1 943 445	-161 881
	FY27	1 652 346	385 850	161 881	547 731	1 104 614
	FY28	1 696 449	263 774	161 881	425 655	1 270 794
	FY29	1 692 376	65 134	0	65 134	1 627 242
	FY30	1 912 999	0	0	0	1 912 999
<b>Total</b>	<b>8 735 733</b>	<b>2 496 321</b>	<b>485 643</b>	<b>2 981 964</b>	<b>5 753 769</b>	
Cross cutting	FY26	3 536 854	673 292	1 240 635	1 913 927	1 622 927
	FY27	2 621 390	41 575	1 240 635	1 282 210	1 339 180
	FY28	2 668 645	0	1 190 635	1 190 635	1 478 010
	FY29	2 153 422	0	921 894	921 894	1 231 528
	FY30	3 095 734	0	0	0	3 095 734
<b>Total</b>	<b>14 076 044</b>	<b>714 867</b>	<b>4 593 799</b>	<b>5 308 666</b>	<b>8 767 378</b>	
<b>Total OSP Budget</b>	<b>64 313 730</b>	<b>11 877 215</b>	<b>17 300 581</b>	<b>29 177 796</b>	<b>35 135 934</b>	
		18%	27%		55%	

If considering all pipeline including 25%, 50% and 75% likeliness, the funding gap is estimated at **22,679,121 CH** representing **35%** of total budget. Below the breakdown per landscape and per FY:

Landscape/ Thematic	FY	Budget	Secured funding	Pipeline 25-50-75%	Secured+Pipeline	Funding gaps
Mahafaly	FY26	2 322 198	1 992 960	1 164 426	3 157 386	-835 188
	FY27	2 363 433	1 767 185	1 181 519	2 948 704	-585 271
	FY28	2 136 596	282 071	1 131 519	1 413 590	723 006
	FY29	1 936 199	0	2 959 812	2 959 812	-1 023 613
	FY30	1 894 670	0	2 557 357	2 557 357	-662 687
<b>Total</b>	<b>10 653 096</b>	<b>4 042 216</b>	<b>8 994 632</b>	<b>13 036 848</b>	<b>-2 383 753</b>	
Northern Highlands	FY26	2 836 826	383 822	2 055 660	2 439 482	397 344
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<b>Total</b>	<b>15 948 583</b>	<b>1 380 971</b>	<b>9 657 286</b>	<b>11 038 257</b>	<b>4 910 326</b>	
Manambolo Tsiribihina	FY26	3 303 127	1 253 482	0	1 253 482	2 049 645
	FY27	3 349 409	934 845	0	934 845	2 414 564
	FY28	3 069 193	351 504	0	351 504	2 717 690
	FY29	2 616 926	351 504	1 828 293	2 179 797	437 129
	FY30	2 561 619	351 504	1 828 293	2 179 797	381 822
<b>Total</b>	<b>14 900 274</b>	<b>3 242 839</b>	<b>3 656 586</b>	<b>6 899 425</b>	<b>8 000 849</b>	
Diana	FY26	1 781 564	1 781 564	161 881	1 943 445	-161 881
	FY27	1 652 346	385 850	161 881	547 731	1 104 614
	FY28	1 696 449	263 774	161 881	425 655	1 270 794
	FY29	1 692 376	65 134	1 828 293	1 893 427	-201 051
	FY30	1 912 999	0	1 828 293	1 828 293	84 706
<b>Total</b>	<b>8 735 733</b>	<b>2 496 321</b>	<b>4 142 229</b>	<b>6 638 550</b>	<b>2 097 183</b>	
Cross cutting	FY26	3 536 854	673 292	1 475 827	2 149 119	1 387 735
	FY27	2 621 390	41 575	1 475 827	1 517 402	1 103 988
	FY28	2 668 645	0	1 190 635	1 190 635	1 478 010
	FY29	2 153 422	0	921 894	921 894	1 231 528
	FY30	3 095 734	0	0	0	3 095 734
<b>Total</b>	<b>14 076 044</b>	<b>714 867</b>	<b>5 064 180</b>	<b>5 779 047</b>	<b>8 296 997</b>	
0						
<b>Total OSP Budget</b>	<b>64 313 730</b>	<b>11 877 215</b>	<b>31 514 913</b>	<b>43 392 128</b>	<b>20 921 602</b>	
		18%	49%			33%

## FOCUS AND PRIORITIES TO SECURE FUNDING: **FOCUS ON TARGET BUDGET SCENARIO** 64,313,730 CHF.

### PRIORITY ACTIONS WILL BE:

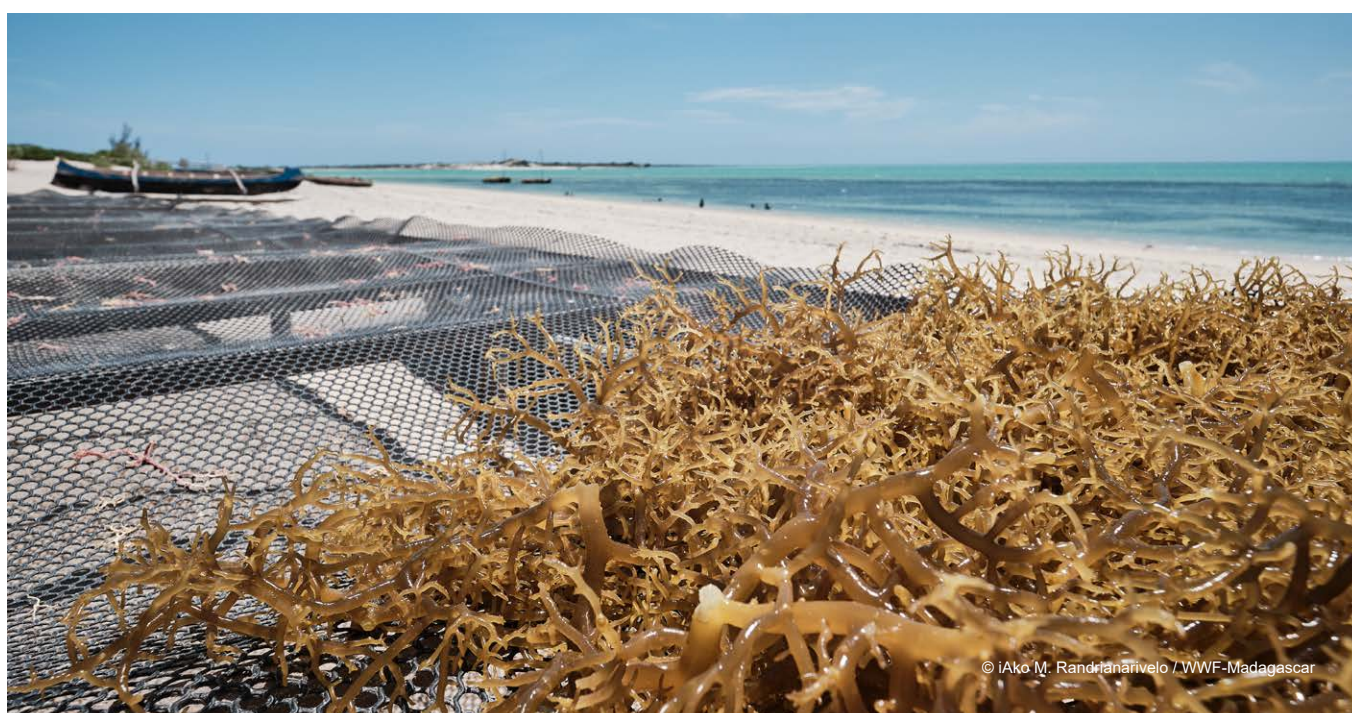
- to increase the pipeline with the development of investment-ready projects/programmes. While going through the process to completely secure pipeline, we will focus efforts on developing concepts and proposals to be pitched to identified donors or to be submitted in response to specific call for proposals;
- to engage in effective and efficient donor cultivation: to push forward current projects portfolio (pipeline) or to unlock new funding opportunities;
- to improve of programme delivery to enhance donor confidence and to secure more funding in a longer term.

### PRIORITIES FOR LANDSCAPES:

- In all budget scenarios, **Manambolo Tsiribihina** is the landscape that does not have any opportunity in the pipeline thus has the least secure funding portfolio. On the other hand, this landscape has a good perspective for long-term funding with VELUX in its current secured funding (40 years). While the focus will be on strengthening the landscape capacity to deliver quality programmes to improve accountability and therefore enhance donors' confidence, efforts will be invested in supporting the development of high-quality proposals to ensure a better appeal for this landscape. Potential for resource mobilization will be on developing multi-landscape programmes, SWIO as well as regional programmes.

- Resource mobilization efforts will be strongly focused on **Northern Highlands landscape** which has only 2 projects in the pipeline with level of confidence 50%-75%. VELUX is an opportunity for long-term sustainability (up to 15 years), while this landscape has also a potential for resource mobilization on the NBS OP intervention with an estimated budget of 65,550,539 CHF.
- **Diana** has only one opportunity with 25% likeliness in the pipeline. This landscape will be prioritized for resource mobilization efforts. There is a high potential for developing large programmes with NBS OP intervention with an estimated budget of 8,403,000 CHF, as well as multi-landscapes programme and through SWIO.
- In all budget scenarios, **Mahafaly** appears to be the landscape that has the most opportunities secured in the pipeline, but most of these have likeliness 25% and small budgets. If considering all opportunities in the pipeline for the target budget scenario, the total of current secured funding and pipeline are exceeding the funding gap by 2030. But in all cases, focus will be on mobilizing fewer but larger programmes. SWIO and regional programmes would be an interesting niche for this landscape.

Two other budget scenarios have been assessed:



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## LOW SCENARIO OF 33,236,403 CHF:

This scenario is based on the assumption that the budget for 2026 – 2030 corresponds to the total of secured funding from current contracts and all pipeline with likeliness 50% and 75%.

- Pipeline in this case is estimated at **17,300,591 CHF**, representing **52%** of budget
- Secured funding from current projects is estimated at **15,935,822 CHF**, representing **48%** of budget. There is no funding gap in this scenario, however the sustainability is critical.

Landscape/Thematic	FY	Budget	Secured funding	Pipeline 50-75%	Funding gaps
Mahafaly	FY26	3 385 953	2 673 982	711 971	0
	FY27	2 834 028	2 371 057	462 971	0
	FY28	841 429	378 458	462 971	0
	FY29	462 971	0	462 971	0
	FY30	462 971	0	462 971	0
	<b>Total</b>	<b>7 987 352</b>	<b>5 423 497</b>	<b>2 563 855</b>	<b>0</b>
Northern Highlands	FY26	2 570 639	514 979	2 055 660	0
	FY27	2 455 750	400 090	2 055 660	0
	FY28	2 455 452	399 792	2 055 660	0
	FY29	2 179 409	434 257	1 745 152	0
	FY30	1 848 902	103 750	1 745 152	0
	<b>Total</b>	<b>11 510 152</b>	<b>1 852 868</b>	<b>9 657 284</b>	<b>0</b>
Manambolo Tsiribihina	FY26	1 681 814	1 681 814	0	0
	FY27	1 254 295	1 254 295	0	0
	FY28	471 618	471 618	0	0
	FY29	471 618	471 618	0	0
	FY30	471 618	471 618	0	0
	<b>Total</b>	<b>4 350 961</b>	<b>4 350 961</b>	<b>0</b>	<b>0</b>
Diana	FY26	2 552 229	2 390 348	161 881	0
	FY27	679 582	517 701	161 881	0
	FY28	515 790	353 909	161 881	0
	FY29	87 391	87 391	0	0
	FY30	0	0	0	0
	<b>Total</b>	<b>3 834 992</b>	<b>3 349 349</b>	<b>485 643</b>	<b>0</b>
Cross cutting	FY26	2 144 001	903 366	1 240 635	0
	FY27	1 296 416	55 781	1 240 635	0
	FY28	1 190 635	0	1 190 635	0
	FY29	921 894	0	921 894	0
	FY30	0	0	0	0
	<b>Total</b>	<b>5 552 946</b>	<b>959 147</b>	<b>4 593 799</b>	<b>0</b>
<b>Total OSP Budget</b>		<b>33 236 403</b>	<b>15 935 822</b>	<b>17 300 581</b>	
			48%	52%	0%

This appears to be the scenario with the lowest risk where it is assumed that the focus would be only on completing current projects while expecting approval of all high probability projects in the pipeline. However, under this scenario most of the set goals and outcomes in the OSP would not be achievable.

- **Manambolo Tsiribihina** is the most at risk as this landscape does not have any pipeline, however the secured funding from current projects will be sufficient to maintain at least for FY 26 and FY 27, and then additional resource mobilization would still be needed to ensure enough funding for the remaining period.
- **Northern Highlands, Diana and Manambolo Tsiribihina** : these are landscape with higher potential for long-term programmes. VELUX would ensure funding for the OSP period and beyond (up to 40 years), whereas NBS OP is offering perspective for large fundraising.

This scenario however is a very limited scope of actions, both for programmes and operations. Therefore, this is our least preferred scenario.

## HIGH/IDEAL SCENARIO OF 86,290,610 CHF:

This total funding need corresponds to a full budgeting of all the outputs in all the programmes of the OSP. **16%** of the estimated this funding need are secured (ongoing contracts). The funding gap is estimated at **41,362,879 CHF** representing **48%** of total budget.

The table below presents the breakdown of secured funding, pipeline and funding gaps per landscape and per FY:

Landscape/ Thematic	FY	Budget	Secured funding	Pipeline	Secured+Pipeline	Funding gaps
Mahafaly	FY26	3 115 725	2 619 353	1 164 426	3 783 779	-668 054
	FY27	3 171 051	2 247 659	1 181 519	3 429 178	-258 127
	FY28	2 866 700	0	1 131 519	1 131 519	1 735 181
	FY29	2 597 824	0	2 959 812	2 959 812	-361 988
	FY30	2 542 105	0	2 557 357	2 557 357	-15 252
	<b>Total</b>	<b>14 293 404</b>	<b>4 867 012</b>	<b>8 994 632</b>	<b>13 861 644</b>	<b>431 760</b>
Northern Highlands	FY26	3 806 208	514 979	2 055 660	2 570 639	1 235 569
	FY27	4 360 416	400 090	2 055 660	2 455 750	1 904 666
	FY28	5 367 789	399 792	2 055 660	2 455 452	2 912 337
	FY29	4 498 860	434 257	1 745 152	2 179 409	2 319 451
	FY30	3 365 158	103 750	1 745 152	1 848 902	1 516 256
	<b>Total</b>	<b>21 398 432</b>	<b>1 852 868</b>	<b>9 657 286</b>	<b>11 510 154</b>	<b>9 888 278</b>
Manambolo Tsiribihina	FY26	4 431 850	1 681 814	0	1 681 814	2 750 036
	FY27	4 493 948	1 254 295	0	1 254 295	3 239 653
	FY28	4 117 979	471 618	0	471 618	3 646 361
	FY29	3 511 166	471 618	1 828 293	2 299 911	1 211 255
	FY30	3 436 959	471 618	1 828 293	2 299 911	1 137 049
	<b>Total</b>	<b>19 991 901</b>	<b>4 350 961</b>	<b>3 656 586</b>	<b>8 007 547</b>	<b>11 984 354</b>
Diana	FY26	2 390 348	2 317 141	161 881	2 479 022	-88 674
	FY27	2 216 975	517 701	161 881	679 582	1 537 393
	FY28	2 276 149	353 909	161 881	515 790	1 760 359
	FY29	2 270 684	87 391	1 828 293	1 915 684	355 000
	FY30	2 566 697	0	1 828 293	1 828 293	738 404
	<b>Total</b>	<b>11 720 852</b>	<b>3 276 141</b>	<b>4 142 229</b>	<b>7 418 370</b>	<b>4 302 482</b>
Cross cutting	FY26	4 745 445	1 368 142	1 475 827	2 843 969	1 901 476
	FY27	3 517 154	55 781	1 475 827	1 531 608	1 985 546
	FY28	3 580 557	0	1 190 635	1 190 635	2 389 922
	FY29	2 889 275	0	921 894	921 894	1 967 381
	FY30	4 153 589	0	0	0	4 153 589
	<b>Total</b>	<b>18 886 021</b>	<b>1 423 923</b>	<b>5 064 180</b>	<b>6 488 103</b>	<b>12 397 918</b>
<b>Total OSP Budget</b>	<b>86 290 610</b>	<b>15 770 905</b>	<b>31 514 913</b>	<b>47 285 818</b>	<b>39 004 792</b>	
			18%	37%		45%

The assumption that all pipeline proposals (including **levels of confidence 25%, 50% and 75%**) will be approved and projects will start in FY 26 and FY 27 in most cases. Pipeline representing **37%** of the budget will be secured and the remaining funding gap is estimated at **39,004,792 CHF**, representing **45%** of the total budget.

If only considering pipeline with **level of confidence of 50% and 75%**, the funding gap is estimated at **53,219,124 CHF** representing **62%** of total budget. The table below presents the breakdown of funding gaps per landscape and per FY:

Landscape/ Thematic	FY	Budget	Secured funding	Pipeline 50-75%	Secured+Pipeline	Funding gaps
Mahafaly	FY26	3 115 725	2 619 353	711 971	3 331 324	-215 599
	FY27	3 171 051	2 247 659	462 971	2 710 630	460 421
	FY28	2 866 700	0	462 971	462 971	2 403 729
	FY29	2 597 824	0	462 971	462 971	2 134 853
	FY30	2 542 105	0	462 971	462 971	2 079 134
	<b>Total</b>	<b>14 293 404</b>	<b>4 867 012</b>	<b>2 563 855</b>	<b>7 430 867</b>	<b>6 862 537</b>
Northern Highlands	FY26	3 806 208	514 979	2 055 660	2 570 639	1 235 569
	FY27	4 360 416	400 090	2 055 660	2 455 750	1 904 666
	FY28	5 367 789	399 792	2 055 660	2 455 452	2 912 337
	FY29	4 498 860	434 257	1 745 152	2 179 409	2 319 451
	FY30	3 365 158	103 750	1 745 152	1 848 902	1 516 256
	<b>Total</b>	<b>21 398 432</b>	<b>1 852 868</b>	<b>9 657 284</b>	<b>11 510 152</b>	<b>9 888 280</b>
Manambolo Tsiribihina	FY26	4 431 850	1 681 814	0	1 681 814	2 750 036
	FY27	4 493 948	1 254 295	0	1 254 295	3 239 653
	FY28	4 117 979	471 618	0	471 618	3 646 361
	FY29	3 511 166	471 618	0	471 618	3 039 548
	FY30	3 436 959	471 618	0	471 618	2 965 342
	<b>Total</b>	<b>19 991 901</b>	<b>4 350 961</b>	<b>0</b>	<b>4 350 961</b>	<b>15 640 940</b>
Diana	FY26	2 390 348	2 317 141	161 881	2 479 022	-88 674
	FY27	2 216 975	517 701	161 881	679 582	1 537 393
	FY28	2 276 149	353 909	161 881	515 790	1 760 359
	FY29	2 270 684	87 391	0	87 391	2 183 293
	FY30	2 566 697	0	0	0	2 566 697
	<b>Total</b>	<b>11 720 852</b>	<b>3 276 141</b>	<b>485 643</b>	<b>3 761 784</b>	<b>7 959 068</b>
Cross cutting	FY26	4 745 445	1 368 142	1 240 635	2 608 777	2 136 668
	FY27	3 517 154	55 781	1 240 635	1 296 416	2 220 738
	FY28	3 580 557	0	1 190 635	1 190 635	2 389 922
	FY29	2 889 275	0	921 894	921 894	1 967 381
	FY30	4 153 589	0	0	0	4 153 589
	<b>Total</b>	<b>18 886 021</b>	<b>1 423 923</b>	<b>4 593 799</b>	<b>6 017 722</b>	<b>12 868 299</b>
<b>Total OSP Budget</b>	<b>86 290 610</b>	<b>15 770 905</b>	<b>17 300 581</b>	<b>33 071 486</b>	<b>53 219 124</b>	
		18%	55%	62%		

# RESOURCE ACQUISITION GOAL, OUTCOMES, OUTPUTS AND INDICATORS

## GOAL

By 2030, WWF MDCO has sufficient and sustainable funding to deliver the strategic plan.

## OUTCOMES

1.1	By 2030, WWF MDCO has a robust pipeline composed of diversified sources of funding, with increased interest in local donors and preference for larger programmes.	% of funding from non-PSP donors
1.2	By 2030, donors' confidence is enhanced through improved accountability.	% of donors with repeat funding
1.3	By 2030, strategic partnerships with local organizations are developed to support resource mobilization efforts.	Nb of partnerships/consortium developed and formalized
1.4	By 2030, WWF MDCO has strengthened capacity for effective and efficient resource mobilization to deliver the strategic plan.	% of budget secured to support RA

## OUTPUTS

1.1.1	Ready for funding concepts and projects are developed, based on landscape and thematic programmes.	Nb of ready for funding concepts and projects developed
1.1.2	Proactive approach is adopted through presentation of projects ideas/concept notes to identified potential donors.	Nb of prospects donors approached to present projects ideas and concepts
1.1.3	Active monitoring of funding opportunities is performed and proposals are submitted in response to identified interesting calls.	Win Rate - proportion of grants
1.2.2	Accurate and timely information is shared with donors (progress, updates, information on local context....)	Percentage of donor updates delivered on time
1.2.3	Ongoing projects are implemented with timeliness, quality and compliance to donors' requirements as well as WWF standards	% projects implemented with timeliness, quality and compliance
1.3.1	Local partners are identified, approached and have expressed interest in co-designing projects.	Nb of partners expressing interest (materialized with letter of EOI)
1.3.2	Projects are co-designed with pre-identified local partners.	Nb of projects co-designed with local partners
1.4.1	Budget is secured to support RA (capacity development and RA activities)	% of budget secured to support RA
1.4.2	Resource Acquisition department has strengthened capacity to effectively lead the RA process.	% capacity fulfilled
1.4.3	Internal coordination of RA process is strengthened	Rate - Involvement of key staff (%)
1.4.4	MDCO relevant key staff are trained on RA processes (incl. proposal development the operationalization of tools....), QA, contracting process....	Nb of training delivered

# DONOR MAPPING AND ANALYSIS

DONOR TYPE	DONOR NAME	THEMATIC ALIGNMENT	CURRENT RELATIONSHIP LEVEL	ACTION PLAN
TRUST & FOUNDATION	MacArthur foundation	Climate, energy	Past projects implementation (closed)	Reinitiate relationship, explore new opportunities
	Climate Friendly	Climate	Past projects implementation (closed)	Reinitiate relationship, explore new opportunities
	Helmsley Charitable Trust	Forest, ocean	Past projects implementation (closed)	Reinitiate relationship, explore new opportunities
	Audemars Piguet Foundation		Past projects implementation (closed)	Reinitiate relationship, explore new opportunities
	Rainforest trust	Forest, wildlife	Past projects implementation (closed)	Reinitiate relationship, explore new opportunities
PSP			Past projects implementation (closed)	Initiate relationship, explore new opportunities
	AFD	Climate	Already in relationship and ongoing project implementation	Initiate relationship, explore new opportunities
	Blue Action funds	Ocean	Already in relationship and ongoing project implementation	Maintain engagement, explore further opportunities
	DANIDA Danish international development agency	Climate	Already in relationship and ongoing project implementation	Maintain engagement, explore further opportunities
	FFEM	Climate		Maintain engagement, explore further opportunities
	GEF	Forest, Climate, Ocean		Maintain engagement, explore further opportunities
	Global Affairs Canada	Ocean, Climate, Food	Already in relationship and ongoing project implementation	Maintain engagement, explore further opportunities
	Ministry of Foreign Affairs in the Netherland	Finance & Investments		Maintain engagement, explore further opportunities
	Ministry of Foreign Affairs of Finland (MFA Finland)		Already in relationship and ongoing project implementation	Maintain engagement, explore further opportunities

DONOR TYPE	DONOR NAME	THEMATIC ALIGNMENT	CURRENT RELATIONSHIP LEVEL	ACTION PLAN
PSP	NORAD	Ocean, Energy, Climate	Already in relationship and ongoing project implementation	Maintain engagement, explore further opportunities
	Ocean Risk and Resilience Action Alliance (ORRAA)	Ocean	Already in relationship	Maintain engagement, explore further opportunities
	SIDA		Already in relationship and ongoing project implementation	Maintain engagement, explore further opportunities
	Swiss Agency for Development and Cooperation (SDC)		Already in relationship and ongoing project implementation	Maintain engagement, explore further opportunities
PRIVATE SECTOR	The Bezos Earth Fund	Ocean	Already in relationship and ongoing project implementation	Maintain engagement, explore further opportunities
	VELUX A/S	Forest	Already in relationship, ongoing project development	Maintain engagement, explore further opportunities

## DEVELOP DONOR ENGAGEMENT PLANS

Donor engagement strategies are based on cultivating and maintaining good relationships with donors through the following actions:

- 1 Initiate relationships: hold introductory meetings with prospect donors, past or newly identified
- 2 Hold advanced meetings to present and pitch project ideas, concepts or proposals
- 3 Hold regular meetings, to share updates and relevant information
- 4 Use different communication tools and channels to share information with donors
- 5 Organize fundraising events to convey donors (potential) and partners
- 6 Organize annual forum to gather all donors and partners
- 7 Enhance international exposure: visit donors offices in their host countries/headquarters
- 8 Convey donors in field visits (landscapes and projects visits)
- 9 Ensure quality programme delivery and share timely information about current projects implementation – reports etc...

The aim is to attract new donors that fit with MDCO strategic priorities and retain current donors in order to have renewed/continuous funding throughout the five-year period and beyond.

# 7. ORGANISATIONAL MANAGEMENT PRIORITIES

In order to ensure the successful implementation of the conservation program portfolio described above and attain the objectives and goals set for the next five years, it is critical that WWF-Madagascar operations support **high performance** thanks to an **engaged team, effective collaboration with partners, adequate and efficiently managed resources** using **streamlined and interconnected systems and enhanced adaptive capacity to global, national and local changes.**

Office management will therefore focus on the following areas and goals:



## LEADERSHIP AND GOVERNANCE

**BY 2030, GOVERNANCE MECHANISMS ARE FUNCTIONAL, WITH STRONG LEADERSHIP TO SUPPORT PROGRAM DEVELOPMENT**

The current WWF-Madagascar Senior Management Team is relatively young. Apart from the Country Director – who will retire in 2027 – all members have been in their position for less than a year to 3 years. Continued reinforcement in leadership skills is required to strengthen this SMT, along with opportunities for exposure to the global WWF Network and its complexities. Between 2025-27, several critical positions are planned for replacement due to departures and retirement; these include Conservation Manager, Landscape Manager, Senior Advisor for RBM, Country Director. Ensuring smooth transitions will be vital for the business continuity of the office and the success of this strategic plan. Continued reinforcement of leadership and managerial skills for new and current SMT members and streamlining the SMT and Country Director directs report are necessary to achieve this smooth transition. Ensuring the effectiveness of the various governance and management bodies such as the Advisory Board, the Country Support Group, Senior Management Team, will also be very important to maintain the programme momentum with national stakeholders, the WWF Network, donors, etc.

## PEOPLE & CULTURE

**BY 2030, WWF IS A WORKPLACE THAT NURTURES VALUE-DRIVEN STAFF AND FOSTERS THEIR DEVELOPMENT AND HIGH PERFORMANCE**

### Staff engagement and performance

A main area of focus will be to improve staff engagement and performance. According to the latest staff engagement survey, the main reasons for the weak engagement are related to the lack of recognition, limited development opportunities, and poor working conditions (compensation & benefits, office space, equipment). In Madagascar, WWF loses experienced, senior staff members to UN and other multi-lateral organizations or to positions outside Madagascar. With the current salary package, it becomes increasingly difficult to attract the best candidates and to retain the experienced ones. Continued advocacy with WWF-International regarding a more competitive salary system will be undertaken along with internal measures to retain staff with increased development opportunities and a more balanced workload, as well as improved office space.

Workload has been raised as another key issue that hampers staff performance and engagement. Indeed, the portfolio has significantly increased within the last 5 years, and a better balance between project portfolio and staff capacity needs to be worked out. A more structured approach to staff development will be put in place (policy, criteria, individual plans where relevant) and funding for this will be integrated in projects as much as possible.

Options for office space expansion or acquisition will be explored and related financial needs will be built in the financial sustainability plan. Finally, continuing to promote WWF's values and their application in daily work will be paramount to improve engagement, performance and compliance to WWF's internal policies. This is even more important as many staff are new and the office will undergo significant changes in the SMT during this strategic plan period.

## FINANCE & ADMINISTRATION

### BY 2030, WWF OPERATIONAL SYSTEMS EFFECTIVELY AND EFFICIENTLY SUPPORT OFFICE PERFORMANCE AND CONSERVATION DELIVERY

With a growing portfolio and increasingly demanding donor requirements, it is necessary to improve our operations. During the last 2-3 years, project delivery has suffered from insufficient operational capacity leading to low burn rates and several no-cost extensions which affect donor confidence as well as increases operational costs for the office. To address this, tools such as KPIs for technical programme/project managers will be developed along with training in basic financial management concepts, and closer collaboration between technical and financial project teams will be fostered. In order to ensure more efficient and effective operations, we will pursue the automation and inter-connection of key administrative and financial data systems (e.g. procurement, travel expenses, grants management, etc.) and the harmonization of procedures at national and landscape levels. The operations' team capacity will also be assessed and adjusted to meet the growth of landscape portfolio and new types of funding and donors such as NbS-OP and Velux.

## COMMUNICATIONS

### BY 2030, WWF COMMUNICATIONS EFFECTIVELY SUPPORT ADVOCACY EFFORTS, PROMOTE BEHAVIOR CHANGE IN TARGET AUDIENCES AND ENCOURAGE YOUTH MOBILIZATION.

To meet the ambition set for the next five years, stronger mobilization of key stakeholders is needed. WWF-Madagascar has developed strong social networks through Facebook, LinkedIn, Instagram and more recently Twitter. While we will continue to grow these, we will also put a stronger emphasis on using communications to support the ambitious advocacy efforts under this plan as well as to more effectively mobilize the youth as a force for change.

This means increased capacity and competencies within the communications team in areas such as campaigning and communications for behavior change, understanding target audiences such as government decision-makers or private sector. Youth mobilization requires increased resources and means, and will mostly rely on partnerships with youth platforms such as Namako ny Tany, the Madagascar Youth Biodiversity Network, the AIKA Alliance for climate change and landscape level youth associations. In addition, we will continue to foster a culture of communications with project and programme teams at all levels and improve communication systems and resources to maintain WWF's voice as a reference for conservation in the country.

## ADEQUATE SYSTEMS TO SUPPORT LOCALLY-LED CONSERVATION

### BY 2030, CSO/CBO PARTNERS ARE REINFORCED TO BE RESILIENT AND ABLE TO DRIVE LOCALLY-LED CONSERVATION AT LANDSCAPE LEVEL THROUGH AN INCLUSIVE PARTNERSHIP APPROACH AND PERFORMANT GRANT MANAGEMENT.

WWF-Madagascar already has a strong history of collaboration with CBOs and CSOs and our ongoing support of 166 CBOs in community-based natural resources management initiatives in the 4 land and seascapes. During the next five years, we will go one step further to develop CBO and CSO capacity to drive conservation actions and manage donor funding. This will be done through improved CBO and CSO management skills, providing organizational development support and rethinking our grant management approach to better support the development of strong CBOs and CSOs and test and pilot direct funding to them. These pilots will be used to develop scenarios for shifting direct funding from donor to CBOs and CSOs supported by WWF. In addition, as part of setting up a Project Finance for Permanence (PFP) scheme for LMMAs in Madagascar, we will also work with existing conservation trust funds, the Madagascar Biodiversity and Protected Areas Fund and the Tany Meva Foundation, to help them assess and adapt their granting mechanisms to directly benefit LMMA managers.

Developing partnerships with CBOs and CSOs for co-creation and joint resource mobilization will also be prioritized as part of our resource mobilization efforts, in particular for landscape interventions. Along this, we will increase opportunities for capacity development of local stakeholders through targeted initiatives such as training, internships, exchanges, etc.



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## GRANTS MANAGEMENT

**BY 2030, CSO/CBO PARTNERS ARE REINFORCED TO BE RESILIENT AND ABLE TO DRIVE LOCALLY-LED CONSERVATION AT LANDSCAPE LEVEL THROUGH AN INCLUSIVE PARTNERSHIP APPROACH AND PERFORMING GRANT MANAGEMENT.**

A strong civil society is critical to achieve more inclusive environmental governance. Through initiatives such as Leading the Change, WWF was able to promote the emergence of an increasingly strong and credible environmental civil society. This includes CBOs and their federations and networks, local and national CSOs and national platforms and coalitions. Currently we work with 120 CBOs and 58 CSO partners in the 4 land and seascapes and at national and regional level (as part of the SWIO program). Despite the fact that they are increasingly recognized as important voices in various fora, these organizations remain highly dependent on projects for their very existence and are therefore highly vulnerable to changes in donor priorities. In addition, internal governance and capacity to effectively manage donor funding remains a challenge and high risk to their operations. We will continue to focus our support to these 58 CSOs and 120 CBOs in the next five years with a greater emphasis on reinforcing their core organizational capacities and on strengthening their ability to mobilize resources and develop financial sustainability plans.

## PARTNERSHIPS

**BY 2030, A CULTURE OF TRUE PARTNERSHIP IS IN PLACE AND PARTNERSHIP DEVELOPMENT AND MANAGEMENT IS WELL STRUCTURED AND COORDINATED.**

Strategic partnerships are critical to the delivery of WWF's conservation vision and goals, and form one of the key strategies within this plan. Although WWF-Madagascar works with many partners at different levels, partnerships have been up to now mainly managed through the Grant Management Unit. An assessment of CSO and CBO partners revealed that WWF's approach to partnerships is seen as too transactional and not reflecting a "true" partnership spirit and approach. Moreover, roles and responsibilities in the management of partnerships with other types of institutions such as government departments and development INGOs have been unclear leading to ineffective collaboration and demotivation both from WWF teams and partners. A more structured approach to partnerships, with roles and responsibilities clearly defined across the relevant WWF units (Grants Management, Business Engagement, Policy and Technical Support Unit, etc.) as well as better adapted processes and tools for different types of partners will be established to ensure more effective partnerships. A few long-standing partnerships such as with Helvetas on value chain development, UNIMA on mangrove conservation also need further joint reflection on what should be the next level of these partnerships to be more impactful.

## ENVIRONMENTAL & SOCIAL SAFEGUARDS FRAMEWORK

**BY 2030, ENVIRONMENTAL AND SOCIAL SAFEGUARDS, HUMAN RIGHTS AND GENDER CONSIDERATIONS ARE INTEGRATED INTO CONSERVATION INTERVENTION DESIGN AND IMPLEMENTATION**

All 4 landscapes have been successfully screened and categorized as medium risk landscapes. Mitigation plans have been developed and the next step will be to ensure mitigation activities are effectively budgeted within projects, implemented and monitored in relation to the environmental and social risks management. Continued efforts will also be made to reinforce the operationalization of grievance mechanisms as well as to training of WWF staff and partners on WWF ESSF standards and statement of principles on gender and human rights and how to integrate these into project design, implementation and monitoring.

# 8. MONITORING, EVALUATION, AND LEARNING (MEL) PLAN

BY 2030, THE RESULTS-ORIENTED PMEL SYSTEM IS CONSOLIDATED ACROSS WWF PRIORITY LANDSCAPES AND FUNCTIONAL TO SUPPORT COLLECTIVE PERFORMANCE AND EFFECTIVE ADAPTIVE LANDSCAPE MANAGEMENT.



## KEY AREAS OF FOCUS

We will pursue the reinforcement of WWF staff and key partners (CSOs, CBOs) in results-based management approaches through training, direct support in planning, monitoring and evaluation and learning. A particular emphasis will be put on building such capacity at landscape level in order to support the operationalization of the integrated landscape approach. This will also include improving our capacity and systems to collect and manage data in order to monitor at impact and outcome levels and to provide relevant information to support landscape stakeholders in the integrated approach.

A stronger focus will be on facilitating and promoting learning both internally and amongst key landscape actors through various tools and approaches. Internally, this will take advantage of the WWF global efforts to increasingly use global platforms for programme and project management and an internal platform for sharing information between programmes will be established. At landscape level, we will make information available to landscape multi-actor platforms to guide the integrated approach. Eventually, these efforts will contribute to improved adaptive management both within WWF and with stakeholders in intervention areas.

# MONITORING PROGRESS OF THE OSP

WWF Madagascar will apply a structured and evidence-based approach to track progress and evaluate the effectiveness of the Organizational Strategic Plan (OSP) throughout its implementation period. This will include:

- **Baseline Assessments:** At the onset of the OSP, we will collect baseline data to establish starting points for key conservation and operational indicators. These baselines will enable effective measurement of progress, track trends over time, and support evidence-based decision-making.
- **Mid-term Review (2027–2028):** The annual pause-and-reflect sessions conducted during 2027–2028 will serve as the mid-term review, assessing progress, efficiency, effectiveness, and impact on conservation goals, operational performance, and stakeholder engagement. These sessions will inform necessary course corrections to ensure alignment with strategic objectives.
- **End-of-Strategy Evaluation (2030):** A rigorous evaluation at the end of the strategy period will assess the overall impact, effectiveness, and sustainability of interventions, capturing key lessons to inform future strategic planning.
- **Targeted and Thematic Evaluations:** In-depth evaluations will be commissioned as needed to examine specific strategic priorities, innovations, or donor-driven requirements. The annual pause-and-reflect sessions will inform decisions regarding the selection and focus of these targeted and thematic evaluations, ensuring they address critical areas of learning and adaptation.

## PMEL PROCESSES AND MECHANISMS

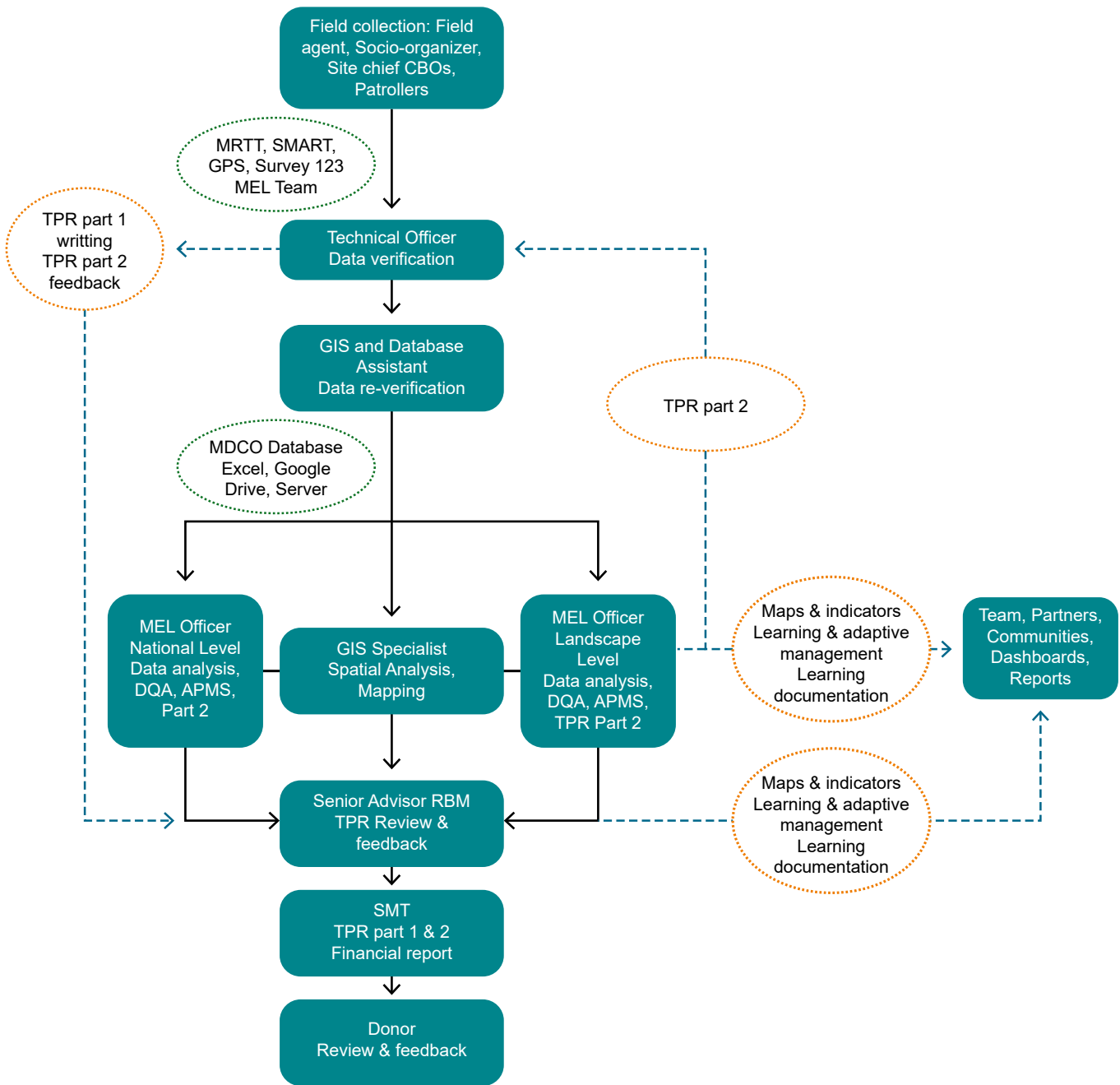
WWF Madagascar’s adaptive management process ensures our conservation programs continuously improve based on evidence, learning, and stakeholder feedback. This systematic approach integrates monitoring, evaluation, and learning (MEL) processes to enhance program effectiveness and conservation impact.

The process follows a four-phase cycle of planning, implementation, learning, and adaptation. During planning, strategies are developed with clear assumptions and measurable indicators. Implementation involves continuous data collection to measure these indicators.

Data collections are done through multiple sources/tools including SMART Connect, Survey 123, KoBoCollect, drone mapping, satellite imageries etc. The PMEL team provides data processing and analysis to support decision-making, while dashboard systems enable performance tracking and trend analysis.

At project level, learning occurs through quarterly or annual performance reviews for that assess progress and identify lessons learned. A multi-level validation process involves MEL team, technical team, landscape managers, PMEL Manager, and senior management team to ensure quality and accountability. Partners participate actively in learning processes, contributing to documentation of successes, challenges, and adaptive measures.





8 RBM processes, flow of data, information and report validation

## IMPROVEMENTS FOR 2025-2030

Building on established practices, WWF Madagascar will implement several enhancements to strengthen adaptive management. A digital learning platform using MS365 will facilitate information sharing among key stakeholders across priority landscapes. Annual pause and reflect sessions will be systematized at program level, involving implementing partners and donors in structured learning processes to assess strategy effectiveness, review assumptions, and plan adaptations.

The Results-Oriented Monitoring system will be extended to include implementing partners through digitized and automated processes from local to national levels. This expansion will include standardized activity tracking with evidence collection protocols using evidence-based approaches.

Routine Data Quality Assessments will be regularly conducted for selected indicators each semester. The transition to MS365 platform will improve data management and collaboration capabilities, supported by appropriate equipment including tablets and software licenses.

# 9. RISK MANAGEMENT

We have identified the following five top risks to the success of this strategic plan. For more information on each risk, preventive controls, detective and response controls, residual risk, risk treatment action plan, etc., please refer to the office risk register.

NO.	RISK EVENT	CAUSE OF RISK	EFFECT OF RISK	RISK TREATMENT ACTION PLAN
1	Failure to deliver on project outputs and outcomes	Insufficient implementation capacity on the ground (operations and technical) Overcharged staff not able to ensure quality implementation of projects Overly time-consuming procurement procedures, leading to delays in project implementation	Low expenditures, large unspent funds at the end of the project and unachieved expected results. Loss of credibility with donors	<ul style="list-style-type: none"> <li>Reinforcement of field and HQ operations capacity to meet the needs of growing portfolio; automated systems for travels, procurements, grants management, etc to facilitate detection and response. Ensure Landscape Managers and new Conservation Manager and project managers have required managerial capacity</li> <li>Trainings and tools to support project managers in understanding financial data to support decision-making Develop scenarios to pace portfolio growth, resource mobilization efforts and absorption capacity (in particular in view of Nbs OP)</li> <li>Track specific high risks projects (PCD 2, GAC)</li> </ul>
2	Organized robbery in rural remote areas (ex: dahalo) and increased violent retaliation targeting environmental defenders	Political tensions, weak law enforcement, increasing poverty in rural areas, increased organized environmental crime in the field	Safety of WWF staff, local communities and local authorities involved in conservation actions; reduced motivation for conservation ; increasing pressures on conservation targets	<ul style="list-style-type: none"> <li>Ensure systematic security check for field missions and that WWF staff are accessible and can have rapid evacuation protocols in case of security crisis. Refresher training for security focal points and other staff, including first aid training.</li> <li>Protection of community members included in the revised law on CBRNM and ensure it is addressed with clear mechanisms in the related decrees. Awareness raising of partner CBOs and local authorities on the law and their respective rights and responsibilities</li> </ul>
3	Frequent requests for WWF to support law enforcement as a PA manager which may not be in line with WWF policies	Weak capacity and limited resources of law enforcement entities, roles and responsibilities of WWF as PA manager	Non-compliance to WWF policy on law enforcement, potential abusive behaviors of law enforcement agents in WWF intervention areas, ineffectiveness of conservation actions.	<ul style="list-style-type: none"> <li>Apply the new Network standard of WWF on the Prohibited Law enforcement Support activities</li> <li>Collaboration agreement between MEDD and WWF under discussion will integrate WWF social policies and measures from the stop gap guidance</li> <li>Develop and implement an advocacy plan for increase public budget allocation to MEDD for law enforcement</li> </ul>

NO.	RISK EVENT	CAUSE OF RISK	EFFECT OF RISK	RISK TREATMENT ACTION PLAN
4	Embezzlement and misuse of funds under a grant contract.	Failure of control within the organization or misuse or misappropriation of allocated grants by beneficiaries	Loss of confidence, breach of contract; failure to carry out planned activities; impact on direct beneficiaries (communities, women ...), loss of time, Litigation ...	Implement new improved grant management systems: i) reinforce technical support to grantees at landscape and national levels; ii) improve grantee due diligence and selection processes; iii) stronger integration of technical and financial teams working with grantees; iv) develop and operationalize a Grants C2G database; v) clarify and formalize roles and responsibilities at the level of WWF on grant management from cradle to grave
5	Reduced financial flows into conservation work	global geopolitics lead to budget cuts or suspension in donor countries leading to de-prioritization of conservation ODA cuts impacts on poor and vulnerable communities; trade tariffs impact on global commodities and small produces (eg vanilla, clove)	Loss of funding opportunities and/or funding for WWF; inability to achieve set objectives; staff termination; landscape programme closed Conservation deprioritized by government, donors and communities; loss of economic opportunities and motivation by stakeholders	<ul style="list-style-type: none"> <li>• Develop a high and low scenario for the costing of the 2026-30 OSP and related financial sustainability plan and Resource Acquisition targets;</li> <li>• Resource Acquisition strategy seeking to diversify donor portfolio and funding sources. Regular engagement with donors within Country Support Group and outside Advocacy to maintain nature as a priority for Government and support in the implementation of NBSAP commitments planned in 2026-30 OSP Work on greening finance and financing green planned in 2026-30 OSP</li> </ul>





# 10. STAKEHOLDER ENGAGEMENT & PARTNERSHIPS

Partnerships and stakeholder engagement are critical to the success of this strategic plan. In fact, strategic partnership has been identified as one of the key strategies supporting the goals and outcomes of this plan. A structured and coordinated approach to partnerships, with roles and responsibilities clearly defined across the relevant WWF units (Grants Management, Business Engagement, Policy and Technical Support Unit, Conservation/Landscapes) as well as better adapted processes and tools for different types of partners will be established to ensure more effective partnerships. Such processes and tools include due diligence tools, MoU or grants requirements, dedicated partnership manager, regular coordination between WWF teams and partners', etc.

Stakeholder engagement at landscape level will build upon the stakeholder engagement plans developed as part of the ESSF mitigation plans for each landscape. As per these plans, regular concertation with stakeholders will be conducted. This could be done through the landscape multi-stakeholder platforms at various levels. At national level, stakeholder engagement is ensured by each thematic lead on regular basis through the various thematic platforms in which WWF is active.

## KEY STAKEHOLDERS INCLUDE:

- Local communities
- Local authorities
- Government
- Business and Finance sector
- Conservation organizations
- Development organizations
- Donors

**Table 2.** Stakeholders analysis

STAKEHOLDER GROUP	KEY ACTORS	ENGAGEMENT STRATEGIES	OBJECTIVES
<b>GOVERNMENT ENTITIES</b>	<p><b>National:</b> MEDD, MPEB, MEH, MEF, MDAT, MINAE</p> <p><b>Decentralized:</b> Regions, Districts, Communes, Fokontany</p>	Direct partnerships, joint action plans, coordination meetings, regular consultations, formal MoUs	Influence integration of conservation priorities into national policies, ensure effective law enforcement, leverage technical expertise and regulatory authority for resource management, environmental monitoring, and anti-corruption
<b>CIVIL SOCIETY ORGANIZATIONS (CSOS) AND NGOS</b>	<p><b>National networks:</b> MIHARI, Tafo Mihaavo, Alliance AIKA, PFGAP</p> <p><b>Specialized organizations:</b> TSA, WCS, Blue Ventures, Helvetas, MNP</p>	Cooperation agreements, grants with rigorous due diligence, co-implementation of activities	Advocate for good environmental governance, strengthen community capacities, collect and share data, promote awareness and behavior change
<b>LOCAL COMMUNITIES</b>	CBOs, CBO Unions, Traditional Authorities (Olobe, Mpitakazomanga), Fishers, Farmers, Women's Associations	FPIC processes, co-planning, co-evaluation	Enhance autonomy, promote sustainable resource management, develop environmentally friendly income-generating activities, facilitate access to financial services via savings and credit groups
<b>PRIVATE SECTOR AND FINANCIAL INSTITUTIONS</b>	<p><b>Banks and FI's: BNI, SGM:</b> ACEP, OTIV, Miarakap</p> <p><b>Corporates and SME's:</b> GAPCM, SYMABIO, OCEAN FARMERS, MCI, RAMANANDRAIBE Export, SYMRISE, MCI Ingredients, BIONEXX, Forest Forward</p>	Develop green and blue investments, sustainable financing mechanisms (e.g., payments for ecosystem services), integrate ESG standards	Promote profitable and sustainable business models, facilitate market access for sustainable products, mobilize voluntary conservation contributions
<b>RESEARCH INSTITUTIONS AND UNIVERSITIES</b>	IHSM, ESSA, CURSA, RENALA, FOFIFA	Collaboration agreements, research project grants	Enhance scientific knowledge on biodiversity and ecosystems, conduct ecological and applied studies, support technical training
<b>UN AGENCIES AND DONORS</b>	PNUD, UNCDF, FAO, WFP, OCHA, UNDRR	Strategic collaboration for resource mobilization, capacity building	Strengthen local and national capacities in sustainable finance, climate resilience, disaster risk management, sustainable food systems, share best practices regionally and internationally

# 11. FINANCIAL PLAN

To achieve the defined objectives of the OSP 2026-2030, MDCO has defined a total funding of CHF 64,313,730. This funding is essential to implement correctly the full conservation commitments and constitutes the target financial scenario. Compared to the last five-year strategic plan, there is an increase of 50%: CHF 42,875,820 to CHF 64,313,730.

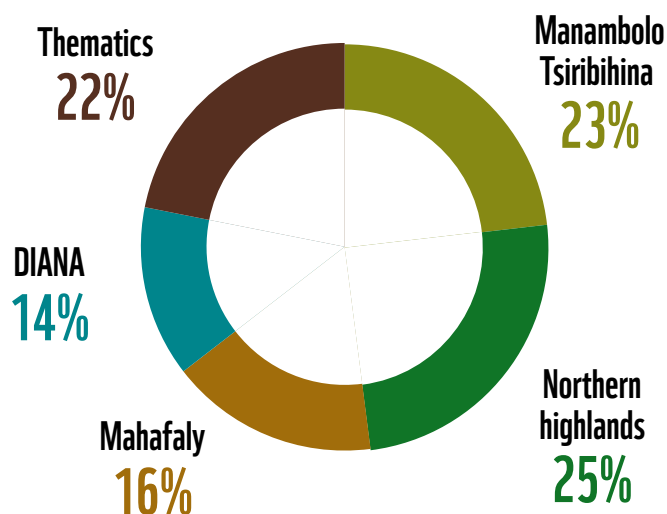
The target scenario was determined based on the following:

- This increase rate is based on the MDCO's financial performance increase and the absorption rate of program/project activity implementation between OSP2016-2020 and OSP2021-2025.
- The target budget is the most realistic budget based on the analysis of funding gaps in section 7- Resource acquisition priorities
- To maintain a sustainable positive net balance and avoid deficits, negotiations with donors on the cost recovery rate of future agreements should be at least 14.5%.
- There will be no more Core support from WWF International for MDCO from FY2027, while costs shared with other country offices are increasing.



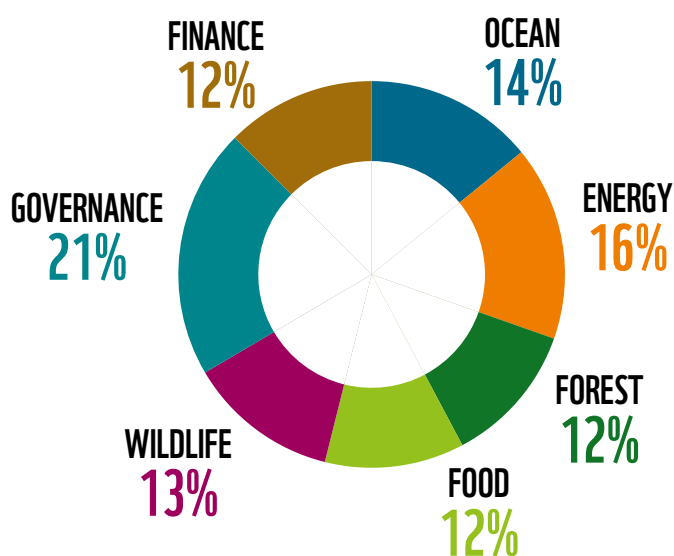
The breakdown of estimated costs is as follows:

IN CHF	2026	2027	2028	2029	2030	TOTAL
<b>Manambolo Tsiribihina</b>	3,303,127	3,349,409	3,069,193	2,616,926	2,561,619	14,900,274
<b>Northern highlands</b>	2,836,826	3,249,885	4,000,697	3,353,070	2,508,104	15,948,583
<b>Mahafaly</b>	2,322,198	2,363,433	2,136,596	1,936,199	1,894,670	10,653,096
<b>DIANA</b>	1,781,564	1,652,346	1,696,449	1,692,376	1,912,999	8,735,733
<b>Thematics</b>	3,536,854	2,621,390	2,668,645	2,153,422	3,095,734	14,076,044
<b>Total</b>	13,780,568	13,236,463	13,571,579	11,751,993	11,973,127	64,313,730
<b>Core Costs</b>	1,239,606	1,207,455	1,282,930	1,328,981	1,472,040	6,531,013
<b>Cost Recovery</b>	(1,895,929)	(1,821,638)	(1,868,389)	(1,619,654)	(1,650,644)	(8,856,255)
<b>Net Core costs</b>	(656,323)	(614,183)	(585,459)	(290,673)	(178,603)	(2,325,242)
<b>Total</b>	13,124,245	12,622,280	12,986,120	11,461,320	11,794,523	61,988,488



THEMATICS COSTS - IN CHF	2026	2027	2028	2029	2030	TOTAL
OCEAN	586,527	343,222	352,791	333,235	369,456	1,985,231
ENERGY	556,387	413,901	398,362	359,034	563,951	2,291,635
FOREST	358,607	310,368	305,347	197,693	495,025	1,667,040
FOOD	317,592	256,770	250,609	252,840	565,069	1,642,880
WILDLIFE	597,307	271,943	435,867	214,562	258,354	1,778,033
GOV	735,104	583,004	578,839	513,542	538,610	2,949,099
FINANCE	385,330	442,182	346,830	282,515	305,269	1,762,126
<b>BUDGET TOTAL</b>	<b>3,536,854</b>	<b>2,621,390</b>	<b>2,668,645</b>	<b>2,153,422</b>	<b>3,095,734</b>	<b>14,076,044</b>

Since the vision for the next five years is a major challenge and commitment for MDCO, the *Resource acquisition priorities* defined in section 7 will provide sustainable financial support for conservation activities and impacts.

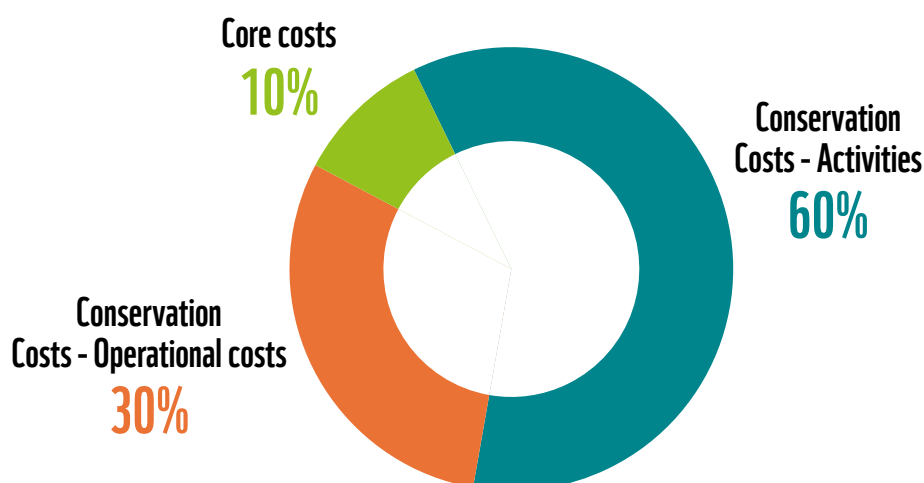


<b>CONSERVATION COSTS - IN CHF</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>TOTAL</b>
<b>CONSERVATION - ACTIVITIES</b>						
3rd Party Fees	1,637,154	1,250,236	1,270,983	622,889	879,020	5,660,282
Other Grants & Agreements	1,271,890	1,382,819	1,509,951	1,218,349	1,181,372	6,564,381
Travel & Substance	2,578,931	2,758,513	3,552,316	3,073,477	2,781,714	14,744,951
Communications & Fundraising Cost	170,031	185,818	125,163	71,982	88,892	641,886
Meeting, Training, and Miscellaneous Cost	1,017,528	839,122	967,103	907,966	1,081,201	4,812,920
Field Cost	2,739,230	2,431,595	1,733,067	1,552,956	1,560,609	10,017,458
Capital Asset Cost	363,038	405,149	246,214	228,042	55,929	1,298,373
<b>SUB-TOTAL ACTIVITIES</b>	<b>9,777,802</b>	<b>9,253,251</b>	<b>9,404,798</b>	<b>7,675,660</b>	<b>7,628,739</b>	<b>43,740,251</b>
<b>%BUDGET TOTAL</b>	<b>71%</b>	<b>70%</b>	<b>69%</b>	<b>65%</b>	<b>64%</b>	<b>68%</b>
<b>CONSERVATION - OPERATIONAL COSTS</b>						
Staff costs	1,982,017	2,073,493	2,234,426	2,403,489	2,587,375	11,280,800
Office running costs	489,575	439,000	424,402	367,067	426,666	2,146,709
Management fees 12.5%	1,531,174	1,470,718	1,507,953	1,305,777	1,330,347	7,145,970
<b>SUB-TOTAL OPERATIONAL COSTS</b>	<b>4,002,766</b>	<b>3,983,211</b>	<b>4,166,781</b>	<b>4,076,333</b>	<b>4,344,388</b>	<b>20,573,479</b>
<b>% BUDGET TOTAL</b>	<b>29%</b>	<b>30%</b>	<b>31%</b>	<b>35%</b>	<b>36%</b>	<b>32%</b>
<b>TOTAL BUDGET</b>	<b>13,780,568</b>	<b>13,236,463</b>	<b>13,571,579</b>	<b>11,751,993</b>	<b>11,973,127</b>	<b>64,313,730</b>

The Operational costs for implementing the OSP 2026-2030 total CHF 27,104,493 including CHF 6,531,013 of Core costs.

CORE COSTS - IN CHF	2026	2027	2028	2029	2030	TOTAL
<b>Core Operational Costs</b>						
Staff costs	767,548	840,402	921,603	1,010,776	1,105,802	4,646,130
Office running costs	186,916	198,707	209,796	223,853	239,017	1,058,288
<b>SUB-TOTAL CORE OPERATIONAL COSTS</b>	<b>954,463</b>	<b>1,039,109</b>	<b>1,131,398</b>	<b>1,234,629</b>	<b>1,344,819</b>	<b>5,704,418</b>
<b>% BUDGET TOTAL</b>	<b>58%</b>	<b>65%</b>	<b>66%</b>	<b>70%</b>	<b>69%</b>	<b>66%</b>
<b>CORE ACTIVITIES</b>						
3rd Party Fees	133,795	65,567	126,494	72,495	135,543	533,896
Other Grants & Agreements	5,714	6,114	6,542	7,000	7,490	32,860
Travel & Substance	116,905	117,652	122,555	127,790	133,662	618,565
Communications & Fundraising Cost	55,015	58,363	62,023	66,155	70,726	312,281
Meeting, Training, and Miscellaneous Cost	182,724	213,192	208,875	212,633	218,231	1,035,655
Field Cost	9,303	9,954	10,651	11,396	12,194	53,498
Capital Asset Cost	194,889	99,990	42,035	39,876	40,054	416,845
<b>SUB-TOTAL CORE ACTIVITIES</b>	<b>698,345</b>	<b>570,832</b>	<b>579,176</b>	<b>537,346</b>	<b>617,901</b>	<b>3,003,599</b>
<b>%BUDGET TOTAL</b>	<b>42%</b>	<b>35%</b>	<b>34%</b>	<b>30%</b>	<b>31%</b>	<b>34%</b>
<b>TOTAL BUDGET</b>	<b>1,652,808</b>	<b>1,609,940</b>	<b>1,710,574</b>	<b>1,771,975</b>	<b>1,962,720</b>	<b>8,708,018</b>

IN CHF	2026	2027	2028	2029	2030	TOTAL
Conservation Costs - Activities	9,777,802	9,253,251	9,404,798	7,675,660	7,628,739	43,740,251
Conservation Costs - Operational costs	4,002,766	3,983,211	4,166,781	4,076,333	4,344,388	20,573,479
<b>Total Costs</b>	<b>13,780,568</b>	<b>13,236,463</b>	<b>13,571,579</b>	<b>11,751,993</b>	<b>11,973,127</b>	<b>64,313,730</b>
<b>Core costs</b>	<b>1,239,606</b>	<b>1,207,455</b>	<b>1,282,930</b>	<b>1,328,981</b>	<b>1,472,040</b>	<b>6,531,013</b>
<b>Cost Recovery</b>	<b>(1,895,929)</b>	<b>(1,821,638)</b>	<b>(1,868,389)</b>	<b>(1,619,654)</b>	<b>(1,650,644)</b>	<b>(8,856,255)</b>
<b>Total Net Costs</b>	<b>13,124,245</b>	<b>12,622,280</b>	<b>12,986,120</b>	<b>11,461,320</b>	<b>11,794,523</b>	<b>61,988,488</b>



It will allow the office to adopt and maintain a structure that aims for smooth running and fluidity of operations while mitigating the main risks associated with program/project management.

The main objective of the office management is to put in place and maintain operational systems that support effectively and efficiently the conservation delivery and the office performance. Adopting an appropriate cost recovery process, agreed with donors, will go a long way towards achieving this goal.

CORE-COST RECOVERY - IN CHF	2026	2027	2028	2029	2030	TOTAL
Direct Cost Recovery	208,008	199,795	204,853	177,388	180,726	970,769
Common Cost Recovery	138,672	133,197	136,569	118,259	120,484	647,180
Management Fees	1,549,250	1,488,647	1,526,967	1,324,008	1,349,434	7,238,306
<b>Total</b>	<b>1,895,929</b>	<b>1,821,638</b>	<b>1,868,389</b>	<b>1,619,654</b>	<b>1,650,644</b>	<b>8,856,255</b>

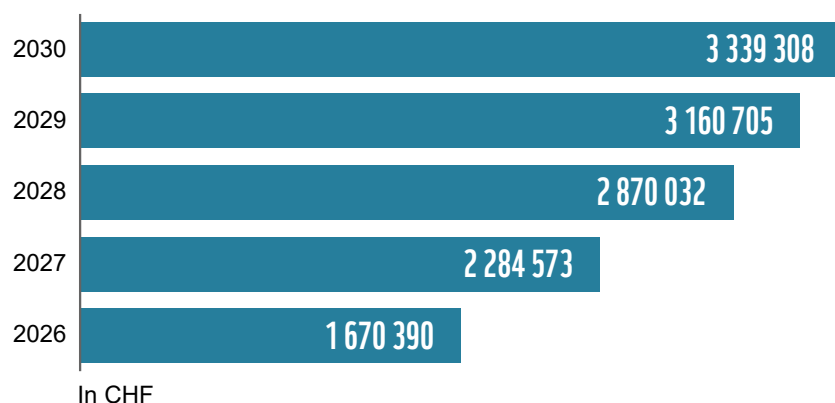
The increase of the office reserves will allow to achieve the operational objectives and goals defined in section 8. *Organizational Management Priorities* and to increase the unrestricted funds.

The availability of sufficient reserves at the end of the 2026-2030 PSO will enable the acquisition of a new office after 2030.

CORE RESERVES - IN CHF	2026	2027	2028	2029	2030
Opening	964,067	1,670,390	2,284,573	2,870,032	3,160,705
PO Levy	50,000	-	-	-	-
Cost Recovery	1,895,929	1,821,638	1,868,389	1,619,654	1,650,644
Core Expenditures	1,239,606	1,207,455	1,282,930	1,328,981	1,472,040
<b>Reserves</b>	<b>1,670,390</b>	<b>2,284,573</b>	<b>2,870,032</b>	<b>3,160,705</b>	<b>3,339,308</b>

Other scenarios:

**Figure 8. Reserves**



## OTHER SCENARIOS

### 1. IDEAL SCENARIO

An ideal scenario assumes that:

- All activities related to the set outcomes and outputs defined for all landscapes, thematics and Core costs are considered.
- The funding strategy will be implemented as soon as possible to fulfil the funding gap.
- The costs of implementing an appropriate Operating modal are fully funded.
- There should be strong negotiation with donors on cost recovery rate of the future agreements, at least a minimum of 14.5% to avoid Core deficit and maintain a financial sustainability of the office.

IN CHF	2026	2027	2028	2029	2030	TOTAL
<b>Manambolo Tsiribihina</b>	4,431,850	4,493,948	4,117,979	3,511,166	3,436,959	19,991,901
<b>Northern highlands</b>	3,806,209	4,360,416	5,367,789	4,498,860	3,365,158	21,398,432
<b>Mahafaly</b>	3,115,724	3,171,051	2,866,700	2,597,824	2,542,105	14,293,404
<b>DIANA</b>	2,390,348	2,216,975	2,276,148	2,270,684	2,566,697	11,720,852
<b>Thematics</b>	4,745,445	3,517,154	3,580,557	2,889,275	4,153,589	18,886,021
<b>Total</b>	18,489,577	17,759,543	18,209,173	15,767,810	16,064,508	86,290,610
<b>Core Costs</b>	1,652,808	1,609,940	1,710,574	1,771,975	1,962,720	8,708,018
<b>Cost Recovery</b>	(2,527,906)	(2,428,851)	(2,491,186)	(2,159,539)	(2,200,858)	(11,808,340)
<b>Net Core costs</b>	(875,098)	(818,911)	(780,612)	(387,564)	(238,138)	(3,100,322)
<b>Total</b>	17,614,479	16,940,632	17,428,561	15,380,246	15,826,370	83,190,288

THEMATICS COSTS - IN CHF	2026	2027	2028	2029	2030	TOTAL	
OCEAN	786,951	460,506	473,345	447,106	495,704	2,663,612	14%
ENERGY	746,512	555,337	534,487	481,721	756,661	3,074,718	16%
FOREST	481,148	416,425	409,688	265,248	664,182	2,236,691	12%
FOOD	426,118	344,512	336,245	339,239	758,161	2,204,274	12%
WILDLIFE	801,414	364,869	584,809	287,881	346,637	2,385,611	13%
GOV	986,299	782,224	776,636	689,027	722,660	3,956,847	21%
FINANCE	517,003	593,282	465,347	379,054	409,583	2,364,269	13%
<b>TOTAL BUDGET</b>	<b>4,745,445</b>	<b>3,517,154</b>	<b>3,580,557</b>	<b>2,889,275</b>	<b>4,153,589</b>	<b>18,886,021</b>	<b>100%</b>

CONSERVATION COSTS - IN CHF	2026	2027	2028	2029	2030	TOTAL	
<b>CONSERVATION ACTIVITIES</b>							
3rd Party Fees	2,196,592	1,677,459	1,705,295	835,739	1,179,394	7,594,478	
Other Grants & Agreements	1,706,512	1,855,348	2,025,922	1,634,675	1,585,063	8,807,520	
Travel & Substance	3,460,187	3,701,134	4,766,191	4,123,726	3,732,264	19,783,503	
Communications & Fundraising Cost	228,133	249,314	167,933	96,579	119,268	861,227	
Meeting, Training, and Miscellaneous Cost	1,365,232	1,125,861	1,297,575	1,218,230	1,450,663	6,457,560	
Field Cost	3,675,262	3,262,505	2,325,280	2,083,623	2,093,891	13,440,560	
Capital Asset Cost	487,094	543,593	330,349	305,967	75,041	1,742,045	
<b>SUB-TOTAL ACTIVITIES</b>	<b>13,119,011</b>	<b>12,415,214</b>	<b>12,618,545</b>	<b>10,298,538</b>	<b>10,235,583</b>	<b>58,686,892</b>	
<b>%BUDGET TOTAL</b>	<b>71%</b>	<b>70%</b>	<b>69%</b>	<b>65%</b>	<b>64%</b>	<b>68%</b>	
<b>CONSERVATION OPERATIONAL COSTS</b>							
Staff costs	2,659,299	2,782,034	2,997,960	3,224,794	3,471,516	15,135,604	
Office running costs	656,869	589,012	569,426	492,499	572,463	2,880,269	
Management fees 12.5%	2,054,397	1,973,283	2,023,241	1,751,979	1,784,945	9,587,846	
<b>SUB-TOTAL OPERATIONAL COSTS</b>	<b>5,370,565</b>	<b>5,344,329</b>	<b>5,590,628</b>	<b>5,469,271</b>	<b>5,828,925</b>	<b>27,603,718</b>	
<b>% BUDGET TOTAL</b>	<b>29%</b>	<b>30%</b>	<b>31%</b>	<b>35%</b>	<b>36%</b>	<b>32%</b>	
<b>TOTAL BUDGET</b>	<b>18,489,577</b>	<b>17,759,543</b>	<b>18,209,173</b>	<b>15,767,810</b>	<b>16,064,508</b>	<b>86,290,610</b>	

CORE COSTS - IN CHF	2026	2027	2028	2029	2030	TOTAL
<b>Core Operational Costs</b>						
Staff costs	767,548	840,402	921,603	1,010,776	1,105,802	4,646,130
Office running costs	186,916	198,707	209,796	223,853	239,017	1,058,288
<b>SUB-TOTAL CORE OPERATIONAL COSTS</b>	<b>954,463</b>	<b>1,039,109</b>	<b>1,131,398</b>	<b>1,234,629</b>	<b>1,344,819</b>	<b>5,704,418</b>
<b>% BUDGET TOTAL</b>	<b>58%</b>	<b>65%</b>	<b>66%</b>	<b>70%</b>	<b>69%</b>	<b>66%</b>
<b>CORE ACTIVITIES</b>						
3rd Party Fees	133,795	65,567	126,494	72,495	135,543	533,896
Other Grants & Agreements	5,714	6,114	6,542	7,000	7,490	32,860
Travel & Substance	116,905	117,652	122,555	127,790	133,662	618,565
Communications & Fundraising Cost	55,015	58,363	62,023	66,155	70,726	312,281
Meeting, Training, and Miscellaneous Cost	182,724	213,192	208,875	212,633	218,231	1,035,655
Field Cost	9,303	9,954	10,651	11,396	12,194	53,498
Capital Asset Cost	194,889	99,990	42,035	39,876	40,054	416,845
<b>SUB-TOTAL CORE ACTIVITIES</b>	<b>698,345</b>	<b>570,832</b>	<b>579,176</b>	<b>537,346</b>	<b>617,901</b>	<b>3,003,599</b>
<b>%BUDGET TOTAL</b>	<b>42%</b>	<b>35%</b>	<b>34%</b>	<b>30%</b>	<b>31%</b>	<b>34%</b>
<b>TOTAL BUDGET</b>	<b>1,652,808</b>	<b>1,609,940</b>	<b>1,710,574</b>	<b>1,771,975</b>	<b>1,962,720</b>	<b>8,708,018</b>

CORE-COST RECOVERY - IN CHF	2026	2027	2028	2029	2030	TOTAL
Direct Cost Recovery	277,344	266,393	273,138	236,517	240,968	1,294,359
Common Cost Recovery	184,896	177,595	182,092	157,678	160,645	862,906
Management Fees	2,065,666	1,984,863	2,035,956	1,765,344	1,799,245	9,651,075
<b>Total</b>	<b>2,527,906</b>	<b>2,428,851</b>	<b>2,491,186</b>	<b>2,159,539</b>	<b>2,200,858</b>	<b>11,808,340</b>

CORE RESERVES - IN CHF	2026	2027	2028	2029	2030
Opening	964,067	1,889,164	2,708,075	3,488,687	3,876,251
PO Levy	50,000	-	-	-	-
Cost Recovery	2,527,906	2,428,851	2,491,186	2,159,539	2,200,858
Core Expenditures	1,652,808	1,609,940	1,710,574	1,771,975	1,962,720
Reserves	1,889,164	2,708,075	3,488,687	3,876,251	4,114,389

## 2. LOW SCENARIO

A low scenario which is a worst-case scenario assumes that:

- Only secured funding related to current signed agreements and pipelines with 50% and 75% likeliness will be funded.
- Fundraising success is low and/or implementation of the fundraising strategy is slow.
- There should be strong negotiation with donors on cost recovery rate of the pipelines with 50% and 75% likeliness, at least a minimum of 14.5% to avoid Core deficit.

IN CHF	2026	2027	2028	2029	2030	TOTAL
Manambolo Tsiribihina	1,681,814	1,254,295	471,618	471,618	471,618	4,350,962
Northern highlands	2,570,639	2,455,750	2,455,452	2,179,409	1,848,902	11,510,152
Mahafaly	3,385,953	2,834,028	841,429	462,971	462,971	7,987,352
DIANA	2,552,229	679,582	353,909	249,272		3,834,991
Thematics	2,144,001	1,296,416	1,190,635	921,894		5,552,946
<b>Total</b>	<b>12,334,636</b>	<b>8,520,070</b>	<b>5,313,042</b>	<b>4,285,163</b>	<b>2,783,491</b>	<b>33,236,403</b>
Core Costs	1,102,610	772,363	499,108	481,564	340,080	3,195,724
Cost Recovery	(1,686,399)	(1,165,232)	(726,874)	(586,891)	(381,342)	(4,546,737)
Net Core costs	(583,789)	(392,869)	(227,766)	(105,327)	(41,262)	(1,351,013)
<b>Total</b>	<b>11,750,848</b>	<b>8,127,201</b>	<b>5,085,277</b>	<b>4,179,837</b>	<b>2,742,228</b>	<b>31,885,390</b>

THEMATICS COSTS - IN CHF	2026	2027	2028	2029	2030	TOTAL	
OCEAN	330,370	165,909	151,320	135,568		783,166	14%
ENERGY	350,738	211,488	184,571	157,245		904,041	16%
FOREST	249,071	165,379	147,926	95,265		657,641	12%
FOOD	242,742	150,753	132,623	121,992		648,110	12%
WILDLIFE	315,819	127,712	175,537	82,360		701,427	13%
GOV	427,277	275,049	249,199	211,884		1,163,408	21%
FINANCE	227,985	200,127	149,460	117,581		695,152	13%
<b>TOTAL BUDGET</b>	<b>2,144,001</b>	<b>1,296,416</b>	<b>1,190,635</b>	<b>921,894</b>		<b>5,552,946</b>	<b>100%</b>

CONSERVATION COSTS - IN CHF	2026	2027	2028	2029	2030	TOTAL	
<b>CONSERVATION ACTIVITIES</b>							
3rd Party Fees	1,465,375	804,754	497,568	227,126	204,353	3,199,176	
Other Grants & Agreements	1,138,436	890,096	591,120	444,250	274,643	3,338,545	
Travel & Substance	2,308,336	1,775,604	1,390,671	1,120,691	646,688	7,241,990	
Communications & Fundraising Cost	152,191	119,607	48,999	26,247	20,665	367,710	
Meeting, Training, and Miscellaneous Cost	910,764	540,127	378,604	331,074	251,356	2,411,925	
Field Cost	2,451,815	1,565,174	678,466	566,259	362,808	5,624,522	
Capital Asset Cost	324,946	260,787	96,389	83,152	13,002	778,276	
<b>SUB-TOTAL ACTIVITIES</b>	<b>8,751,863</b>	<b>5,956,150</b>	<b>3,681,818</b>	<b>2,798,798</b>	<b>1,773,515</b>	<b>22,962,144</b>	
<b>%BUDGET TOTAL</b>	<b>71%</b>	<b>70%</b>	<b>69%</b>	<b>65%</b>	<b>64%</b>	<b>69%</b>	
<b>CONSERVATION OPERATIONAL COSTS</b>							
Staff costs	1,774,053	1,334,670	874,740	876,391	601,508	5,461,362	
Office running costs	438,206	282,576	166,146	133,845	99,190	1,119,963	
Management fees 12.5%	1,370,515	946,674	590,338	476,129	309,277	3,692,934	
<b>SUB-TOTAL OPERATIONAL COSTS</b>	<b>3,582,774</b>	<b>2,563,921</b>	<b>1,631,224</b>	<b>1,486,365</b>	<b>1,009,975</b>	<b>10,274,259</b>	
<b>% BUDGET TOTAL</b>	<b>29%</b>	<b>30%</b>	<b>31%</b>	<b>35%</b>	<b>36%</b>	<b>31%</b>	
<b>TOTAL BUDGET</b>	<b>12,334,636</b>	<b>8,520,070</b>	<b>5,313,042</b>	<b>4,285,163</b>	<b>2,783,491</b>	<b>33,236,403</b>	

<b>CORE COSTS - IN CHF</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>TOTAL</b>
<b>Core Operational Costs</b>						
Staff costs	512,041	403,180	268,904	274,695	191,602	1,650,421
Office running costs	124,694	95,329	61,214	60,836	41,414	383,487
<b>SUB-TOTAL CORE OPERATIONAL COSTS</b>	<b>636,735</b>	<b>498,508</b>	<b>330,117</b>	<b>335,531</b>	<b>233,016</b>	<b>2,033,908</b>
<b>% BUDGET TOTAL</b>	<b>58%</b>	<b>65%</b>	<b>66%</b>	<b>70%</b>	<b>69%</b>	<b>64%</b>
<b>CORE ACTIVITIES</b>						
3rd Party Fees	89,257	31,456	36,908	19,702	23,486	200,808
Other Grants & Agreements	3,812	2,933	1,909	1,902	1,298	11,854
Travel & Substance	77,989	56,443	35,759	34,729	23,160	228,079
Communications & Fundraising Cost	36,701	27,999	18,097	17,979	12,255	113,031
Meeting, Training, and Miscellaneous Cost	121,897	102,278	60,945	57,787	37,813	380,720
Field Cost	6,206	4,775	3,108	3,097	2,113	19,299
Capital Asset Cost	130,013	47,970	12,265	10,837	6,940	208,025
<b>SUB-TOTAL CORE ACTIVITIES</b>	<b>465,875</b>	<b>273,854</b>	<b>168,991</b>	<b>146,033</b>	<b>107,063</b>	<b>1,161,816</b>
<b>%BUDGET TOTAL</b>	<b>42%</b>	<b>35%</b>	<b>34%</b>	<b>30%</b>	<b>31%</b>	<b>36%</b>
<b>TOTAL BUDGET</b>	<b>1,102,610</b>	<b>772,363</b>	<b>499,108</b>	<b>481,564</b>	<b>340,080</b>	<b>3,195,724</b>

<b>CORE-COST RECOVERY - IN CHF</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>TOTAL</b>
Direct Cost Recovery	185,020	127,801	79,696	64,277	41,752	498,546
Common Cost Recovery	123,346	85,201	53,130	42,852	27,835	332,364
Management Fees	1,378,033	952,230	594,048	479,761	311,754	3,715,827
<b>Total</b>	<b>1,686,399</b>	<b>1,165,232</b>	<b>726,874</b>	<b>586,891</b>	<b>381,342</b>	<b>4,546,737</b>

CORE RESERVES - IN CHF	2026	2027	2028	2029	2030
Opening	964,067	1,597,856	1,990,725	2,218,490	2,323,817
PO Levy	50,000	-	-	-	-
Cost Recovery	1,686,399	1,165,232	726,874	586,891	381,342
Core Expenditures	1,102,610	772,363	499,108	481,564	340,080
Reserves	1,597,856	1,990,725	2,218,490	2,323,817	2,365,079



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## 12. CONCLUSION

Madagascar is facing unprecedented conservation and climate risks that could irreversibly impact its future economic development and the future of the many local communities relying on natural resources for their lives. Through this 2026-30 strategy, WWF and its partners aim to influence and change the trajectory for nature, climate and communities. This plan is both ambitious, yet pragmatic and strongly anchored in the reality in the landscapes, at national and global levels.

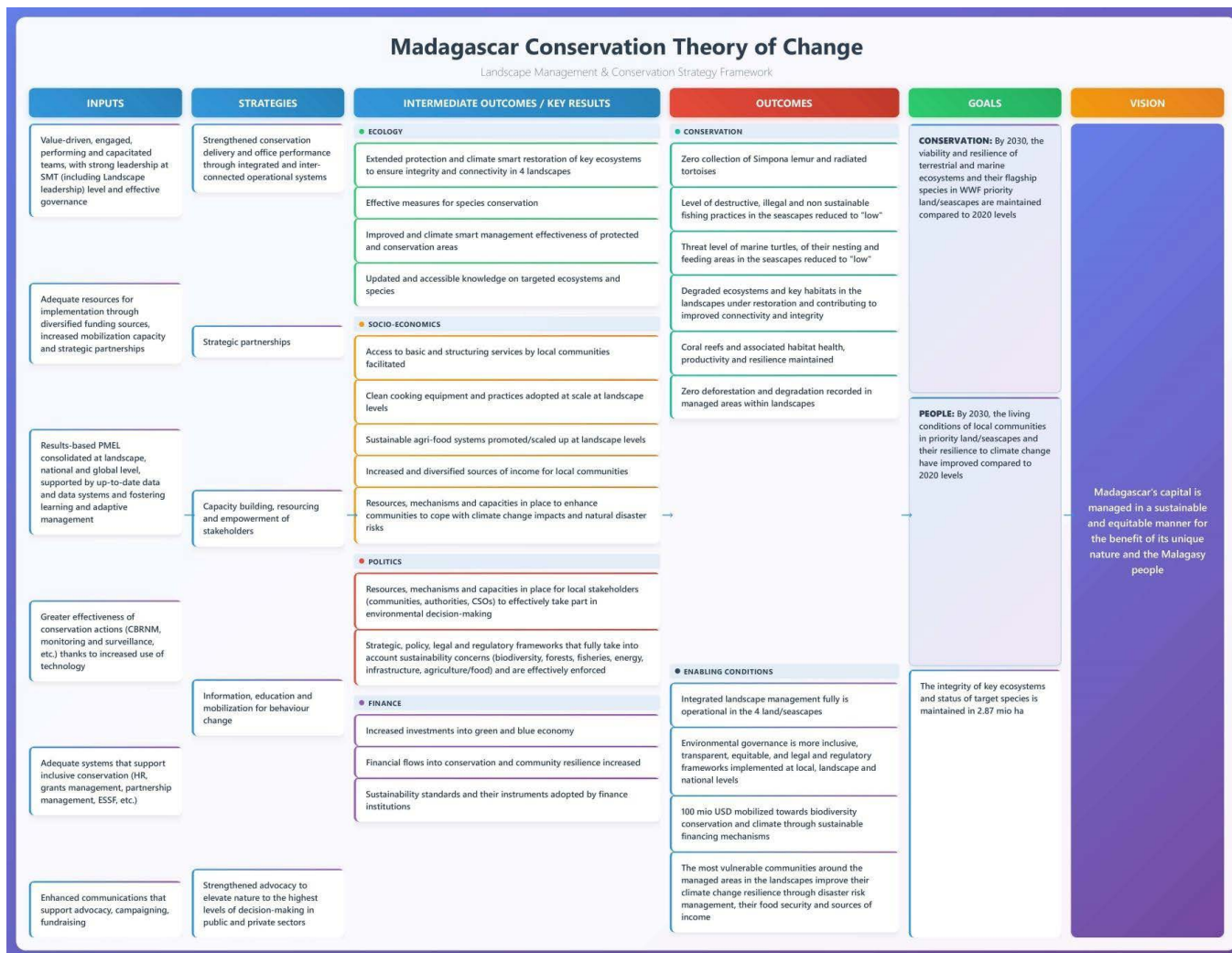
Success will require the engagement of all stakeholders, from right holders through a truly inclusive approach to conservation, to duty-bearers, private sector, civil society, youth, women. WWF is already collaborating with a wide range of partners and will reinforce these ties and build new alliances to achieve lasting and impactful conservation.

Having a strong office with the needed expertise, competencies and resources will be critical, as will be Network support through the International Secretariat and the partner offices, the Country Support Group,

Implementation of parts of this plan has already started as a continuum from the previous plan. However, formal launch will take place after the validation by the Regional Office, Africa. An internal launch to ensure all staff understand the what, why and how of the strategy and how they contribute to it will be held in the first quarter of FY26. French and Malagasy lighter versions will be developed to be shared with partners and stakeholders during the first two quarters of FY26.

# 13. APPENDICES

## ANNEX 1. FULL VERSION OF THEORY OF CHANGE







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