



MADAGASCAR
PROTECTED AREAS
AND BIODIVERSITY
FUND

STRATEGIC PLAN **2022 – 2026**



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Summary of focuses and strategies



1. BACKGROUND

Madagascar Protected Areas and Biodiversity Fund (FAPBM) is a funding organization recognized as being of public utility, created in 2005 at the initiative of the Government of Madagascar, Conservation International (CI) and World Wildlife Fund (WWF).

According to its statutes, FAPBM is a mechanism for the sustainability of the funding the protected areas of Madagascar's Protected Areas System (SAPM) through the management of different types of funds.

As of 2012, FAPBM has had two successive five-year strategic plans (2012-2016 and 2017-2021) that serve as a baseline for the definition of objectives and the development of activities to achieve them. Since its inception in 2005 and during the implementation periods of these strategies, Madagascar biodiversity, in general, and that of the Protected Areas (PAs), in particular, has undergone many changes but they have always been cause for concern and have been of different kinds: increasing pressures, emergence of new threats (the negative effects of climate change and the COVID-19 pandemic, for example), unstable economic and socio-political contexts, illegal trafficking of species, etc., leading to unavoidable losses in fauna, flora and their habitats.

Year 2021 marks the end of the implementation of the 2017-2021 Strategic Plan, leading to the development of the one for the 2022-2026 period. From an environmental perspective, the beginning of this new period is characterized by many challenges:

- the persistence of poverty in the country;
- the increase in the need for renewable and non-renewable natural resources;
- the worsening of the negative impacts of climate change;
- intersectoral conflicts between economic activities (mining, tourism, fishing, ...) and conservation actions;
- the lack of means to face environmental declines.

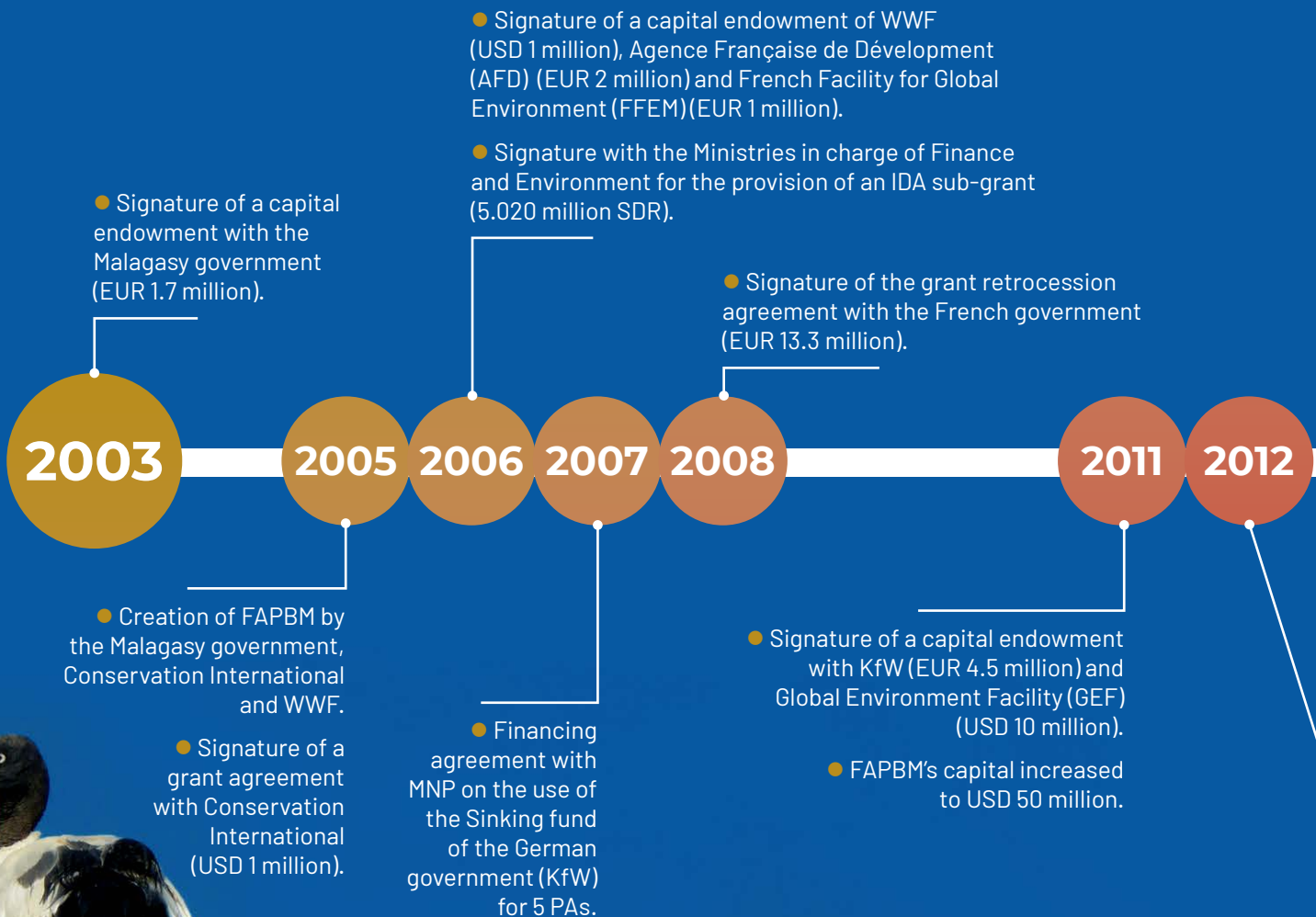
All this, demonstrates the strong fragility of the environment, easily shaken by the slightest destabilizing factor, whether natural, social or economic.

During the year 2020 in particular, all the PAs were affected by the COVID-19 pandemic. PAs under the responsibility of Madagascar National Parks (MNP) were more impacted due to the cessation of ecotourism activities and the suffering of the confinement of the economy of the local communities. The PAs supported by FAPBM have continued their missions as best they can, with funding to cover at least the salaries of the managers' employees.

In order to consolidate the steps taken to contribute to the conservation and restoration of Madagascar's biodiversity, the 2022-2026 Strategic Plan constitutes the framework for FAPBM's actions over the next five years.

HIGHLIGHTS

Since its creation, the highlights in the development of FAPBM can be summarized as follows:





- FAPBM grows its entire capital for the first time. FAPBM contributes to the conservation and protection of 37% of Madagascar's PAs, for an amount of USD 1,400,000 in favor of 21 PAs.

- Affiliation to IUCN (International Union for Conservation of Nature).

- Signature of a capital endowment with KfW of EUR 5 million.

- Signature of a capital endowment from KfW for EUR 45.7 million, capital increased to USD 121 million (December 2021).

- Capital increased to USD 138 million.

2013

2014

2015

2016

2018

2019

2020

2021

January
2022

- Signature of a capital endowment with KfW of EUR 22 million.

- Capital increased to USD 70 million.

- 31 PAs funded on 3 million ha.

- Global Conservation Fund/ Conservation International grant (2 million USD).

- Signature of a capital endowment with KfW (EUR 0.5 million).

- Collection of the last instalments of the capital endowments, bringing it to USD 54,950,040. FAPBM positioned as the largest endowment fund on the African continent.

- 1,675,000 ha of PA benefit from FAPBM funding.

- Signature of a capital endowment with AFD (EUR 8 million) and Conservation International (USD 4.5 million).

- Membership in Conservation Finance Alliance (CFA).

- A total of 36 PAs supported (3,500,000 ha), representing 50% of the area of SAPM.

- Signature of the first Offset grant with Qit Minerals Madagascar (QMM, a subsidiary of Rio Tinto) for the Agnalazaha PA.

- Signature of a grant agreement for the creation of marine protected areas between the Ministry of the Environment and Sustainable Development and WWF within the framework of GEF6. FAPBM designated as financial manager.

2. VALUES, VISION AND MISSION

In its efforts to conserve biodiversity and PAs, FAPBM has adopted the following basic principles: a vision, a mission and values.

FAPBM will consolidate its status as an international reference «Conservation Trust Fund» and will be a strategic player in the sustainable financing of the SAPM.

For the next 10 years

VISION

Baie de Bali and Namoroka (MNP) © Işaki Relanzon, photosfera.com

● **Contribute to the sustainable financing of the SAPM**



● **Contribute to the conservation of biodiversity, the maintenance of ecosystem services, the well-being of the population, and the fight against climate change**




● **Promote sound management within the SAPM**



For the period 2022-2026

MISSION

Ardea alba, Mandrozo protected area © FAPBM



Isalo protected area ©
Razafindrakoto Mamy
Nirina (TangalaMamy)

Passion

● **Passion for nature is the primary motivation** for FAPBM's decisions and actions. This passion drives FAPBM to seek first and foremost positive impacts on nature. This passion is reinforced by the strong conviction that Madagascar's unique nature is an exceptional wealth for the Malagasy people and humanity. FAPBM wants this exceptional wealth to be preserved to be passed on from generation to generation.

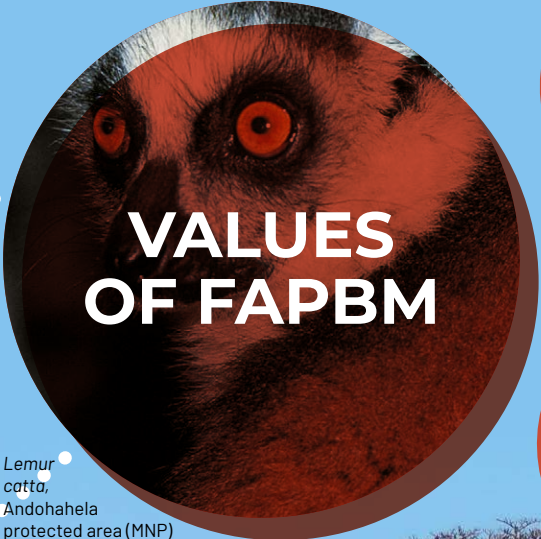
Accountability

● **FAPBM is accountable to its contributors** and the trust they place in it by ensuring proper management of the funds entrusted to it. FAPBM is also accountable to all stakeholders in the conservation of Madagascar's biodiversity by ensuring responsible management of biodiversity funding. Finally, FAPBM is accountable to present and future generations for preserving Madagascar's biodiversity. In fulfilling its mission, FAPBM places particular importance on transparency.

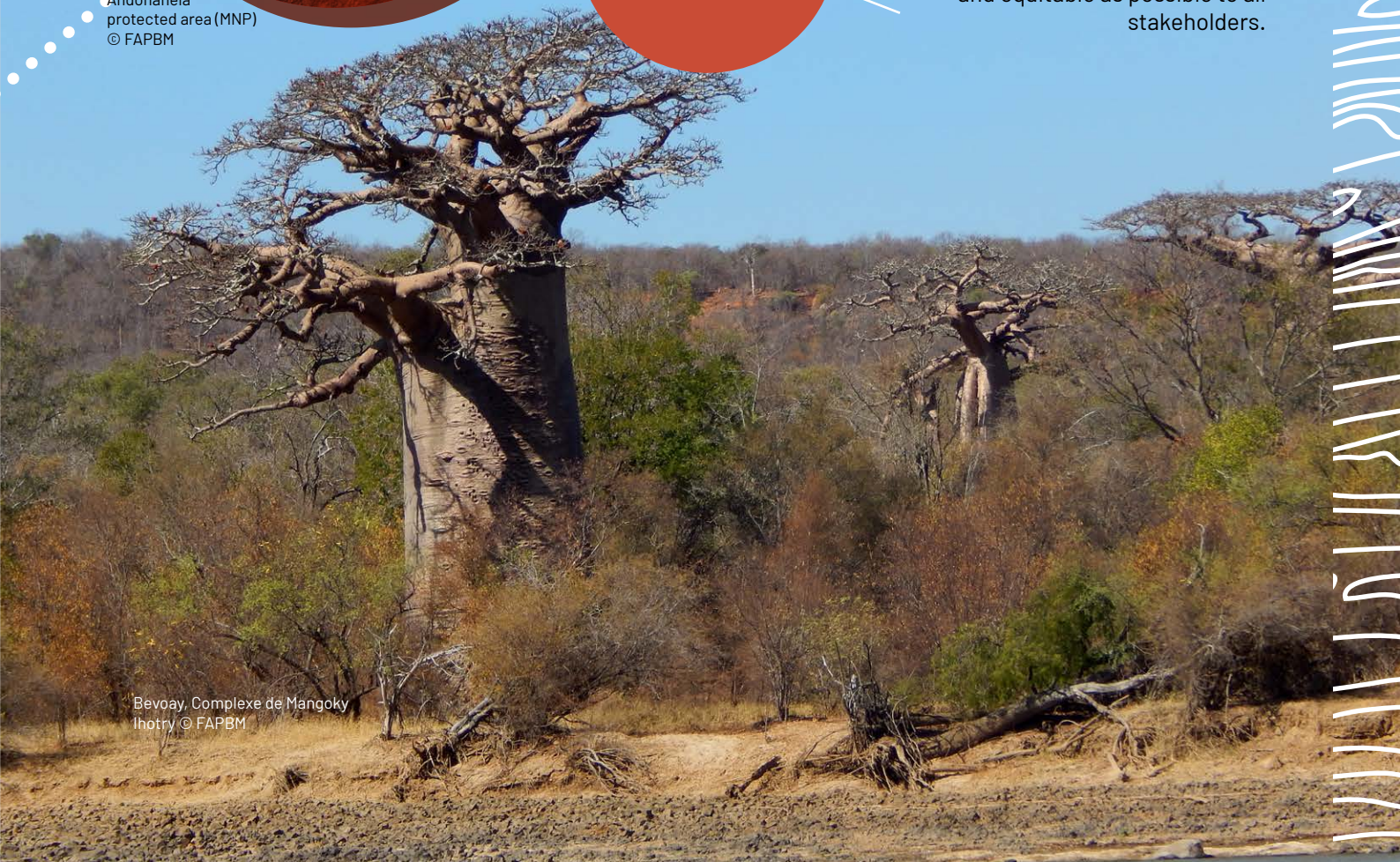
Ethics

● **FAPBM adopts and applies rigorous ethical rules** such as the fight against corruption and discrimination in all its forms, to ensure that its vision is achieved. The principles of good governance are applied at all levels of the institution to ensure that the decisions and actions taken in the pursuit of its mission are as fair and equitable as possible to all stakeholders.

VALUES OF FAPBM



Lemur catta,
Andohahela
protected area (MNP)
© FAPBM



Bevoay, Complexe de Mangoky
Ihotry © FAPBM

3. LESSONS LEARNED FROM THE 2017-2021 STRATEGIC PLAN



Ankarana protected area ©
FAPBM

Based on five criteria, namely relevance, coherence, efficiency, effectiveness, and impacts and sustainability, the external evaluation of the 2017-2021 Strategic Plan concluded that the implementation of the plan has been generally satisfactory.

It was concluded that the orientations, strategic objectives and actions undertaken corresponded to the needs, policies and priorities of PA and biodiversity conservation in Madagascar. Their compatibility with sectoral policies and orientations (adopted by different actors in the sector) was verified.

However, it appears that their effectiveness has been limited, particularly in terms of PA financing, considering the number of PAs financed: 36 out of 123 SAPM PAs, at a rate of 30 to 50% of the beneficiaries' budget. Although the actions implemented were efficient, it was also noted that their social, environmental and economic impact was limited.

On the other hand, the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of FAPBM shows that its independence and commitment have guaranteed the rigor and speed of its actions as well as its capacity to intervene. However, it appears that the Foundation is still not well known at the national level. Furthermore, the revenues from the invested capital has been insufficient to meet the needs of SAPM.

Opportunities remain to be seized, notably other sources of financing (international mechanisms, collaboration with the private sector, etc.), and the possibility of expanding the areas of intervention.

FAPBM has more strengths than weaknesses in carrying out its mission. To improve its performance as a financial instrument, the challenges identified are as follows

- Strengthen the Foundation's capacities in order to consolidate its professionalism, performance and cost control;
- Increase the number of PAs supported by ensuring the efficiency (effectiveness and impact) of its actions;
- Improve the monitoring and evaluation system by ensuring that it is consistent with the environmental and social safeguard and management system if the latter's relevance is clearly established;
- Strengthen its capacity to raise funds in order to meet the future needs of managers and the SAPM;
- Strengthen the Foundation's reputation in the conservation sector while establishing its brand and its involvement in human and social development;
- To consolidate the links with the State, for an effective and efficient partnership for the implementation of the administration's policy on natural resource management and biodiversity conservation in Madagascar.

4. IMPACTS EXPECTED AT THE END OF 2026

Madagascar is a mini-continent with a remarkable natural capital that sets it apart from other countries. With nearly 80% of plant species and 90% of animals endemic to the country, it has **a unique global biodiversity to preserve.**

Madagascar is also rich in a population of more than **26 million inhabitants**, whose diversity of cultures influences in an important way its relationship with natural resources and with nature, in general. Nearly 80% of the population is located in rural areas, mostly near forests and farmland. These are mainly used for subsistence, survival, or to improve daily living conditions.

Ecosystems play a key role in providing essential services to humans: water supply, climate regulation, maintenance of air quality, availability of arable land for food security, etc.

Madagascar is also experiencing the effects of **climate change**: cyclones are becoming more and more intense, the occurrence and quantity of rainfall is difficult to predict, drought episodes are getting longer in some places, weakening ecosystems and making the already economically vulnerable populations less and less resilient in every respect.

The creation and management of PAs, both terrestrial and marine, is a privileged means of preserving this exceptional biodiversity of Madagascar, with the dual objective of conserving and promoting sustainable human development. The fight against climate change is part of the actions for these PAs, because by being more resilient to climate change, they will strengthen the adaptive capacity of adjacent local communities on the one hand, and of the fauna and flora on the other. In addition, well-conserved forests act as carbon sinks to mitigate the effects of climate change.

However, despite the efforts of stakeholders, it is currently noted that the losses suffered by the natural capital due, among other things, to **its overexploitation and to the cycles of deterioration of natural and anthropogenic origin**, exceeds its regeneration capacity.

In the last 60 years, **44% of the natural forests have disappeared**, mainly due to irrational and/or illicit logging, as well as to burning and the effects of climate change mentioned above. Because of the exceptional endemism of these fauna and flora species, the loss of one hectare of forest in Madagascar can have a greater effect on biodiversity than elsewhere. The national context will also be marked by uncertainties related to the impact of the COVID-19 epidemic and the presidential and legislative elections.

It is in this context that the mission of FAPBM is situated. Through its support and in the face of these challenges, FAPBM wants to contribute to the **achievement of positive impacts** on biodiversity, on the fight against climate change, and on the men and women whose development depends on the good health of PAs and biodiversity.

Not being a direct actor within the PAs, these impact objectives are not specific to FAPBM. FAPBM contributes to their achievement, but is not the only one responsible for them.



Objectives in terms of impacts

Topics	Indicators	Baseline value (2021)	Target Value (2026)
Biodiversity	Biotic integrity index ¹	2,52 (2020) ²	3,50
	Deforestation rate in PAs co-financed by FAPBM ³	0,73 %	0,45 %
Climate change	CDN ⁴ values for GHG emission rate reduction in the UTCAF ⁵ sector	1,00	1,5
Human development	HDI of the population of the PAs financed, declined and applied at the rural community level ⁶	1,00	1,5



The objectives set (target value 2026) in the three areas of interest to FAPBM (biodiversity conservation, fight against climate change and human development) are the result of a consultation with all stakeholders.

The indicators for measuring the impact of its contribution are:

- The index of biotic integrity and the rate of deforestation in PAs co-financed by FAPBM: the measurements of these indicators are exercises to which FAPBM is accustomed, in collaboration with the PA managers;
- The rate of deforestation in PAs co-funded by FAPBM;
- The values indicated in the national CDN document, for both mitigation and adaptation: by supporting 3.5 million hectares of PAs out of the 7 million hectares of the SAPM, the impacts of climate change actions in the supported PAs are significant and determining;
- The HDI of the population located in and around funded PAs, the measurement of which reflects the linkages between conservation effectiveness and the development of surrounding communities.

¹ The IBI is a synthetic index, developed by FAPBM that relates the physical integrity of natural habitats in PAs to the conservation status of target species (abundance and/or density). Its value varies from 0 to 5 which is the best level.

² 2021 baseline to be calculated in early 2022

³ Deforestation rates varied from 0.38% in 2017, to 0.48% in 2019 and then 1.42% in 2020, landing at 0.73% at the end of 2021.

⁴ Contribution Determined at the National Level, a document currently being updated by the MEDD/BNCCREDD+ (PAs financed by FAPBM will contribute to reducing GHG emissions by 10% by 2026 - score 3- see monitoring and evaluation framework in the appendix)

⁵ Land Use and Land Use Change and Forestry, see monitoring and evaluation framework in Appendix

⁶ Human Development Index, see indicator table, monitoring and evaluation framework in Appendix

5. FOCUS, STRATEGIES, AND ACTIVITIES

As a result of the previous analyses, FAPBM orientations of this Strategic Plan 2022-2026 are broken down into four focuses, dealing respectively with:



Sustainable financing of PA and biodiversity conservation, for which FAPBM, as an investment fund, is prioritized;



The impacts of financing on the protection of biodiversity, ecosystem services, the well-being of the population and the fight against climate change;



The sound management of the SAPM to which FAPBM wishes to contribute;

The strengthening of internal capacities and skills in order to effectively accomplish its mission.

These four focuses are complementary to each other. The coordinated consideration of all of them will ensure the achievement of the impacts to which FAPBM wants to contribute for the period 2022-2026.

Each focus concerns one or more themes corresponding to specific strategic objectives to which are associated indicators that measure the degree of achievement (target values) at the end of the Strategic Plan period, starting from the reference values in 2021⁷.

⁷ In some cases, however, baseline values do not exist because assessments have not been conducted. It is also possible that the target values cannot be estimated at the time.



CONTRIBUTE TO SUSTAINABLE FUNDING OF THE SAPM



The first focus of intervention of FAPBM is the mobilization of financial resources to finance the SAPM. It is on this point that FAPBM distinguishes itself from all other actors in the sector, because the objectives it has set as a Conservation Trust Fund (CTF) make it a leader in the sustainable funding of the SAPM, as shown in the following summary:

Strategic Objectives for Focus 1

Theme	Indicators	Baseline value in USD million (2021)	Target value in USD million (2026)
Sustainability of SAPM funding	Annual FAPBM contribution to SAPM ⁸ funding	2,31	8,35
	Cumulative amount of capital raised	121 ⁹	175
	Value of FAPBM's portfolio	138,61	194,06
	Number of new contributors, in addition to historical contributors	0	3

⁸ Contribution from capital (spending rule) and fundraising for sinking funds

⁹ As of December 31, 2021, the full amount of the KfW contribution signed on December 6, 2021 had not yet been received.

The following financial strategy will be used to achieve these results targets:

STRATEGY 1.1. Raise funds for capital

- Develop a fundraising strategy with an implementation plan,
- Continue fundraising with historical contributors (KfW, AFD, WB, CI, FFEM, WWF, GEF¹⁰),
- Conduct fundraising campaigns towards new external sources (bilateral funds, philanthropic foundations, global initiatives, multilateral funds),
- Create a corporate fund for the protection of biodiversity,
- Mobilize potential local funding.

STRATEGY 1.2. Increase the return on investment

- Update FAPBM's investment policy to reflect the CBD's 2030 and 2050 issues¹¹ and targets (local investment decision, impact investment, risk and return),
- Optimize the management of FAPBM's portfolio.

STRATEGY 1.3. Mobilize climate change financing for PAs

- Obtain accreditation to the Green Climate Fund,
- Develop and implement FAPBM strategy and action plan on climate change financing mechanisms (GEF/LDCF, GEF/SCCF, GEF/AF¹², carbon funds, REDD¹³+, Green Climate Fund, private funds, ...),
- Promote the role of PAs as nature-based solutions to climate change and mobilize funds for this purpose.

STRATEGY 1.4. Mobilize funds for direct financing of PAs

- Establish an Emergency Fund to deal with disasters (fires, cyclones, floods, pollution, etc.) in PAs,
- Raise sinking funds for direct financing of PAs,
- Promote innovative financing to increase the financing of PAs.



10 German Bank for Reconstruction; Agence Française pour le Développement; World Bank; Conservation International; French Facility for Global Environment; World Wildlife Fund; Global Environment Facility

11 Convention on Biological Diversity

12 Global Environment Facility / Least Developed Countries Fund / Special Climate Change Fund / Adaptation Fund

13 Reduction of (carbon dioxide) emissions from forest degradation and deforestation (+ conservation actions)

FOCUS 2

FINANCING SAPM FOR POSITIVE IMPACTS ON BIODIVERSITY, ECOSYSTEM SERVICES, HUMAN WELL-BEING AND CLIMATE CHANGE MITIGATION



Focus 2 aims to achieve concrete results in biodiversity conservation, maintenance of ecosystem services, human well-being and climate change mitigation. These operational objectives are linked to the development of the PAs funded by FAPBM. They aim to ensure that the funding provided produces visible and decisive results.

Strategic objectives of Focus 2

Themes	Indicators	Baseline Value (2021)	Target Value cible (2026)
FAPBM's contribution to biodiversity conservation	Total number of PAs funded	36	70
	Total land area of PAs funded	3 211 200 ha	5 275 400 ha
	Number of terrestrial PAs funded	36	58
	Area of Terrestrial Protected Areas (TPAs) funded	3 211 200	4 424 400
	Number of marine protected areas (MPAs) funded	0	12
	Area of marine protected areas (MPAs) funded	0	851 000
	Capacity of the resources allocated to cover the operating budget of the PAs funded	61,3 %	100,0 %
	Sustainability index of conservation target habitats and species (on a scale of 1 to 5)	2,5 ¹⁴	3
FAPBM's contribution to promoting the well-being of the population	Number of individual jobs generated by activities around funded PAs ¹⁵	3 200	9 000
	Number of direct beneficiaries of ecosystem services from funded PAs ¹⁶	3,5 million (2020)	15 million
FAPBM's contribution to climate change mitigation	Number and types of mitigation actions supported ¹⁷ (building PA resilience to climate change)	1	2
	Number of PAs benefiting from mitigation actions	10	35
	Number and types of adaptation actions supported	2	3
	Number of PAs benefiting from adaptation actions	5	35

¹⁴ Average viability index of species and natural habitats targeted for conservation at the end of 2020 (M value according to MIRADI)

¹⁵ Direct employment generated within communities: patrolmen, ecological monitoring agents, Local Park Committees (CLP)

¹⁶ Direct beneficiaries of ecosystem services and natural resources available through PA protection (e.g. water, irrigated rice fields, etc.)

¹⁷ Type of climate change mitigation activities: biota restoration, early warning system for species and habitats, ... (WWF 2018)



Marojejy protected area © Igaki Relanzon, photosfera.com

The strategy under focus 2 is divided into 3 parts:

STRATEGY 2.1. Prioritize PAs based on desired outcomes

- Revise the prioritization manual based on relevant criteria that address biodiversity conservation, ecosystem service importance, human well-being, climate change and resilience objectives,
- Implement the prioritization manual to increase the number of PAs, including MPAs.

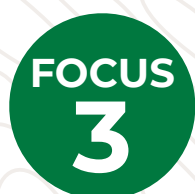
STRATEGY 2.2. Improve the effectiveness of funding to PAs

- Maintain the prioritization of funding for PA operating costs by complying with the distribution of 60% for PAs managed by MNP and 40% for NPAs,
- Revise the financing manual to better monitor impacts, particularly with regard to environmental and social safeguards, community development, the fight against climate change, the development of own resources, the raising of additional financing from other contributors and the financial empowerment of the PAs,
- Ensure rapid mobilization of funds in response to man-made and natural crises and disasters,
- Support the development and operationalization of a fire fighting system (active and passive fire fighting).

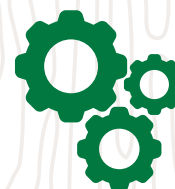
STRATEGY 2.3. Promote leverage of FAPBM funding through the landscape approach around PAs and support to partnership mobilization

- Promote the integration of funded PAs into an integrated management approach at the landscape level¹⁸,
- Support restoration efforts to strengthen the resilience of PAs and the habitats they support, following a forest landscape restoration (FLR) approach,
- Support PA managers in their advocacy with the regional/local private sector for local financing

¹⁸ For example through, support for territorial planning taking into account biodiversity, ecosystem services and climate change adaptation/mitigation measures, mobilizing partnerships with development actors to improve human well-being around PAs (job creation, value chain development) and improve ecosystem and community resilience, etc.



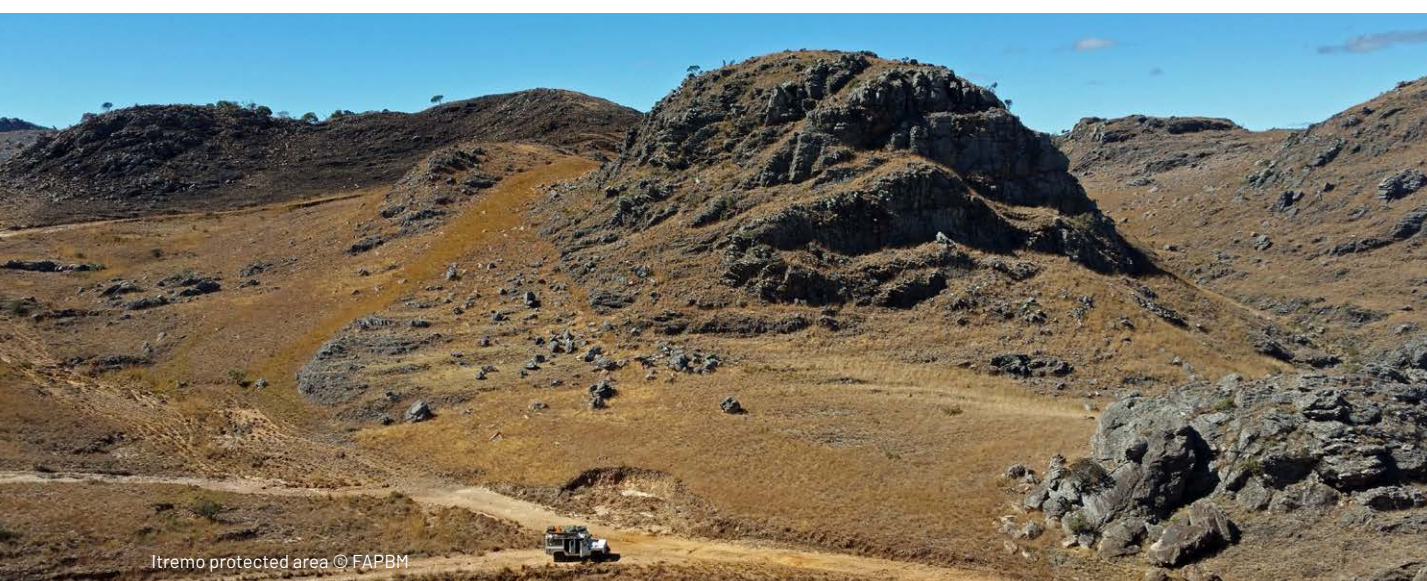
PROMOTE SOUND MANAGEMENT WITHIN THE SAPM



The establishment of a sound management framework is essential to ensure that all the technical, financial, human and organizational resources mobilized in favor of SAPM can produce real impacts. Focus 3 is based on the pursuit of objectives to improve the management of funded PAs.

Strategic Objectives of Focus 3

Topic	Indicators	Baseline Value in % (2021)	Target Value in % (2026)
SAPM sound management	Funded PAs with a biodiversity information system and databases	75	90
	Funded PAs with up-to-date and compliant financial management tools	54 ¹⁹	75
	Funded PAs with organizational management tools that are up to date and up to standard (Management and Development Plan-PAG, Environmental and Social Management System-ESMS)	35 ²⁰	70
	Funded PAs monitored using METT-4 in accordance with MEDD guidelines	55	80
	Evolution of Management Effectiveness Tracking Tool (METT) score	72	76
	Funded PAs with a monitoring and evaluation system	27	55



Itremo protected area © FAPBM

¹⁹ All HQ managers use a financial management tool (software) but only MNP and WCS (Makira) PAs use it at the site level

²⁰ Many PAG are in the process of being validated (late 2021 and early 2022). Few PAs have an updated ESMS

The strategy for achieving these objectives has 5 components:

STRATEGY 3.1. Promote the adoption of technical (information systems, databases on biodiversity, people impacted, etc.), financial and organizational management tools that meet the standards of the PAs financed

- Support managers in the development of standardized management tools,
- Ensure that PAs at risk are adequately equipped to deal with crises and disasters,
- Provide technical and financial support to PA managers in their efforts to be included in the IUCN²¹ green list.

STRATEGY 3.2. Share good practices in PA management within the SAPM

- Disseminate management tools and good practices to PAs non-funded
- Support the development and operationalization of a networking mechanism to capitalize on experiences and exchanges between supported managers,
- To support the initiatives of valorization of the biodiversity in the PAs (Lemurs Portal for example),
- Support networks and platforms that link PAs,
- Support the development of databases to improve knowledge on biodiversity.



STRATEGY 3.3. Advocate for improved management of SAPM with policy makers

- Accompany the government in the steps (research and communication) for the economic accounting of PAs and biodiversity,
- Support the Ministry in charge of the environment in the development and operationalization of a standardized environmental and socio-economic impact monitoring system for the SAPM and their integration into the GNP²²,
- Participate in the development of a multisectoral strategy improving existing intersectoral agreements (such as Mines-Environment, Fisheries-Environment, Tourism-Environment) and taking into account the new sectors to be integrated
- Support the institutionalization of systematic joint evaluations of the environmental and socio-economic impacts of FAPBM financing.

STRATEGY 3.4. Conduct Information - Education - Communication (IEC) activities in favor of Biodiversity and PAs

- Establish national and international partnerships with production professionals for communication products for environmental awareness and education at different scales and with different targets (decision makers, contributors, private sector, civil society, volunteers),
- Support communication materials related to biodiversity and PAs.

21 International Union for Conservation of Nature

22 GNP : Gross National Product

FOCUS 4

STRENGTHEN FAPBM TO EFFECTIVELY CARRY OUT ITS MISSION



The implementation of the 3 strategic focuses listed above requires organization and competence. Although FAPBM already has a well-functioning and well-established organization, capacity-building objectives have been set as a result of the new context and the expansion of its missions.

Strategic Objectives for Focus 4

Topics	Indicators	Baseline Value (2021)	Target Value (2026)
Effectiveness and efficiency of FAPBM policies, procedures and tools	ESMS finalised and implemented in funded sites	0	1 ESMS 1 curricula
	ESMS-adopting sites	0 %	70 %
	Processing time for No Objection Requests	3 days	Less than 48 h (working days)
	Processing time for Special Intervention Fund (FIS)	10 days	Fire 24 h
			Mixed brigade 48 h
			Reinforcement control 48 h
			Others 72 h
	Processing time for applications for the NPA Capacity Building Support Fund (FAR-NAP)	10 days	5 days
Building the internal and organizational capacities of FAPBM	Files processed within the allotted time	50 % ²³	90 %
	Capacities to monitor placement activities	2/5	3/5
	Internal capacity to monitor funded PAs (scale of 1 to 5)	4	5
	Accepted audit recommendations implemented	75 %	80 %



²³ Taking into account the responsiveness of PA site managers

Achieving these outcome objectives requires strengthening and reorganizing FAPBM's capacity in four areas:



STRATEGY 4.1. Strengthen institutional relations with the Ministry in charge of PAs

- Establish a partnership framework to ensure FAPBM's accountability to the Administration,
- Establish a regular and structured dialogue with a view to taking into account the needs of the PAs in public policies and promoting synergy between the Administration and FAPBM.

STRATEGY 4.2. Adapt the various reference systems and work methodologies to clarify and facilitate relations and information sharing with managers

- Update and implement prioritization policies,
- Revise funding manuals and funding agreements,
- Conduct a training and awareness campaign for managers on funds, funding tools and procedures.

STRATEGY 4.3. Strengthen the organization and functioning of FAPBM's bodies

- Establish a policy of ethics and good conduct, including the fight against corruption,
- Establish an ethics committee at the level of the Board of Trustees,
- Develop a human resources management policy based on the new strategic orientations of FAPBM,
- Clarify and document the respective responsibilities of the President of the Board, the Executive Committee, the other Committees and the Executive Management.

STRATEGY 4.4. Develop and strengthen internal capacity

- Strengthen the capacity of the Executive Management by allocating the necessary resources to implement the Strategic Plan in an effective and efficient manner,
- Implement an adequate capacity building program for each position and for the personal development of staff,
- Strengthen the capacity to monitor external placements in conjunction with the Financial Advisor,
- Establish a job evaluation system so that positions can be redefined as needed to ensure greater complementarity between them,
- Establish a system for monitoring FAPBM's assets and scheduling their maintenance and renewal.



6. MILESTONES OF ACHIEVEMENT

2022

- Collaboration between the Government and FAPBM is strengthened.
- FAPBM prioritization and funding manuals are updated in accordance with the directions of the 2022-2026 Strategic Plan.

2023

- Portfolio and investment policy adequacy assessment is completed and a new policy is adopted for the next 3 years.

2024

- All MNP PAs are co-financed by FAPBM.
- The resources allocated allow the operating budget of the funded PAs to be covered.

2025

- FAPBM raises funds from 3 new types of specific contributors: philanthropists, bilateral funds and global initiatives.

2026

- More than 20% of PAs supported are marine areas, contributing to the continued achievement of the Sydney pledge.
- FAPBM capital reaches USD 175 million and annual funding to SAPM reaches USD 8 million.

SUMMARY OF FOCUSES AND STRATEGIES

CONTRIBUTE TO SUSTAINABLE FUNDING OF THE SAPM

STRATEGY 1.1. Raise funds
for capital

STRATEGY 1.2. Increase the
return on investment

STRATEGY 1.3. Mobilize
climate change financing for
PAs

STRATEGY 1.4. Mobilize
funds for direct financing of
PAs

FOCUS 1

FINANCING SAPM FOR POSITIVE IMPACTS ON BIODIVERSITY, ECOSYSTEM SERVICES, HUMAN WELL-BEING AND CLIMATE CHANGE MITIGATION

STRATEGY 2.1. Prioritize PAs
based on desired outcomes


STRATEGY 2.2. Improve the
effectiveness of funding to
PAs

STRATEGY 2.3. Promote
leverage of FAPBM funding
through the landscape
approach around PAs and
support to partnership
mobilization

FOCUS 2

Ispidina madagascariensis,
Marotandrano protected area
© FAPBM

Isalo protected area ©
Razafindrakoto Mamy Nirina
(TangalaMamy)



FOCUS 4

STRENGTHEN FAPBM TO EFFECTIVELY CARRY OUT ITS MISSION

STRATEGY 4.1. Strengthen institutional relations with the Ministry in charge of PAs

STRATEGY 4.2. Adapt the various reference systems and work methodologies to clarify and facilitate relations and information sharing with managers

STRATEGY 4.3. Strengthen the organization and functioning of FAPBM's bodies

STRATEGY 4.4. Develop and strengthen internal capacity

FOCUS 3

PROMOTE SOUND MANAGEMENT WITHIN THE SAPM

STRATEGY 3.1. Promote the adoption of technical (information systems, databases on biodiversity, people impacted, etc.), financial and organizational management tools that meet the standards of the PAs financed

STRATEGY 3.2. Share good practices in PA management within the SAPM

STRATEGY 3.3. Advocate for improved management of SAPM with policy makers

STRATEGY 3.4. Conduct IEC activities in favor of Biodiversity and PAs



**MADAGASCAR
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