



NOTE D'IDENTIFICATION DE PROJET

Gestion concertée des ressources marines et côtières du Nord du Canal du Mozambique

Note - this document passed the 2nd stage of approval (Note Information du Project) in June 2017.

TITLE OF PROJET	Integrated management of the marine and coastal resources of the Northern Mozambique Channel
SHORT TITLE	Northern Mozambique Channel initiative (NMCi)
COUNTRIES / REGION	Comoros, France, Madagascar, Mozambique, Seychelles, Tanzania
INSTITUTION MEMBRE PORTEUSE DU PROJET	MAEDI, MEEM
DOMAINE D'APPLICATION	International Waters
THEMATIC AREA	Integrated management and resilience of coastal and marine zones
TOTAL AMOUNT OF PROJET	6 million €
CO-FINANCIERS	SIDA, UNEP/NCS, members of the WIO-C
CONTRIBUTION OF FFEM	1,5 millions €
BENEFICIARIES	Nairobi Convention Secretariat (via UNEP) in partnership with the WIO-C ¹
FINAL BENEFICIARIES	Governments of the NMC area, Regional Organisations, and local authorities, civil society, MPAs, economic operators/sectors.
START DATE	January 2018
DURATION OF PROJET	4 years

¹ Here, the WIO-C is represented by WWF and CORDIO. These two organizations are members of the WIOC and have signed a Memorandum of Agreement with the Secretariat of the Nairobi Convention.

EXECUTIVE SUMMARY

Context and challenges

The Northern Mozambique Channel (NMC) is under the jurisdiction of Madagascar, Mozambique, Tanzania, France, Seychelles and the Comoros, covering an area of approximately 700,000 km². It is among the world's richest regions for biodiversity. It serves as a biological reservoir for the entire Eastern African coast, in particular for coral reefs and associated ecosystems, and is an important breeding and foraging areas for flagship marine and migratory species. The coastal population of the NMC is currently 10 million (expected to grow to 22-25 million in 2050) and is largely dependent on healthy and productive ecosystems through fishing, coastal agriculture, and tourism. The annual economic output from living resources and ecosystem services of the WIO has been calculated at US\$ 20.8 billion annually²,

The region's critical ecosystems are in decline from the combined impacts of local use and global threats, including growing pressures from coastal infrastructure development, extractive industries (in particular recently discovered natural gas and oil), population growth and climate change. In this context the project will address scenarios for development to maximize the opportunities for sustainable development in the NMC, based on preservation of the health of marine ecosystems as a foundation for future prosperity. In this regard the project uses the holistic approach for Integrated Ocean Management and will assist the countries in achieving the Sustainable Development Goals, in particular Goal 14 on Oceans.

Project Goal

By 2025, the Northern Mozambique Channel's high biodiversity value coral reef and associated ecosystems are maintained and enhanced through effective spatial management of marine uses, in particular the oil and gas sector, to secure a sustainable future for coastal communities and economies.

Objectives

1. By 2021, the institutional and knowledge foundations are laid for the application of multi-stakeholder based Marine Spatial Planning (MSP) across the NMC region.
2. By 2021, effective planning is promoted and best practices in the oil and gas sector are adopted by Governments and private sector champions, leading to mitigation of impacts of the sector to the natural assets and communities in the NMC.
3. By 2021, community livelihoods and well-being are incrementally secured through the sharing and replication of best practices in community-based marine resource management and population-health-environment .

Program content

Building on the foundations of strong regional cooperation and partnerships, the NMC region is well-placed to implement the aspirations and commitments made under the UN 2030 Agenda on Sustainable Development Goals (SDG), with particular relevance to SDG 14 on Oceans. In this regard, the project comprises three components:

Component 1: laying the institutional and knowledge foundations for the application of multi-stakeholder based Marine Spatial Planning (MSP) across the NMC region

This component is grounded in SDG 14 on Oceans and the ICZM Protocol of the Nairobi Convention. The overall aim is to build capacity within the participating countries, and at a coordination level in the Nairobi Convention Secretariat, to enable the implementation of an integrated approach to marine governance that will lead towards comprehensive spatial planning of marine uses in the future. In this context, multi-stakeholder and multisectoral fora, as well as links with relevant regional and global bodies will be established to assure coordination and involvement of relevant parties in the implementation of MSP and SDG14. Further, information on the health of marine and coastal ecosystems and their economic value, as well as potential future scenarios for the NMC will be evaluated and validated, to serve as inputs to MSP and to assist decision-making. Finally, this component will develop and validate a regional framework for MSP in the context of national MSP processes, as well as increasing coherence among national plans.

Component 2: Planning and adoption of environmental and social best practices in the oil and gas sector to mitigate impacts on biodiversity and ecosystem services in the NMC.

This component will reinforce and build capacity of key stakeholders (governments, the oil and gas (O&G) industry, local experts, and civil society organizations) through three main activities. The first activity will identify key gaps in

² Obura, D. et al. 2017. Reviving the Western Indian Ocean Economy: Actions for a Sustainable Future. WWF International, Gland, Switzerland. 64 pp.

measures and identify opportunities to harmonize legal, policy and technical tools across the NMC region to prevent and minimize oil and gas sector risks to biodiversity and ecosystem services. The second activity will develop tailored guidance on best practice, for minimizing threat to biodiversity and ecosystem services of the NMC, put in place for planning and evaluation of Strategic Environmental Assessments (SEA), Environmental Impact Assessments (EIA) and Marine Spatial Planning (MSP) related to oil and gas initiatives. This will be based on a review of relevant international, regional & national best practice guidelines for the O&G industry. The third activity will build capacity of staff of national governments, regional bodies and CSO/NGOs, on use and implementation of the best-practice guidance, to promote uptake of best practice approaches across the region. The project will develop and assist in the implementation of, roadmap(s) for implementing this capacity-building and best practice.

Component 3: Replication and upscaling of successful models for community-based resource management and improved livelihoods and welfare.

The goal of this component is to promote effective practices in Community-Based Natural Resource Management (CBNRM), and Population-Health-Environment (PHE) interventions to secure the livelihoods and well-being of coastal communities. Activities will first identify effective CBNRM and PHE practices, as well as model sites in the NMC, then organize exchange visits and workshops as part of a Learning Network for best practice and experience sharing. Five pilot sites will also be identified, for replication of effective practices, with project assistance in the form of technical support and basic finance. An online platform and tools to support the Learning Network will be developed to provide information and capacity building to all sites. Results from this component will, among other things, create a more enabling institutional environment for community-centered approaches, and ensure their priorities are reflected in the planning processes at national and sub-regional levels in Components 1 and 2.

Institutional setup

The project will be executed through a partnership between the Nairobi Convention Secretariat (NCS) and the WIOC, represented by WWF and CORDIO. The NCS will ensure the coordination of the project with countries through its network of national focal points, as well as the wider partnerships and political processes undertaken within its mandate, to assure coherence between the NMC initiative and other regional programmes undertaken through the NCS. WWF and CORDIO will provide technical coordination of the individual project components, together with partners for relevant components: Wildlife Conservation Society (WCS), Fauna & Flora International (FFI) (Component 2), and Blue Ventures (BV) (Component 3). WWF France will be the Executing Agency, and through this will be responsible for relations with French institutions and the donor agency. Implementation will be by NCS, WWF and CORDIO together with relevant partners. A Steering Committee will be put in place to guide implementation of annual workplans. This will comprise the FFEM, other key donors, representatives from the countries of the sub-region, NCS, WWF, CORDIO, the WIO-C, and relevant experts

Duration, cost

The project will last 4 years. The total budget is estimated at 6 million euros, of which € 1.5 million is requested from FFEM. Co-financing would be from the Swedish Development Agency (SIDA), the Nairobi Convention Secretariat and the members of the WIO-C.

ABBREVIATIONS

ASCLME	Agulhas-Somali Current Large Marine Ecosystem
AU	African Union
BES	Biodiversity and Ecosystem Services
BV	Blue Ventures
CBD	Convention on Biological Diversity
CBNRM	Community-Based Natural Resource Management
CI	Conservation International
COMESA	Common Market for East and Southern Africa
COP	Conference of Parties to the Nairobi Convention
CORDIO	Coastal Oceans Research and Development in the Indian Ocean
CSO	Civil Society Organizations
EAF	Ecosystem Approach
EAWLS	Eastern Africa Wildlife Society
EBSA	Ecologically or Biologically Significant Marine Areas
EEZ	Exclusive Economic Zone
EITI	Extracting Industries Transparency Initiative
ESA-IO	Eastern Southern African-Indian Ocean
FAO	UN Food and Agriculture Organization
FBA	French Agence for Biodiversity
FFEM	Fond Français pour l'Environnement Mondial
FFI	Fauna and Flora International
GEF	Global Environment Facility
GPG	Good Practice Guidelines
HELCOM	Commission for the protection of marine resources of the Baltic
ICZM	Integrated Coastal Zone Management
IDDRI	Institute for Sustainable Development and International Relations
IFC-PS6	International Finance Corporation Performance Standard 6
IOC	Indian Ocean Commission
IOC-GDZC	Indian Ocean Commission - Gestion Intégrée Des Zones Côtières
IOG	Integrated Ocean Governance
IPIECA	International Petroleum Industry Environmental Conservation Association
IRD	Institut de Recherches pour le Développement
IUCN	International Union for the Conservation of Nature
LMMA	Locally Managed Marine Area
M&E	Monitoring and Evaluation
MASPAWIO	Marine Spatial Atlas for the Western Indian Ocean
MPA	Marine Protected Area
MSP	Marine Spatial Planning

NBSAPs	National Biodiversity Strategic Action Plans
NCS	Nairobi Convention Secretariat
NGO	Non-Government Organisation
NMC	Northern Mozambique Channel
NMCi	Northern Mozambique Channel initiative
O&G	Oil and Gas sector
PES	Payment for Ecosystem Services
PHE	Population-Health-Environment
PHE	Population-Health-Environment
RAMP-COI	Réseau des Aires Marines Protégées (Indian Ocean Commission)
RFMOs	Regional Fishery Management Organizations
SADC	Southern Africa Development Community
SAPPHIRE	Strategic Action Programme Policy Harmonization and Institutional Reforms
SDG	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SIDS	Small Island Developing States
SOI	Sustainable Oceans Initiative
SWIOFish	South West Indian Ocean fisheries project (WWF)
SWIOFP	South West Indian Ocean Fisheries Project
TNC	The Nature Conservancy
TSP	Transformative Scenario Planning
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme (now " UN Environment")
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
WB-ESS	World Bank Environmental and Social Standards
WCMC	World Conservation Monitoring Center
WCS	Wildlife Conservation Society
WIO	Western Indian Ocean
WIO-C	Consortium for the Conservation of Coastal and Marine Ecosystems in the Western Indian Ocean
WIO-LaB	Addressing Land Based Activities in the Western Indian Ocean Project
WIOMER	Western Indian Ocean Marine EcoRegion
WIOMSA	Western Indian Ocean Marine Science Association
WIOSAP	Western Indian Ocean Strategic Action Programme
WWF	World Wide Fund for Nature
WWF MDCO	WWF Madagascar

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I CONTEXT AND ISSUES

1.1 *The northern Mozambique Channel – the second hotspot for tropical marine biodiversity globally and rich source of ecosystem services*

The Northern Mozambique Channel (NMC) is under the jurisdiction of Madagascar, Mozambique, Tanzania, France, Seychelles, and the Comoros, covering an area of approximately 700,000 km². The geology and oceanography of the channel, together with its diverse and valuable coastal and pelagic ecosystems, distinguish the NMC as a unique sub-region of the Western Indian Ocean (WIO). The Mozambique Channel contains a large proportion (35 %) of the entire Indian Ocean's coral reefs (ca. 11,000 km² ~ 4% of the global coral reef area), and 5% of world's mangrove forests (ca. 7,300 km²), with a large proportion of these in the northern part of the channel. Recent studies show a peak in the diversity of coral reef taxa, including hard corals, stomatopods and other species, in the NMC. This peak is thought to be due to the globally unique combination of circular currents causing high levels of connectivity combined with geologically stable coastlines over 100 million years old. Together, these create a 'museum' for species from the Tethys Sea over 30 million years ago and of new species being created in other regions and transported into the NMC.

The region is among the world's richest regions for biodiversity. It serves as a biological reservoir for the entire Eastern African coast, in particular for coral reefs and associated ecosystems. Endemism is elevated and the region is the second peak for marine biodiversity after the coral Triangle region in southeast Asia, with more than 400 species of hard corals.

Due its high productivity, the Mozambique Channel is one of the most important breeding and foraging areas for flagship marine and migratory species, including seabirds, sea turtles, sharks, and marine mammals (including humpback whales). The Channel is part of the annual migratory path of the principal stocks of Indian Ocean tuna, though its role (e.g. as a foraging or breeding ground) is still unknown, and a prime habitat of the coelacanth, a 'living fossil' dating back 67 million years.

The NMC's strategic priority from an environmental conservation perspective has been confirmed by the Indian Ocean Commission WIOMER process (2010), the UNESCO World Heritage Convention (2012) and the EBSA process of the Convention on Biological Diversity. The importance of the region and its natural assets was furthermore recognized through decision (CP8/6) of the 8th Conference of Parties to the Nairobi Convention (June 2015), requesting the Contracting Parties, the GEF and other partners, to support projects in the Northern Mozambique Channel as a good example of Integrated Ocean Management (IOM) approach.

1.2 *Socio-economic conditions and dependence on ecosystem services*

The coastal population of the NMC is currently 10 million - expected to grow to 22-25 million in 2050, and 40-60 million in 2100 - and is largely dependent on healthy and productive ecosystems through fishing, coastal agriculture, tourism and other activities. Poverty levels in the coastal populations of the NMC are extremely high. For example, 92% of Madagascar's population lives on less than \$2 per day, with remote coastal regions being among the poorest on the island.

Marine resources account for approximately 5% of the GDP of the WIO Island States (around 8% for Comoros, 6% for Madagascar and 9% for the Seychelles), but support large numbers of primarily small scale fisheries. In Madagascar for example, small-scale artisanal and subsistence fishers accounted for 72% of total catches. Industrial fisheries is large, with the value of tuna fisheries in the WIO rated at over 2 billion US Dollars per year (roughly 15% of the world tuna catches). Coastal tourism is a sector with great potential in the NMC, although currently still poorly developed.

Box 1. Facts and figures on the Northern Mozambique Channel.

Nature

- Contains 35 % of Indian Ocean coral reefs
- Contains 5% of world's mangrove forests
- Is the 2nd highest level in biodiversity of hard coral species
- Is a key corridor for humpback whales
- is on the migration route of tuna and tuna-like species
- Contains large carbon sinks (seagrasses, mangroves, wetlands)

Economics

- small-scale artisanal and subsistence fishers account for 70-80% of total catches.
- Provides a significant part of WIO tuna fisheries (\$2 billion/yr)
- Supports industrial fishing/mariculture of growing importance
- Tourism is among fastest growing sectors/high potential
- Holds natural gas reserves, over 100 Tcf as currently known
- Supports 30% of global tanker traffic (> 5,000 tanker-trips annually)

Geography

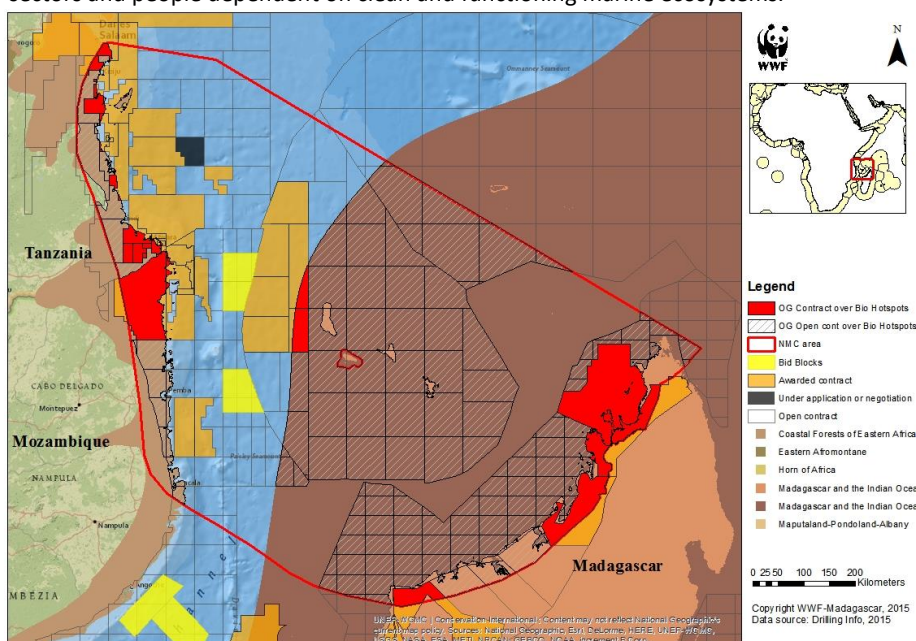
- Home to 10 million people in the coastal zone
- Bordered by 5 coastal/small island states
- Comprised of Exclusive Economic Zones (EEZ) only (no areas beyond national jurisdiction)

Tourism is a sector with great potential in the NMC, though currently is poorly developed.

The annual output of economic value from living resources and ecosystem services of the WIO has been calculated at US\$ 20.8 billion annually³, provided by a total ocean asset base – or “shared wealth” – of the region of at least US\$ 333.8 billion, about 45% of this coming from countries bordering the NMC. Of the total, tourism and fisheries, both being dependent on healthy and functioning ecosystems, are the largest economic sectors, comprising about 70% and 10%, respectively, of this value and indicating the growth potential for tourism. However, development along unsustainable pathways will undermine the value of these sectors and potentially increase hardships and poverty levels experienced in the region, particularly by the poor and those directly dependent on ecosystem services for their livelihoods.

1.3 Emerging threats and economic development of the region

Recent hydrocarbon discoveries in only the Mozambican part of the NMC amount to over 130 Tcf (trillion cubic feet) of natural gas, among the largest gas fields in the world, and presenting 40-50 years of production. Further discoveries are anticipated in all the other countries of the NMC. This sector provides the greatest potential for economic development of the countries of the region, as well as of environmental damage and consequent harm to economic sectors and people dependent on clean and functioning marine ecosystems.



Climate change is severely impacting the coral reefs and mangroves, as well as other ecosystems, of the NMC. Four significant coral bleaching events have been recorded in the Comorian archipelago from 1983 to 2016, impoverishing the reefs and reducing their ability to sustain fisheries and provide coastal protection for towns and villages.

Changing economic patterns and industrial development may vastly increase migration to the coastal zone, adding to the already high population

growth rate in the countries bordering the NMC, and putting further pressure on marine ecosystems and resources from fishing, pollution and coastal development.

As a result, the region’s critical ecosystems, such as coral reefs, mangroves and seagrass beds, are in decline from the combined impacts of local use and global threats, including growing pressures from coastal infrastructure development, extractive industries, population growth and climate change. In particular, with the recent natural gas and oil discoveries adding to the riches of the NMC, the region is likely to go through an economic and population boom in coming decades. While this economic growth potential will provide much-needed development and welfare opportunities, the major developments expected to occur, particularly in oil and gas production, may significantly erode ecosystem health, and thus threaten the livelihoods and welfare of coastal communities. The resulting loss of ecosystem services, such as fish production, shoreline protection, carbon sequestration and the recreational functions that support a healthy tourism industry, negatively affect the nutrition and livelihoods opportunities of the population, in particular the poorest.

1.4 Current institutional and governance framework

The five countries with territory in the Northern Mozambique Channel each have prepared National Development Plans, Poverty Reduction Plans and National Biodiversity Strategic Action Plans (NBSAPs), as well as specific national

visions and priority/master plans. All have ratified common conventions including Agenda 2030 and its Sustainable Development Goals, the Convention on Biological Diversity and the UNFCCC's Paris Agreement.

Each country's governance and economic systems are organized in key sectors, such as energy, mining, fisheries, environment, etc. With a focus on the coastal zone, each country has identified Integrated Coastal Zone Management (ICZM) as a necessary mechanism for bringing together multiple sectoral interests, with a common protocol on ICZM under preparation under the Nairobi Convention (the Convention of the Protection, Management and Development of the Marine and Coastal Environment of the Western Indian Ocean Region).

A key challenge is that while the region covers the whole of the EEZ for Comoros, it only covers part of the EEZs of Madagascar, Mozambique, Seychelles, Tanzania and France, and in the latter countries, it has not to date been a priority region within their national frameworks. Thus, the project must work at national levels, in terms of policies and engagement for integrated ocean governance, and at sub-national levels, for direct engagement in activities. Existing intergovernmental mechanisms the countries are engaged in can help further in this: the African Union, the Southern African Development Community (SADC), the Common Market for Eastern and Southern Africa (COMESA), the Indian Ocean Commission (IOC), that includes the island states, and regional sectoral bodies. In addition to these, Regional Fishery Management Organizations (RFMOs) oversee the tuna and other pelagic fisheries that are a shared stock for Western Indian Ocean countries, establishing a precedent for regional marine management.

The Nairobi Convention provides the governance umbrella for this project, building on multiple projects and initiatives in the last 20 years (see section 1.6). Decisions from Conferences of Parties of the Nairobi Convention have facilitated the development of activities and consultations including the formulation of this proposal, including Decision CP7/1 (work programme) and Decision CP8/6 (Support to Implementation of Projects) Further, coordination by the Secretariat of the Convention and consultations with the National Focal Points, with the Implementing Partners and WIO-C members, have built up a body of work since 2014, building the partnership that is the basis for this proposal.

1.5 A case for integrated ocean and coastal management

The oil and gas sector, climate change and growing human populations, pose the greatest threats to future sustainability of marine ecosystems in the NMC. However, these impacts could be mitigated through appropriate integrated planning and management approaches, and through building community resilience and adaptive capacity.

The focus of this project is on the NMC sub-region, to build on the ICZM Protocol of the Nairobi Convention, to extend spatial planning throughout the EEZ and territorial seas of the countries of the region, and to secure the NMC environmental and social assets against threats from oil and gas development. In this regard, the project will provide a holistic approach towards ocean governance for the region, and will contribute to achievement of the Sustainable Development Goals with a focus on Goal 14 on Oceans.

Establishing an adequate framework for ocean governance, including the necessary conditions for inclusive decision-making, will be necessary to compromise among different interests (i) within and between countries, (ii) between sectors (e.g. oil and gas, tourism, fisheries), (iii) among stakeholders (e.g. communities, private sector), and (iv) between short term versus long term interests.

Specific barriers that the project aims to address are:

Institutional barriers	Even though existing platforms to facilitate Integrated Ocean Management (IOM) exist (e.g. in the form of Nairobi Convention, the South-Western Indian Ocean Fisheries Commission and the regional Economic Commissions), the current political vision, institutional capacity and mechanisms (including financial mechanisms) for such planning in the region, at the level and scale required, is largely absent.
Economic barriers	The key drivers of the current and anticipated rapid economic boom in the sub-region are economic interests are not supported by clear vision inclusive of governance mechanisms to ensure sustainability of this growth.
Human capacity and information barriers	Capacity, knowledge and understanding are the foundations for well-informed decision-making and action to address the challenges. At the depth and scale of the required planning processes, substantial investments will be required to facilitate a successful IOM framework. There is a general under-appreciation of the relevance and values of the ecosystem services provided by the rich natural capital of the region, as the very base of livelihoods and economic opportunities alike.

Natural capital management barriers	The lack of coherence in existing spatially-defined natural capital management instruments such as Marine Protected Areas (MPAs) and Locally Managed Marine Areas (LMMAs) is an important limitation in safeguarding such values.
Social barriers	Because of the high dependency of people on their local environment, there are close ties between the social fabric of the people of the NMC and the health of the environment. At present, however, communities (and their representative organizations) are ill-informed about this dependency and their roles, and mechanisms for their engagement and improvement are poorly developed.

Within this context, the project provides an opportunity to frame scenarios for development of the NMC to ensure opportunities for sustainable development are seized, maintaining healthy marine systems as assets for future prosperity.

Baseline scenario: Fuelled Business as Usual: In the ‘Fuelled Business As Usual’ scenario, the experience of Africa’s fossil fuel-rich economies as seen in many other parts of Africa is played out in the NMC’s emerging economies. In this scenario, the future of the NMC is characterized by globalization and strong competition between national, social and corporate actors over the vast wealth to be generated from a mining approach to natural asset exploitation. Decisions about the largest and most valuable assets are made with the interests of political and corporate elites in the forefront, with little recognition of conflicting social and environmental interests. Poor planning and lack of long-term investment lead to a poor system-wide governance and management framework, while social welfare and the public good are neglected, causing detrimental effects on the rich, biodiverse environment, but also on the people and other economic sectors dependent on them. Population growth rates in the coastal zone are accelerated, driven by the resource boom, causing increased demand for natural resources and hence further exacerbating the exploitation of coastal and marine habitats and resources.

Project scenario: Sustained Blue/Ocean Economy: In this scenario, the governments and private sector leaders make choices on economic growth that are consistent with meeting and balancing economic, social and environmental goals. In macro-economic terms these options are encapsulated in the ‘green economy’ model, and given the primacy of the ocean and its resources in the future of the NMC, the region can define a ‘blue economy’ model that fits its context. Being visionary in terms of the sustainability and equity that this scenario strives to achieve, it must be constructed from individual choices in each sector and every economic decision, from the choices around community-based fisheries management, to industry practices in e.g. the oil and gas sector, to national policy and legislation around Integrated Ocean Management, and to alignment among these at regional levels.

1.6 Assessment of past and existing projects

The NMC has already been a centre of attention for many organizations. It has been identified by members of the Western Indian Consortium for the Conservation of the Coastal and Marine Ecosystems of the Western Indian Ocean (WIO-C) as an area of converging interests, with its members (including Birdlife International, Blue Ventures, CI, CORDIO, EAWLS, FFI, IUCN, Rare Conservation, TNC, WCS, Wetlands International, WIOMSA and WWF) all having focused programs on this important sub-region. The RAMP-COI/WIOMER ecoregional programme of the Indian Ocean Commission identified the NMC as a trans-frontier priority area for conservation in 2009.

The WIOMSA research project “is there a Western Indian Ocean ‘Coral Triangle’” identified the NMC as the peak species richness for corals in the WIO, and more broadly in the Indian Ocean, while the collaboration project MESOBIO project, involving French and South African scientists, identified the unique physical and biological oceanography of the Mozambique Channel, and the key role of the northern part of the channel initiating and maintaining this.

There are a number of already ongoing or planned interventions in the region; in particular the GEF-funded WIOSAP and SAPPHIRE projects and World Bank funded SWIOFish. Both WIOSAP and SAPPHIRE are implemented within the framework of the Nairobi Convention, while SWIOFish is related to SWIOFC. They will set an important basis for improved management and governance of the coastal and marine ecosystems and fisheries of the WIO. However, as fully regional programmes under the Nairobi Convention, their actions are necessarily shared across a broad geography and aimed at piloting certain actions in specific locations. With the special nature of the NMC as outlined above – the richest biodiversity and marine ecosystems of the WIO, its particular vulnerability to climate change and impending hydrocarbon-fuelled development and population boom, these projects may not be able to grapple with the specificity and complexity, and in particular the rate of developments in this hotspot of marine biodiversity. An additional GEF project (on Sustainable fisheries management and biodiversity conservation of deep-sea living marine resources and ecosystems in the areas beyond national jurisdiction) may have a component on area-based planning tools that may overlap with the NMC, a component coordinated through UNEP-WCMC. Two past projects focused on minimizing pollution and impacts from shipping and the energy sector, on which the project will build best practice

actions within the NMC – the ‘Maritime Highway’ project (the Western Indian Ocean Marine Highway Development and Coastal and Marine Pollution Prevention Project) and the Western Indian Ocean Islands Oil Spill Contingency Planning project, funded by the World Bank.

In addition, there are a number of programs implemented through the Indian Ocean Commission (COI). A suite of EU-supported projects includes: SmartFish (secure fisheries – secure futures), which focuses on fisheries management and governance, monitoring and control, trade and food security, involving 20 countries in Eastern and Southern Africa; the ‘Implementation of the SIDS Mauritius Strategy in the Eastern Southern African-Indian Ocean Region’ (ISLANDS) project, which focuses on the sustainable development of Small Island Developing States (SIDS) in the Eastern and Southern Africa and Indian Ocean region (ESA-IO); the ‘Eastern and Southern Africa (ESA) and Indian Ocean (IO) region coastal, marine and island specific biodiversity management in the ESA-IO coastal states’ (Biodiversity) project.

Three additional projects within the Comoros are relevant for coordination with this project: the Coastal Zone Management in SWIO project (IOC-GDZC), funded by FFEM and also coordinated by the IOC, with one study site, Moheli, Comoros in the NMC (the other study sites, Rodrigues and Ile St. Marie are not in the NMC); support for the Development and management of the Moheli Marine Park, funded by AFD; and the UNDP-GEF National network of protected areas project.

The challenge, however, is to put in place sustained practices and governance that ensure the NMC and its natural assets are preserved and support livelihoods and economics into the future. The multiple projects listed above help establish better practice, build capacity and enable many improvements across technical, management and governance sectors. But their varied geographical and national focus is a barrier to integrating across them and institutionalizing their outcomes to be sustainable. By contrast, this project is framed by the dynamics of the marine system of the NMC, emphasizing both the trans-boundary approach across countries AND attention to local specificities in the provinces/districts within the NMC region. Through alignment and coordination with these varied local, national and regional projects, the NMC project can help assure local implementation of their actions, and act as a multiplier of various other efforts in the region. With the novel and emerging threats and pressures, linked to natural gas extraction and climate change, it is likely that this existing suite of regional projects may not be able to grapple with the complexity and speed of developments in this second most important hotspot of marine biodiversity in the world.

Stakeholder analysis

The foundation of the Northern Mozambique Channel Initiative (NMCI) is engagement with stakeholders through building partnerships across government, civil society and the private sector. The structure of the Initiative will ensure participation of stakeholders both through the active engagement of primary stakeholders in the implementation of activities, and through a multi-sectoral framework of national and regional stakeholder platforms that will facilitate civil society and private sector engagements in the project.

The Governments of Madagascar, Tanzania, Mozambique, Comoros, Seychelles and France act as the key stakeholders from an institutional point of view. Fortunately, there is a long history of strong inter-governmental cooperation in the region when it comes to the coastal and marine environment, facilitated through a range of regionally mandated institutions such as the Nairobi Convention, the South Western Indian Ocean Fisheries Commission (SWIOFC) and the Indian Ocean Commission (IOC). Despite considerable differences between the countries’ cultural and economic contexts, there is a strong basis for a regionally-focussed approach for the NMC. In addition, several countries have already made strong commitments to the application of area-based ocean management, in particular through Integrated Coastal Management and Marine Protected Areas, which provide a strong foundation to build on.

The coastal communities, other resource users and resource managers of the participating countries are the primary beneficiaries of the project intervention. Communities in the region often possess customary rights over resource, including fish, forest products, etc. In cases, these rights are legalized in the form of local bylaws, in the form of Locally Managed Marine Areas (LMMA)⁴. However, in reality, the voice of communities in policy debates related to the marine and coastal environment is still very limited, decisions often driven by wider economic interests at Government level, in cases involving active lobbying and pressure from private sector perspective. Raising the voice of communities in the policy debates related to the NMC is therefore key to the Initiative, and the foundations for an active network of local CSOs and CBOs has been established in this regard through earlier work under the NMCI.

⁴ The specific nature of these formal arrangement differs from country to country. For example, in Tanzania, regulations allow the legal establishment of what is known as ‘Beach Management Units’, whereby communities obtain the resource use rights and management responsibilities over a specific area of the coastal waters, including its fish.

The private sector is key to long term growth of the NMC. Key sectors in the region include oil and gas, fisheries, tourism, shipping and general commerce. This project focuses on engagement with the oil and gas sector, as one of sectors with the greatest potential for rapid economic growth, but also for important environmental impacts. The project approach will follow multiple approaches by identifying potential champions in the sector, particularly with the largest stakes in production in the near future, building on long term trusted relationships between leading industry players and NGO partners, and identifying best practice to be implemented in partnership with industry players.

Other actors will be engaged into the project, guided mainly by their organizational mandates, for example: SWIOFC, IOC, UNESCO-IOC, FAO EAF, the joint UNDP-UNEP Poverty Environment Initiative for Africa; the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities; and the Programme of Action for the Sustainable Development in Small Island Developing States. The power of such organizations lies in their mandate and institutional links to government institutions in particular.

Finally, the WIO-C represents a group of active promoters of the NMC Initiative, and apart from actively participating in its implementation, also represents an important lobby group at both national and regional scale. The consortium members in general have a trusted relationship with governments at multiple levels from national to local, as well as local civil society stakeholders, a position that renders them considerable influence.

II OBJECTIVES OF THE PROGRAM

II.1 Goal

By 2025, the Northern Mozambique Channel's high biodiversity value coral reef and associated ecosystems are maintained and enhanced through effective spatial management of marine uses, in particular the oil and gas sector, to secure a sustainable future for coastal communities and economies.

Building on the foundations of strong regional cooperation and partnerships, the NMC region is well-placed to implement the aspirations and commitments made under the UN 2030 Agenda on Sustainable Development Goals (SDG), with particular relevance to SDG 14 on Oceans. In this regard, the present project aims to secure the health and productivity of critical ecosystems in the region, with a particular focus on the rich coral reef, seagrass and mangrove habitats in the region.

II.2 Objectives

4. *By 2021, the institutional and knowledge foundations are laid for the application of multi-stakeholder based Marine Spatial Planning (MSP) across the NMC region.*
5. *By 2021, effective planning is promoted and best practices in the oil and gas sector are adopted by Governments and private sector champions, leading to mitigation of impacts of the sector to the natural assets and communities in the NMC.*
6. *By 2021, community livelihoods and wellbeing are incrementally secured through the sharing and replication of best practices in community-based marine resource management and population-health-environment .*

The project will be based on the legal foundations of the Nairobi Convention's Integrated Coastal Zone Management Protocol (ICZM), building capacity and the stakeholder involvement mechanisms to extend integrated ocean management across all marine waters under national jurisdictions. This process will be based on integrated approaches to marine management, such as marine spatial planning, and innovative decision-support tools, ensuring all economic sectors as well as local communities are engaged in assessing stakes, trade-offs and opportunities of future development pathways, with a focus on within-country processes and capacity building (component 1). The oil and gas sector presents one of the greatest development opportunities for each country in the region, but also the greatest long term threat to environmental and social health across all countries. This component is targeted to ensure appropriate policy, legislation, threat response capacity, and best practices are adopted at national levels to mitigate impacts that may affect natural assets and social welfare across all countries of the NMC (component 2). From the perspective of rural communities dependent on marine resources, project emphasis will be on scaling up and replication of successful models that improve livelihoods through community-based management of mangroves, seagrasses and coral reefs and their associated fisheries resources, and through interventions based on the Population-Health-Environment approach (component 3).

III PROGRAM DESCRIPTION

III.1 Component 1: laying the institutional and knowledge foundations for the application of multi-stakeholder based Marine Spatial Planning (MSP) across the NMC region

Led by the Nairobi Convention Secretariat, with key support from WWF, this component is grounded in SDG 14 on Oceans and the ICZM Protocol of the Nairobi Convention. The overall aim is to build capacity within the participating countries, and at a coordination level in the Nairobi Convention Secretariat, to enable the implementation of an integrated approach to marine governance that will lead towards comprehensive spatial planning of marine uses in the future. This will also contribute to the implementation of other important regional projects, such as of the SAPPHIRE and WIOSAP projects⁵. This component will include capacity development and the compilation of relevant scientific data to support the spatial planning and decision-making processes mandated by the ICZM Protocol. The final output under this component will be a regional framework for guiding Marine Spatial Planning (MSP) within the respective national jurisdictions of the countries.

Three key result areas have been formulated under this component:

Result 1.1 Capacity developed and multi-sector and multi-stakeholder partnership platforms and networks for MSP and SDG-14 implementation in the region established

A multi-stakeholder forum for MSP - comprising government, private sector and civil society representatives - will be set up, or reinforced where existing, in each country, founded in the national ICZM committees. These will interact with the government on national discussions on issues related to the use and sharing of marine space, and will assist Governments to integrate spatial planning perspectives within their national and sub-national policies, programmes, projects and actions.

At a broader scale, links with relevant regional bodies will be promoted (e.g. Indian Ocean Commission, SADC, etc.), as well as with other regions (e.g. HELCOM and the Barcelona Convention⁶).

The fora will be facilitated and coordinated by the Nairobi Convention Secretariat and provide the principal mechanism for participation by stakeholders in the regional MSP/ICZM processes in the WIO region.

Result 1.2 Ecosystem health and economic values, and future scenarios for the NMC are assessed and validated, producing a basis for MSP and a supporting tool for decision makers

Activities will focus on mapping ecosystem health, drivers and pressures related to coral reefs, mangroves, seagrasses and key species, building on prior mapping efforts⁷ and MSP pilots such as MASPAWIO, funded by the French Aid Agency. Different scenarios, based on current and projected trends, for future developments in key economic sectors, demographics and climate change patterns in the region will be developed, through a multi-stakeholder process. An assessment of each of these scenarios in terms of blue economy potential and the SDG-14 targets (using, among others the INVEST scenario assessment toolkit) will be conducted to support decision-making. The process will furthermore involve the development of an interactive online database that harmonizes, collects and shares data across natural, social, economic, and governance aspects, with functional links to existing national and regional datasets (based on the existing Nairobi Convention Clearinghouse Mechanism).

Result 1.3 A regional framework for MSP in the NMC region has been developed and validated through a multi-stakeholder process

As a final set of activities under component 1, the project will facilitate a national and regional level consultative process to develop and validate a regional framework for MSP, with the objective of providing guidance to national MSP process as well as bringing coherence between national plans in this regard. As a first step herein, we will undertake an assessment of the appropriateness of existing spatial and temporal management tools and institutional arrangements for management of the regions ecosystem goods and services, and develop specific recommendations for improvement of the same. Secondly, based on the scenario assessment under results area 1.2, we will develop an

⁵ SAPPHIRE Outcome 1.1 "Policy, legislative and institutional reforms and realignment ..." and Outcome 4.2 in "Delivering best practices and lessons through innovative ocean governance demonstration" and WIOSAP Component 4 "Governance and Regional Collaboration"

⁶ HELCOM - Commission pour la protection des ressources marines de la Baltique –et la convention de Nairobi ont un accord de jumelage et des intérêts en commun dans la planification spatiale marine. La Convention de Barcelone dispose d'un protocole sur la GIZC.

⁷ There have been many assessments done in the region, such as WIO-LaB, ASCLME and Mozalink.

initial MSP framework for the region, with recommendations for temporal and spatial management measures, incentive schemes and institutional arrangements, as a framework for national-level MSP/ICZM processes. The final step of this process will involve a national and regional level consultative processes to validate the regional MSP roadmap, with a particular focus on integration with national level (MSP/ICZM) decision processes. Not all countries may be at the same level of development of MSP tools, so actions will be adapted to support individual countries to advance their plans.

III.2 Component 2: Planning and adoption of environmental and social best practices in the oil and gas sector to mitigate the impacts on biodiversity and ecosystem services in the NMC.

Decision CP8/7 of Nairobi Convention calls for a Strategic Environmental Assessment (SEA) of the oil and gas sector. The WIOSAP and SAPPHERE projects have activities focused on reducing pollution and policy harmonization, and the Maritime Highway project focused on maritime sector oil spill and pollution prevention and response at multiple levels. This component will complement and build on these initiatives by focusing specifically on sectoral impacts to biodiversity and ecosystem services (BES) and their reduction through uptake of best practices for prevention.

This component will be led by WCS and FFI. The two partners will jointly implement activities in this component through their capacity and expertise in each country and their existing projects: the COMBO Project⁸ for WCS and a strategic partnership with Eni for FFI.

The capacity of key stakeholders (governments, the oil and gas (O&G) industry, local experts, and civil society organizations) will be built through four activities: (i) an analysis of key gaps in measures in line with good practice guidelines (GPG); (ii) a review of relevant international, regional & national GPG for the O&G industry; (iii) the development, with stakeholders, and (iv) capacity-building with stakeholders for the implementation of priority actions.

Result 2.1. Policies and application of laws reinforced to improve regulation of the oil and gas sector, within target countries.

The first activity will identify key gaps in measures and identify opportunities to harmonize legal, policy and technical tools across the NMC region to prevent and minimize oil and gas sector risks to biodiversity and ecosystem services. This builds on previous policy and guidance for risk mitigation activities such as oil spill management. Existing policy frameworks will be collated from across the region and assessed according to current Strategic Environment Assessment (SEA) and Environmental Impact Assessment (EIA) guidelines. Gaps will be identified at national and regional (NMC) levels. This assessment will review existing documents and consult with stakeholders from governments, the O&G industry and CSOs/NGOs. The gap analysis will provide recommendations for addressing key policy and legal gaps, as well as technical guidance in relation to SEA and EIA requirements.

This activity will help to strengthen governance in the sector, establish multi-stakeholder relations and reduce conflicts.

Result 2.2. Tailored guidance on best practice, for minimizing threat to biodiversity and ecosystem services of the NMC, put in place for planning and evaluation of Strategic Environmental Assessments (SEA), Environmental Impact Assessments (EIA) and Marine Spatial Planning (MSP) related to oil and gas initiatives.

A review of relevant international, regional & national best practice guidelines for the O&G industry will be done⁹. Specialist guidance will be developed that is appropriate to the NMC region for EIA, SEA and MSP, based on many existing good practice guidance documents, providing a broad range of mitigation actions which could be tailored for the NMC.

This guidance will be designed for use by industry and regulators and will cover regional marine biodiversity and ecosystem service priorities for the NMC, as identified by key stakeholders. It will enable (i) identification of priority BES of the NMC; (ii) establishment of a database of existing good practice guidelines for priority biodiversity; (iii) elaboration of tailored guidelines for strategic and project-based scoping, environmental impact assessments, biodiversity action plans and marine spatial planning (MSP) related to oil and gas development for the NMC sub-

⁸ Wildlife Conservation Society, Forest Trends and Biotope conceived and launched this project of four years (2016-2019) with the objective of reconciling economic development and conservation of biodiversity and ecosystem services in 4 African countries (Guinea, Madagascar, Mozambique and Uganda). The project is financed principally by AFD, FFEM and the Mava Foundation. It will build capacity in the target countries in applying the mitigation hierarchy (i.e. avoidance, reduction and mitigation) of residual impacts from development projects on biodiversity.

⁹ Including, for example, EITI, IPIECA, IFC-PS6, WB-ESS, FFI-GPG, among other relevant sources

region. The guidance will take into account minimum data standards and requirements, accessibility of existing marine data and documentation, and best practice mitigation planning and methods.

This guidance will be developed and validated with participation of the governments, O&G industry and CSO/NGOs through workshops held in each country. Resulting information will be shared with key stakeholders throughout the NMC region. Some outputs will be relevant throughout the NMC region and others will be country-specific.

Result 2.3. Governments, private sector and CSO/NGOs have increased capacity to implement best-practice policy and guidelines for oil and gas developments in the sub-region.

The project aims to build capacity of staff of national governments, regional bodies and CSO/NGOs, on use and implementation of the regional guidance, to promote uptake of best practice approaches across the region.

The project will develop one or more roadmap(s) for capacity-building with government and private sector in selected priority countries. Road maps will be based on the results of previous activities and developed through workshops in each country. National priorities for policy development will be identified with key stakeholders in each country, using recommendations resulting from activity 2.1. A sub-set of priority activities related to training/capacity building will be implemented in priority countries.

Establishment of a sub-regional community of practice of national CSO/NGOs will be facilitated to represent local and public interests with respect to mitigation and protecting biodiversity and ecosystem services in relation to extractive industry development. Key stakeholders among CSO/NGOs will be identified from the earlier gap analysis and this community of practice will be the target of capacity building in the national roadmaps.

III.3 Component 3: Replication and upscaling of successful models for community-based resource management and improved livelihoods and welfare.

This component will be led by CORDIO and Blue Ventures (BV), with involvement by other WIO-C members based on their projects and involvement in sites and/or best practice models. Coastal communities throughout the Northern Mozambique Channel depend on its natural resources for food and income. These communities live on the frontline of global climatic change, and will be among the hardest hit by the loss of habitats crucial to their livelihoods and welfare. The overall objective of this component is to help secure, by 2021, the livelihoods and wellbeing of vulnerable communities. This will be achieved by focusing on the sharing and replication of effective practices in a) Community-Based Natural Resource Management (CBNRM), and b) Population-Health-Environment (PHE) interventions that improve community welfare.

Activities will identify effective CBNRM and PHE practices at sites around the region, to engage these sites and others keen to learn from them in a Learning Network for best practice and experience sharing, and replicate effective practice at promising sites through provision of technical support and, where feasible, innovative financial support (for example, improving access to markets for small scale fishers, or Payment for Ecosystem Services (PES) schemes).

Result 3.1 A Learning Network for communities in natural resource management and community welfare is established.

Effective practice models for CBNRM, partnership-based PHE and institutional/leadership capacity will be mapped, building on CORDIO, BV and WIO-C partner experience in the region. This will be done through desktop research with telephone and internet surveys of key stakeholders. Sites will be classified by social and economic characteristics, needs and opportunities, as well as exposure and vulnerability to oil and gas sector risks. This will inform identification of potential interventions (effective practices) and participating sites in the project, and the information will be publicly available.

The results will be used to identify two types of participating sites, based on a transparent set of criteria. Model sites will show examples of effective practice in CBNRM, PHE and alternative livelihoods.

Five pilot sites (ideally one in each country) will be identified, for project-supported implementation of effective practices. All the sites, and others in the WIO region, will have free access to the Learning Network and tools made available by the project, but will not receive funds from the project.

The project will build utilize an existing online platform developed by Blue Ventures, and will develop tools to support the Learning Network and provide information and capacity building to all sites. The platform works offline and on smartphones as well as computers.

This activity will assess resource/training needs for priority sites and partners, and identify gaps (including language/format/ accessibility). Following this process, key training materials will be developed for the platform.

Result 3.2. Improved knowledge and adoption of effective local interventions for sustainable marine management, Population-Health-Environment actions and alternative coastal livelihoods

Building on significant experience of BV, CORDIO and other project partners, the project will develop learning networks to bring community members and practitioners from model and pilot sites together to share experiences and effective practices. Central to the Learning Network approach is to ensure that new learning from exchanges and interventions (e.g. new tools or adaptations of tools) will be incorporated into the network activities and online support platform. Participatory outcome monitoring will be designed to be undertaken through the networks, to enable evaluation of interventions.

Supported activities of the learning networks will be:

- Organize annual national workshops, to launch and then maintain and stimulate the networks in each project country.
- Capacity building in and effective leadership of community representatives.
- Organize learning exchanges between network members (model and pilot sites), based on specific themes and goals for each exchange. Exchanges are widely considered an effective way of catalysing change in community-centred approaches to resource management, and may take place within and/or between countries.
- Support adoption of effective practices at pilot sites. This activity will help ensure that the effective practices that community members have been exposed to are successfully introduced at intervention sites. Preliminary assessment visits will be made to pilot sites, and suitable interventions (may be multiple at one site) identified through a process of participatory programme design. Bespoke technical training and support will be provided, including use of mobile learning tools. At each site, a mentoring programme will be developed, and participatory monitoring will be established. Where appropriate, promising interventions will be financed with 'accelerator micro-grants'.

Outcomes of this component will be monitored and disseminated digitally to all project stakeholders, to stimulate the Learning Networks. More broadly, representatives from the Learning Networks and outcomes will participate in Components 1 and 2, to create a more enabling institutional environment for community-centered approaches, and ensure their priorities are reflected in the planning processes at national and sub-regional levels.

III.4 Risk analysis

Implementation of the project may face a number of risks. An overview of the main risks associated with the project, including their likelihood and anticipated impact and mitigation measures, is presented below.

Risk	Impact / Likelihood	Mitigation Measures
<p>Inadequate cooperation & coordination <i>Environmental considerations may not adequately be incorporated into projects, programmes, policies and activities by project partners in order to ensure consistency with a comprehensive vision of the NMC Project</i></p>	<p>Medium / Low</p>	<p>This has not been proven to be an obstacle in the on-going work programme of the Nairobi Convention, because there are mature mechanisms in place to ensure such coordination, including: the Nairobi Convention Secretariat and its focal points and experts committees, Western Indian Ocean Marine Sciences Association (WIOMSA), and the Consortium for the Conservation of Coastal and Marine Ecosystems in the Western Indian Ocean (WIO-C). The proposed project activities will be supported by and strengthen these coordination and cooperation mechanisms.</p>
<p>Inadequate political will <i>National governments may not accord enough importance to the project, including through the designation of competent jurisdictional players in the implementation of the Project</i></p>	<p>High / Medium</p>	<p>This has not been an obstacle in the on-going work programme of the Nairobi Convention. Still, comprehensive consultations and participation of partners from Government, private sector and civil society are needed. Provisions for such are included in Component 1 of the project. Also, project activities will be strongly linked to national ocean/ICZM policy and MSP processes.</p>

Risk	Impact / Likelihood	Mitigation Measures
<p>Inadequate capacity</p> <p><i>Mechanisms and regulations essential for integrated management of the NMC's coastal and marine natural resources may not be developed, reformed, adopted or adequately implemented due to limited capacity in the participating countries</i></p>	Medium / Medium	The project builds on the significant efforts of several WIO foundational GEF projects (e.g. WIO-LaB, ASCLME, SWIOPF) as well as many others from local to regional levels (see Section I.6-Assessment of past and existing projects). Also, capacity building efforts are incorporated across all three project components.
<p>Inadequate financial resources</p> <p><i>Due to the current global financial crisis, governments and national and regional institutions or organizations may not be able to allocate adequate human and financial resources to the implementation of the Project.</i></p>	High / Medium	<p>Project activities related to economic valuation of resources and awareness creation among Parliamentarians and inter-Ministerial Committees will increase awareness about the importance of investing to sustain the NMC's resources.</p> <p>On-going regional partnership initiatives are strengthening the foundation of strategic and sustainable finance, evidenced by the considerable co-finance mobilized for this project.</p> <p>Finally, as part of the review of management approaches under component 1, a review of potential financial mechanisms is foreseen.</p>
<p>Inadequate awareness</p> <p><i>For the strategies as defined in this project document to be successful, it is crucial to develop and maintain a good level of stakeholder ownership; this concerns not only participating government agencies and institutions, but also NGOs, CBOs, the private sector as well as the communities themselves.</i></p>	High / Medium	Project activities related to the assessment and economic valuation of marine and coastal resources coupled with outreach and educational campaigns targeting various stakeholder groups will continue to raise awareness on the importance of investing in and sustainably managing the WIO resources. The multi-stakeholder platforms programmed under component 1 are an important vehicle for such.
<p>Negative impacts of climate change</p> <p><i>Numerous studies identify countries in the region, especially the Small Island Developing States, amongst the most vulnerable to climate change impacts. The countries in the NMC are expected to face severe environmental, ecological and socio-economic disruptions owing to impacts of climate variability and change.</i></p>	Medium / High	As part of the assessments foreseen under component 1 and 3, the current project will contribute to the improvement of our understanding of climate impacts, and build up adaptive capacity in targeted communities. Also, the design of appropriate solutions will take into consideration the potential effect of climate change.
<p>Negative/business as usual politics and economic of development</p> <p>East and southern African countries have very high population growth rates and will face rapid economic development in coming decades as a result of multiple drivers. These may combine to undermine governance through corruption and focus on short term gains, increasing the multiple stressors faced by marine systems</p>	High / High	This is the no-project scenario and remains a risk if political will, awareness and the other risks listed here are not averted. The project structure, and the broader partnership activities in the NMC are designed to minimize this risk

IV INSTITUTIONAL SET UP OF FFEM FINANCING

IV.1 Contracting Authority & Project Manager

The project will be executed WWF France and the Nairobi Convention Secretariat (NCS)

WWF France will be responsible for relations with French institutions and the donor agency. WWF France will sign contracts with implementing agencies: WWF Madagascar (WWF MDCO) and CORDIO.

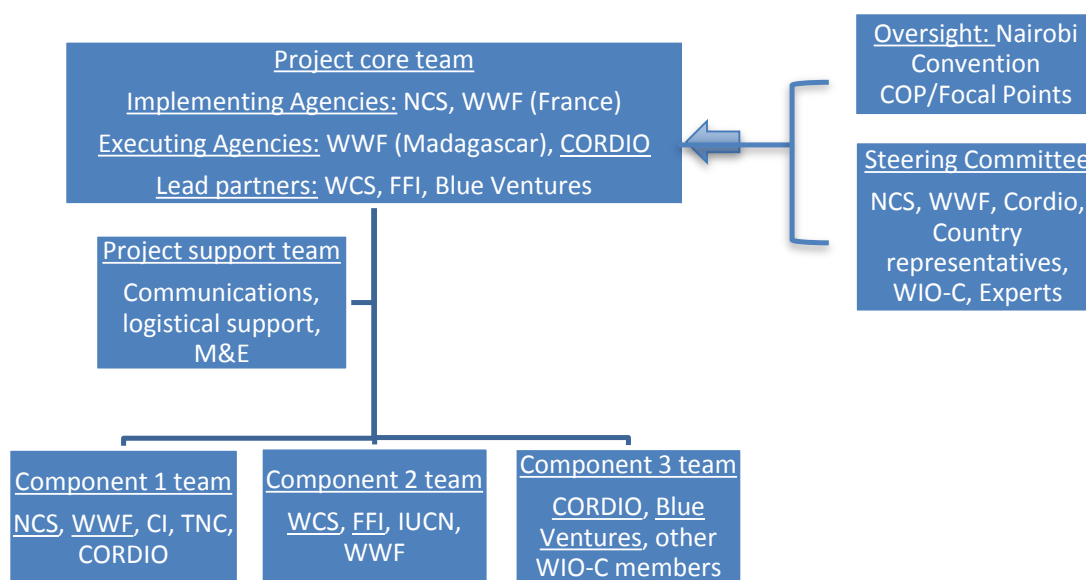
The NCS, hosted at UN Environment will ensure the coordination of the project with countries through its system of national focal points, as well as the wider partnerships and political processes undertaken within its mandate. The project will support a part time position in the NCS to undertake this function.

WWF MDCO and CORDIO will lead on technical coordination of the individual project components, including providing oversight of components executed by other project partners.

At a higher level, the Conference of Parties (CoP) to the Nairobi Convention will play a key role in facilitating decision-making between member countries. In this regard, key decision-making elements, such as the MSP framework and the Oil & Gas sector guidelines, will be subjected to endorsement by the CoP.

A proposed organogramme is presented below. The project core team will consist of the NCS, WWF MDCO and CORDIO, supplemented by the co-leads for the three project components: WCS, Fauna & Flora International, and Blue Ventures. Each organization will designate a focal person to be a member of the core team. The core team will provide day-to-day oversight over the implementation of the various project components.

Under each of the three components, furthermore, sub-teams will be established with representation of other supporting organizations. The purpose of these project teams will be to ensure the good implementation of the workplans developed under each component.



Proposed organogramme for the project implementation and coordination structure

A Steering Committee will be put in place to guide implementation of annual workplans. This will comprise the FFEM, and other key donors (as observers, for example Sida), representatives from the countries of the sub-region (Comoros, France, Madagascar, Mozambique, Seychelles and Tanzania), the Secretariat of the Nairobi Convention, WWF, CORDIO, the President of the WIO-C, and relevant experts. For efficiency purposes, and to ensure adequate alignment with other regional projects under the Nairobi Convention, Steering Committee meetings will be organized back-to-back with the WIOSAP and SAPPHERE meetings. The meetings of the Steering Committee will be key stocktaking points in terms of the implementation of the agreed strategies, workplans and budgets, and provide the primary mechanism for endorsement of the same.

IV.2 Supervision

The project will work within WWF's global standards for Project and Programme management. WWF France, as the implementation agency of this project will oversee their implementation and will evaluate the project against its logframe, and designated indicators. WWF France will coordinate the consolidation of technical and financial reports for submission to FFEM.

A full-fledged Monitoring and Evaluation (M&E) plan will be developed during the project inception phase. Specific monitoring and evaluation approaches to be applied include:

Assessment of achievement of objectives: evaluation of project progress against specific objectives. This will involve collection and analysis of data on the achievement of targets, and making informed decisions to improve progress. Baseline monitoring, including assessing socio-economic baselines will be undertaken after every two years in close collaboration between the partners.

Adaptive management of the project: this involves integration of programme design, management and monitoring to systematically adapt and learn to improve the programme.

Technical reports: Recording key details of project implementation will be carried out by the project staff based on the work plans and M&E plan, The NMCi core team working in close collaboration with the implementing partners will prepare quarterly, semi-annual and annual reports in line with the WWF network standards. Annual technical reports will be prepared and submitted according to specifications required by FFEM.

Financial reports: these will be prepared by the Finance & Administration team at WWF France, NCS, WWF MDCO and CORDIO. In line with these standards, external audits will be carried out annually. Annual financial reports will be prepared and submitted according to specifications required by FFEM.

Evaluations: Mid-term and final evaluations will be carried out by independent national and international consultants recruited by the project team with approval from FFEM. A joint evaluation process for both FFEM and Sida co-financing may be undertaken based on requirements of the donors.

IV.3 Means

Capacity for the coordination and execution of project activities will be largely based on existing capacity. More specifically, the following arrangements are foreseen for the individual project components:

Component 1 – NCS, hosted at UN Environment, and WWF through its Madagascar office (MDCO) will lead the execution of this component. WWF MDCO hosts a core team of 3 staff that is already dedicated to the NMCi, in addition to support staff (logistics, communications, administration and finance). Furthermore, support in the implementation of national-level activities will be provided through the WWF Country Offices in the various project countries, each hosting a dedicated NMCi focal point. The NCS will work through the national UN-based missions in each of these countries. Administrative and logistical services will be provided by the respective NCS and WWF offices. Through the existing office structures, also, meetings and workshops may partly be hosted to limit costs.

Component 2 - WCS and FFI activities will be managed through their Country offices in Madagascar, Mozambique, Tanzania and Kenya. Administrative support will be provided from Cambridge, UK where both organisations have offices. Senior and admin staff will be identified from Country offices and the UK. For Activities 2.1 and 2.2, Regional and National consultants will be identified from within WCS/FFI teams and/or from a pool of consultants. For Activities 2.2 and 2.3, workshops will be organised by Country staff using in-country partnership facilities (e.g. in Mozambique the conference facilities of the Eduardo Mondlane University, Maputo). Delivery of workshops will be undertaken by a combination of national and international staff. Implementation of component 2 involves desktop assessments, engagement with a wide range of stakeholders and focused expert-led meetings. The means required are therefore coordinating staff and experts in stakeholder engagement, communication, facilitation and training. Aside from communication equipment for meetings, there is minimal need for equipment.

Component 3 – CORDIO and BV will coordinate this activity through their offices in Mombasa (CORDIO) and Madagascar (BV), with senior and junior officers overseeing the unit to be based in Mombasa (CORDIO) and Tananarive (Madagascar). Administrative support will be provided by each organization's main staff. The mobile platform will be hosted by BV, and a partner based in the NMC will provide base for communication and raising awareness about the Learning Network.

Human resources

Human resources capacity for the coordination and implementation of project activities will be largely based on existing capacity, as follows:

WWF France	<ul style="list-style-type: none"> • International Project Officer: relationships with the donor; ensuring FFEM's requirements and procedures are fulfilled; general coordination & follow-up (annual field mission), participation in Steering committee, consolidating technical reports. • Ocean Programme Manager: technical coordinator of the project for WWF FR. • Administrative and Financial manager: consolidating financial reports for FFEM. • Communications officer: project communications.
NCS	<ul style="list-style-type: none"> • Permanent Secretariat Team (3 staff): will assume an overall supervision role with countries through their Focal Points, participate in Steering Committee meetings, and provide strategic direction to the project. • UN Environment Financial Administration Unit: provides financial services to the NCS-managed components of the project. • UNON: provides logistical support for UNEP/NCS organized inter-governmental meetings. • Policy coordinator: as an interface with the project, assure integration with other NC projects (e.g. WIOSAP, SAPPHIRE) as well as to lead on key policy-related aspects of the project.
WWF Madagascar	<ul style="list-style-type: none"> • Coordination and supervision of execution of the project as a whole, in collaboration with CORDIO And WWF France. • Coordinator for NMCi; coordination of Components 1 and 2 on behalf of WWF, and of sub-components led by partners; lead the WWF NMCi Core Team; responsible for providing strategic direction and workplans; consolidation of reporting of different components of project. • NMCi Programme Officer: supports the regional coordinator; responsible for the development and management of workplans; consolidating M&E reports for the various project components. • NMCi Programme Assistant: provides logistical and office support. • Communications Manager: provides communications report to the project. • Administrative and Financial manager: consolidating financial reports from the WWF executed project components.
CORDIO	<ul style="list-style-type: none"> • Technical guidance on execution fo the three Components in collaboratoin with WWF Madagascar • CORDIO Director: Technical lead on overall integration with all three Components, with specific emphasis on Component 3 in collaboration with BV; represents Cordio at Steering Committee meetings. • Lead Manager of Component 3 (fish/fisheries programme), identification of best practice, implementation of Expected Result 3.1, liaison with Blue Ventures. • Programme assistant based, supervised by CORDIO Lead Manager. Implementation of 3.1 and 3.2 activities for CORDIO (training/mentoring of CSO participants, organization of learning exchanges, etc.). Counterpart work with BV programme assistant. • Administrative and Financial manager: consolidating financial reports from the CORDIO implementing office for Component 3.
WCS	<ul style="list-style-type: none"> • Director, Madagascar & Western Indian Ocean (Alison Clausen): overall strategic direction of regionally based activities and leading in discussions with Malagasy Government and regional stakeholders; representative of WCS on Steering Committee. • Country Director, Tanzania (Tim Davenport): oversight of activities in Tanzania and leading high level discussions with Tanzanian Government and stakeholders. • COMBO Project Director (Hugo Rainey): technical support to Component 2, including conceptualisation of training tools and technical content for guidelines and development of framework for expert input; coordination of Component 2 with FFI and the COMBO project.

	<ul style="list-style-type: none"> • Science and Conservation Support Coordinator, Madagascar (Andriamandimbisoa Razafimpahanana) day to day management and coordination of Component activities in Madagascar • Director, COMBO project: in Mozambique (Hugo Costa): coordinatoin of Component activities in Mozambique • Finance Manager - day to day financial management of the project. • Africa Programme Manager (Nina Holbrook) - supervision of general administration and reporting to New York headquarters.
FFI	<ul style="list-style-type: none"> • Senior Technical Specialist, FFI (Guy Parker) – Lead on Component 2, in collaboration with WCS oversight of project and good practice guidance, technical input to project development including conceptualisation of training tools and technical content for guidelines and development of framework for expert input • Director, Business & Biodiversity (Pippa Howard) - technical support to project development including conceptualisation of training tools and technical content for guidelines and development of framework for expert input for Component 2 • Programme Manager (Twyla Holland) – technical support, research and writing in Component 2 - and coordination of communications and project execution
Blue Ventures	<ul style="list-style-type: none"> • Responsible for Activity 3.1 - coordination with CORDIO and other partners for implementation. • Responsible for Activity 3.2 - coordination with CORDI and other partners for implementation; • Programme assistant - Learning network coordinator and implementation of all activities in Comp 3.2 – activities of CSOs in Learning Network and small grant implementation. Counterpart work with CORDIO programme assistant. • Digital manager (Martin Muir) – design and programming of elements for integration into online mobile platform.

External means

Consultants will be hired as needed for specific technical roles in the project, as listed below. These may be regional and/or national roles as needed. Roles identified include:

- Component 1 –facilitator for visioning and strategy development; experts on specific technical aspects, such as MSP, scenario development and assessment; facilitator for country-level consultations.
- Component 2 – oil and gas experts, to identify best practice and draw up guidelines; expert biodiversity consultants (e.g. coral reefs, cetaceans, sharks & rays, artisanal fisheries, mangroves, coastal habitats; trainers.
- Component 3 – local consultants/trainers.

Material means

As the project will draw on existing capacity, including office facilities of each of the coordinating and participating partners, the demands of the project in terms of material means will be minimized:

- In the office, facilities such as office space, desks, laptop computers, printers, mobile phones, etc. will be provided by the respective project partners. It is not foreseen that dedicated capital equipment would be purchased for the specific use of this project.
- In the field, facilities such as vehicles, laptop computers, mobile phones will be provided by the respective project partners. It is not foreseen that dedicated capital equipment would be purchased for the specific use of this project.

IV.4 Partnerships

The project will be executed through a “Partnerships Approach” within the framework of the Consortium for Conservation of Coastal and Marine Ecosystems in the Western Indian Ocean (WIO-C) which membership includes WWF, Birdlife International, Blue Ventures, Conservation International (CI), Coastal Oceans Research and Development (CORDIO), the Eastern Africa Wildlife Society (EAWLS), Flora and Fauna International (FFI), the International Union for the Conservation of Nature (IUCN), Rare Conservation, the Nature Conservancy (TNC), the Wildlife Conservation Society (WCS), Wetlands International, the Western Indian Ocean Marine Sciences Association

(WIOMSA) and the Nairobi Convention Secretariat (NCS). The specific operational arrangements for the coordination of project activities between partners are mentioned above.

Besides the project partners, the project intends to forge a strong partnership between governments, civil society and the private sector. Multi-stakeholder platforms, operating at national and regional level, will be established for this purpose (see Component 1). Also, parallel funding from Sida will support the establishment and engagement of national civil society organization platforms in the participating countries,

In particular Governments, as the custodians over the ocean space and resources of the NMC, will be key stakeholders and therefore involved at the directional level of the project, through the Project Steering Committee, as described above. Beyond the 5 countries bordering the NMC, the government of the Seychelles will also be involved at a technical level, through its experience with MSP, as well as in light of its key role as a Champion of Blue Economy and Ocean Governance in the region.

Close cooperation will furthermore be established with the CBD Sustainable Oceans Initiative (SOI) and the French Biodiversity Agency (FBA): coordination with this initiative will focus on reinforcing capacity for Marine Spatial Planning in the Western Indian Ocean, building on the SOI workshop hosted in Madagascar in January 2016.

Furthermore, as described in the background section, the region has had a number of other national and regional projects focused on the ocean and marine environment. Through the Nairobi Convention, mechanisms will be established to ensure coordination between these various initiatives. A key role in this is set aside for the NCS, based on its mandate and convening power.

Finally, in terms of coordination between co-financers to the NMCi, the regional Steering Committee will provide a key platform for coordination. It is anticipated, in this regard, that synergies be sought between various funding organizations, including at the level of supervision, monitoring and evaluation.

V DURATION, COST & FINANCING PLAN

V.1 Workplan

Ensemble d'activités	Année 1				Année 2				Année 3				Année 4			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Component 1																
1.1.1 National and regional visioning																
1.1.2 Multi-stakeholder group consultations																
1.1.3 Establish Links with relevant regional bodies																
1.1.4 Experience sharing with other initiatives																
1.1.5 Support additional capacity in the NCS																
1.2.1 Decision-support atlas of ocean goods and services																
1.2.2 Mapping and valuing of ecosystem services																
1.2.3 Develop scenarios for the NMC																
1.2.4 Asses scenarios for the NMC																
1.3.1 Assess existing spatial and temporal management tools and institutional arrangements																
1.3.2 Develop MSP roadmap integrating national-level MSP/ICZM																
1.3.3 National and regional consultations for MSP																
Component 2																
2.1.1 Policy gap analysis																
2.2.1 Best practice guidance/lessons for reducing impacts on Biodiv/ES.																
2.2.2 Roll-out of guidelines																
2.3.1 Build capacity - CSO/NGOs, national roadmap(s), community of practice																
2.3.2 Development of national policy & capacity building roadmaps																
2.3.3 Build sub-regional community of practice																
Component 3																
3.1.1. Effective practice models for CBNRM & PHE																

Ensemble d'activités	Année 1				Année 2				Année 3				Année 4			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
3.1.2 Identify model and pilot sites																
3.1.3 Develop online platform and tools.																
3.2.1 National annual workshops for learning network/building capacity																
3.2.2 Implement learning network activities/exchange visits																
3.2.3 Support adoption of effective practices at Pilot sites																
3.2.4 Evaluate, promote and upscale																

V.2 Indicative cost & FFEM funding considered

Duration : 4 years

Financial resources: the total budget is estimated at 6 million euros, of which € 1.5 million is requested from FFEM. Co-financing would be from SIDA and the members of the WIO-C. A detailed financial plan, including indication of co-financing is presented in Annex 2.

It should be noted that parallel discussions are going on with the Swedish International Development Agency (Sida) for the co-financing part. Sida is currently already financing the NMCi the tune of €700,000 in 2017, and it is expected that this co-financing is continued as part of the next phase of 5 year (2018-2022) programmatic support from Sida to WWF. Discussions in this regard, are in an advanced stage.

Other co-financing components are already largely secured through existing projects and programs of the project partners.

V.3 Forecast financing plan

An overview of the financing plan for the NMCi is presented below. Further details are provided in Annex 2.

Components	FFEM	UNEP/NCS	WWF	Sida	BV	CORDIO	WCS	FFI	To be defined	TOTAL (in EUR)
Component 1: Laying the institutional and knowledge foundations for the application of multi-stakeholder based Marine Spatial Planning (MSP) across the NMC region	400,000	710,000	213,000	1,184,000	-	-	-	-	-	2,507,000
Component 2: Planning and adoption of environmental and social best practices in the oil and gas sector to mitigate the impacts on biodiversity and ecosystem services in the NMC	439,000	50,000	50,000	240,000	-	-	177,803	145,000	-	1,101,803
Component 3: Replication and upscaling of successful models for community-based resource management and improved livelihoods and welfare	350,000	-	-	168,000	39,250	63,000	-	-	823,000	1,443,250
Component 4: Coordination, management and evaluation	174,636	29,000	175,400	200,000	-	-	-	-	-	579,036
DIRECT COSTS	1,363,636	789,000	438,400	1,792,000	39,250	63,000	177,803	145,000	823,000	5,631,089
Management fee (10%)	135,400	78,287	43,499	177,808	3,895	6,251	17,642	14,387	81,661	558,829
TOTAL (EUR)	1,499,036	867,287	481,899	1,969,808	43,145	69,251	195,445	159,387	904,661	6,189,918

VI JUSTIFICATION FOR FFEM INTERVENTION

VI.1 Contribution to the local, economic and social development of the country

The total annual output of economic value from living resources and ecosystem services of the WIO has been calculated at US\$ 20.1 billion annually, about 45% of which comes from the NMC. As a consequence the region's 'blue economy' is great. The potential contribution of the NMC to economic development, through sustainable management of marine resources is large. Further, tourism and fisheries sectors have potential for significant growth, starting from relatively low levels of exploitation.

In addition, the livelihoods of a large part of the coastal population in the region is highly dependent on the goods and services provided by the ocean. Key socio-economic activities in the coastal zone of the WIO-region include coastal fisheries, seaweed farming, seafood processing and retailing, coastal tourism services, firewood and building material collection and many others, many involving women as a key actor. Enhanced protection of the coastal and marine resources of the region through this project will therefore greatly assist in the protection of these resource-based livelihoods.

Overall, the proposed project intends to ensure that further development in the region will take place in a way that leads to sustained and equitable growth and opportunities for the wider population of the NMC countries.

VI.2 Contribution to the preservation of the global environment

The NMC is one of the world’s globally outstanding marine biodiversity areas and serves as a biological reservoir for the entire coastal East African region. Endemism is high and overall reef diversity is second only to the southeast Asia’s Coral Triangle, with an estimated 400 plus hard coral species. The oceanographic mechanisms that have created the Coral Triangle are strongly paralleled in the NMC landscape. Owing to its consequent high productivity, it is one of the most important breeding and foraging areas for key marine species.

A summary of the key global environmental benefits of the project is presented below.

Biodiversity	<ul style="list-style-type: none"> • Conservation of the NMC’s globally significant biodiversity; and • Sustainable use of the rich natural capital of the high-value biodiversity assets of the NMC
Ocean governance	<ul style="list-style-type: none"> • Advancing multi-state cooperation to reduce threats to the NMC • Providing an example of Integrated Ocean Management • Restored and sustained coastal, and marine ecosystems goods and services provided by the globally significant biodiversity of the NMC, as well as maintained capacity of natural systems to sequester carbon; and • Reduced vulnerability of the NMC’s marine ecosystems to climate variability and climate-related risks, and increased ecosystem resilience

The NMCi will also provide an important contribution to the achievement of the Sustainable Development Goals (SDGs), and in particular SDG14 on oceans, as summarized below.

Priority SDG Targets	Contributions through the NMCi
<p>14.2: By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans</p> <p>14.5: By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information</p> <p>14.7: By 2030, increase the economic benefits to Small Island Developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism</p>	<p>1. Implement effective management of ocean assets - Implement steps to achieve Aichi Target 11 and SDG 14 through the development of an ecologically and socially coherent network of marine protected areas and locally managed marine areas in critical nearshore and offshore habitats, and ensure effective management. Contributions in this regard will be derived from component 1, at the policy and planning level, and component 2, at the level of community-based management approaches.</p> <p>3. Adopt a sustainable, inclusive blue economy approach—the NMCi will promote policies and legislation that internalize environmental values in government decision-making and business practices, provide for more equitable and inclusive economic and employment opportunities and meet emerging production and consumption needs of WIO countries as their economies mature and diversify. A specific focus herein is on the oil & gas sector in the region (component 2).</p> <p>4. Implement integrated ocean planning and management - marine spatial planning is a mechanism that can help develop this at relevant scales (sub-national, national, sub-regional). A key priority is that different plans should align with one another, especially where borders are shared, or mandates overlap. The regional framework for MSP to be developed under component 1 of the project will provide for such.</p> <p>5. Build partnerships for sustainable development—the NMCi will build up a multi-stakeholder partnerships to support governments achieve the breadth of work that is needed between now and 2030, and to formally include the valid interests of all stakeholders.</p>

VI.3 Innovation and exemplarity of the project

The project is providing a number of key innovations that are new to the region (and to some extent beyond):

- The application of Integrated Ocean Management based on Marine Spatial Planning is quite new to the region. It builds on the Integrated Coastal Zone Management frameworks and protocol of the Nairobi Convention, in particular in relation to the scale of this project. The approaches and tools to be applied in this regard will have innovative value well beyond the scope of this specific project.
- Similarly, while Blue Economy has been actively promoted in the region, and several Governments have already taken steps in this direction, these processes are really still in their infancy. The project, in this regard, presents the first intervention at scale to support countries in advancing Blue Economy as a basis for sustainable and equitable economic development.
- The project furthermore brings the application of economic valuation tools and scenario assessment as a basis for decision-making. Again, several small-scale initiatives in this regard have already been undertaken in the region, which clearly show the potential for such approaches, but the project represents the first region-wide approach in this regard.
- There are numerous smaller innovations that the project will bring, such as using the Ocean Health Index if available in the region, Transformative Scenario Planning (TSP) and PHE approaches.

VI.4 Demonstrable and reproducible effects

Many of the innovations and approaches brought by the project will have merit well beyond the scope of the project, within the wider WIO region and beyond. Already, efforts are made to facilitate exchanges with other regions applying similar approaches, such as the Coral Triangle, the Baltic Sea, the Celtic Sea and the Mediterranean. As part of the project it is anticipated that the networks and exchanges with such programs will be further strengthened, and lessons learnt thereof will be captured. The potential for scaling up and replication is therefore substantial.

VI.5 Economic and financial sustainability after the project

In terms of sustainability, the project is strongly anchored into the Nairobi Convention processes, which provides a long term institutional basis. This includes among others also the maintenance of outputs and knowledge products through the Nairobi Convention Clearinghouse Mechanism. At national level furthermore, the anticipated capacity development and the integration of IOM/MSP/Blue Economy principles into national policies and regulatory frameworks, combined with the establishment of financial mechanisms, will provide an important basis for sustainability.

VI.6 Ecological and environmental sustainability

The achievement of ecological and environmental sustainability is basically the overall goal of the NMCi, and as such, all project interventions are directed towards this. An initial baseline assessment of the NMC's rich ecological assets was undertaken during the preparatory phase of the initiative. The study highlighted the enormous environmental value of the region, which although disturbed in places, is still relatively pristine compared to other parts of the world. The opportunity provided by this project is therefore to contribute to a long-term integrated ocean management approach that will secure the long-term ecological and environmental values of the region for current and future generations. The project focusses in this regard on providing an overall management framework, based on MSP, as well as on one of the key emerging threats to the environment, which is oil and gas exploration. In addition, the project will seek to identify management approaches, including community-based management of natural resources that are both effective and culturally acceptable.

VI.7 Social and cultural acceptability

The project will have a major emphasis on cross-sectoral, inter-ministerial, integrated approaches to natural resource management, including the use of inclusive, consultative processes, with representation of marginalized groups and women as key beneficiaries. Active and full participation by a wide range of stakeholders is clearly critical to achieving the objectives as set out for in this project, but also a critical element in obtaining full ownership and acceptability. In this regard, the foundation of the project is engagement with stakeholders through building partnerships across government, civil society and the private sector. A primary organ of the project, in this regard, will be the national and regional multi-stakeholder platforms to be established under Component 1.

Furthermore, Component 3 (Social Capital) will have a specific emphasis on the aspects of livelihood dependencies on natural resources, and in finding approaches to the management of resources that will provide both ownership and benefits to local communities in this regard. This specific focus on local communities will furthermore ensure that the solutions provided are indeed socially and culturally acceptable.

Finally, the region has a long history of strong inter-Governmental cooperation. The NMCi, in this regard, follows a spectrum of large regional projects that basically have already set the scene for an initiative such as the NMCi. While there are indeed considerable cultural differences between countries in the region, these are usually not a hindrance for cooperation, but rather an enrichment of the same.

VI.8 Adequate organizational and institutional framework

The NMCi partnership provides for a wealth of experience and expertise, representing some of the top level conservation organizations of the world. The design of the project execution structure builds upon the individual comparative advantage of each of the project partners. Some of the key comparative advantages are presented below:

WWF France	Brings extensive experience as the implementing agency for several FFEM projects
NCS	The NCS, which provides for appropriate mechanisms for seeking alignment and agreement between Governments in the region. Furthermore, the convention is already managing a number of other key projects which can be aligned.
WWF Madagascar	Has been coordinating the initial stages of the NMCi, led by a small coordination unit, and as such is well-established to act as a technical coordination point for the project.
CORDIO	CORDIO has operated from its office in Mombasa with projects throughout the WIO, undertaken in collaboration with partners. We have worked with fishing communities in Kenya, Tanzania and Mozambique starting 20 years ago working with fishers on monitoring, establishment of functioning groups, establishment and running of LMMAs, exploring sustainable financing options.
WCS	WCS has a long history of conservation activity in the WIO region and in Africa more broadly including ecological research, development of guidance for minimization of impacts of oil and gas activities on biodiversity, and engagement with the private sector, including the COMBO Project (funded by AFD/FFEFM/Mava Foundation www.combo-africa.org) which is developing approaches to support reduced impacts on biodiversity from development projects such as extractive industry and infrastructure.
FFI	FFI's Africa programme covers a wide range of conservation landscapes and critical habitats in sub-Saharan countries. Through its business and biodiversity programme, FFI has been working with oil and gas companies in the WIO-C region to improve the identification, impact assessment and mitigation of threats from O&G operations to marine biodiversity and ecosystem services. Further, FFI Mozambique programme has been supporting conservation programmes in Cabo Delgado, Tete and Zambezia Provinces and the management of Niassa Reserve since 2000
Blue Ventures	Blue Ventures (BV) empowers tropical coastal communities to manage their own resources, developing human rights-based fisheries management approaches aiming to sustain local fisheries and safeguard marine biodiversity. Our current models, which include aquaculture, efforts to unlock and market the carbon sequestration value of marine vegetation (blue carbon), ecotourism, integrated conservation and health programming, rebuilding fisheries, and locally managed marine areas, share a common theme of inspiring local leadership in marine management by demonstrating that effective marine conservation is in everyone's interest. BV has been working in Madagascar for over a decade, and in recent years has begun to support conservation partners in other parts of the western Indian Ocean to introduce community-centred fisheries management and marine conservation initiatives.

VII CONTINUING PROJECT INSTRUCTION

VII.1 Schéma et responsabilités de l'instruction

VII.2 Calendrier de l'instruction

VII.3 Points à examiner lors de l'instruction

VII.4 Projets antérieurs pouvant servir de référence

VII.5 Fonds de préparation de projets (le cas échéant)

Il est possible, pour le FFEM, de contribuer aux coûts de préparation des projets acceptés au stade de l'identification.

VIII APPENDICES

Annexe 1 – Logical framework

Annexe 2– Detailed budget

Goal and objectives

Goal	Objectives	Expected results	Indicators
By 2025, the Northern Mozambique Channel's high biodiversity value coral reef, seagrass and mangrove ecosystems are maintained to secure sustainable futures and livelihoods for coastal communities and economies	1. By 2021, the institutional and knowledge foundations are laid for a multi-stakeholder based Marine Spatial Planning (MSP) process for the NMC	1.1 Capacity developed and multi-country, multi-sector partnership platforms and networks for MSP and SDG-14 implementation in the region established	<ul style="list-style-type: none"> Regional and national institutional mechanisms and networks for MSP operational and capacitated Scenarios for future SDG14/blue economy implementation are understood and in use in national and regional planning processes A common vision for the future of the NMC region agreed in the form of a regional MSP roadmap, with national-level implementation.
		1.2 Current ecosystem health and economic values, and future scenarios for the Northern Mozambique Channel are assessed and validated, producing a basis for MSP and a supporting tool for decision makers	
		1.3 A regional MSP framework for the NMC has been developed and validated through a multi-stakeholder process	
	2. By 2021, effective planning is promoted and best practices in the oil and gas sector are adopted by Governments and private sector champions, leading to mitigation of impacts of the sector to the natural assets and communities in the NMC.	2.1 Strengthening of policy and law to implement policy on oil and gas sector, within target countries	<ul style="list-style-type: none"> New and improved policies and laws in the oil and gas sector are under consideration and/or implementation in at least 2 countries of the NMC. Oil and gas sector EIAs/SEAs recommending and enforcing best practice guidance for biodiversity and ecosystem services. Best practices in mitigating impacts in the oil and gas sector are being developed and applied by government and private sector.
		2.2 Tailored guidance on priority biodiversity and ecosystem services for the development and evaluation of strategic and project based environmental impact assessments and marine spatial planning (MSP) related to oil and gas initiatives	
		2.3 Governments, private sector and CSO/NGOs have increased capacity to implement best-practice policy and guidelines for oil and gas developments in the sub-region.	
	3. By 2021, community livelihoods and wellbeing are incrementally secured through the sharing and replication of best practices in community-based marine resource management and in links between environment and community health	3.1 The elements for a community-based learning network in natural resource management and community welfare are put in place	<ul style="list-style-type: none"> Number of CSOs/people participating in learning network activities and visits growing. Focal topics in learning network expanding.
		3.2 Improved local knowledge (and where possible adoption) of effective local interventions for sustainable marine management, PHE or alternative coastal livelihoods	

Activities and budget

Expected outcomes	Activities	Indicators (at activity level)	Budget (€)
1.1 Capacity developed and multi-country, multi-sector partnership platforms and networks for MSP and SDG-14 implementation in the region established	1.1.1 Organize national and regional consultations to build a common vision towards SDG implementation (SDG14 in particular) in the region, including building commitment for a regionally coordinated and nationally aligned MSP process.	<ul style="list-style-type: none"> Regional vision for MSP and SDG-14 established between governments and partners Government and partner commitment to MSP process 	FFEM: € 210,000 Sida: € 399,000 WWF: € 88,000 NCSec: € 230,000
	1.1.2 Building on the existing national ICZM platforms, establish and support a regional MSP working group, as well as multiple stakeholder groups at sub-national and national levels, to interact with the government on	<ul style="list-style-type: none"> MSP working group and national and regional MSP partnership forums functional 	

	national discussions on MSP.		
	1.1.3 Establish links with relevant regional bodies, including Regional Economic Commissions (IOC, SADC, EAC, COMESA, RFMOs).	<ul style="list-style-type: none"> • Links with relevant regional bodies established – possible MOUs 	
	1.1.4 Facilitate experience exchanges with relevant regional conventions (e.g. HELCOM) as well as other ongoing regional IOM processes (regional seas, EBSAs, Oceanscapes, etc).	<ul style="list-style-type: none"> • Experience exchange missions and meetings undertaken 	
	1.1.5 Support additional capacity in the NCSec for a regional coordinating role in support of project implementation and guiding the MSP process.	<ul style="list-style-type: none"> • Coordinator based at NCSec 	
1.2 Current ecosystem health and economic values, and future scenarios for the Northern Mozambique Channel are assessed and validated, producing a basis for MSP and a supporting tool for decision makers	1.2.1 Establish a dedicated interactive/online atlas that harmonizes, collects and shares data across natural, social, economic, and governance capitals, with functional links to existing national and regional datasets (based on the existing Nairobi Convention Clearinghouse Mechanism).	<ul style="list-style-type: none"> • Online database operational 	FFEM: € 100,000 Sida: € 525,000 WWF: € 75,000 NCSec: € 220,000 Other WIO-C partners: € 80,000
	1.2.2 Map and value coastal and marine goods and services (largely based on existing data and information), using relevant tools as appropriate (e.g. OHI, Natural Capital Assessment) and connecting to national Natural Capital accounts and processes in order to inform decision-making.	<ul style="list-style-type: none"> • Assessment of current health and economic value of NMC ecosystem undertaken 	
	1.2.3 Develop a set of scenarios for the NMC with respect to future developments in key economic sectors, demographics and climate change patterns, through a multi-stakeholder process.	<ul style="list-style-type: none"> • Future scenarios developed and validated 	
	1.2.4 Assess the specific implications for each scenario in terms of blue economy potential and the SDG-14 targets (using, among others the INVEST scenario assessment toolkit).	<ul style="list-style-type: none"> • Scenario assessment undertaken 	
1.3 A regional framework for MSP in the NMC region has been developed and validated through a multi-stakeholder process	1.3.1 On the basis of the scenario assessment process, assess the appropriateness of existing spatial and temporal management tools and institutional arrangements for management of the regions ecosystem goods and services, and develop specific recommendations for improvement of the same.	<ul style="list-style-type: none"> • Assessment of existing spatial and temporal management tools and institutional mechanisms undertaken 	FFEM: 90,000 € Sida: 260,000 € WWF: 50,000 € UNEP/SCN: 260,000 € Autres partenaires du WIO-C: 25,000 €
	1.3.2 Based on the preferred scenario, develop an initial MSP roadmap for the region, providing recommendations for temporal and spatial management measures, incentive schemes and institutional arrangements, as a framework for national-level MSP/ICZM processes.	<ul style="list-style-type: none"> • Draft regional MSP framework developed 	
	1.3.3 Facilitate national and regional level consultative processes to validate the regional MSP roadmap, with a particular focus on integration with national level (MSP/ICZM) decision processes.	<ul style="list-style-type: none"> • Validated MSP framework • Regional MSP framework integrated in national MSP/ICZM processes 	
2.1 Strengthening of policy and law to implement policy on oil and gas sector, within target countries	2.1.1 Based on SEA + EIA guidelines, undertake policy gap analysis in relation to oil and gas development at national and regional levels in the NMC region (e.g. SADC, EAC, WIOC) level.	<ul style="list-style-type: none"> • Completed policy gap analysis related to oil and gas development 	FFEM: 141 000 € WWF: 10 000 € PNUE/SCN : 20 000 € Autres partenaires du WIO-C: 30 000 €

2.2 Tailored guidance on priority biodiversity and ecosystem services for the development and evaluation of strategic and project based environmental impact assessments and marine spatial planning (MSP) related to oil and gas initiatives	2.2.1. Develop guidance adapted to the NMC context for EIAs, SEAs and MSPs for practitioners and regulators which consider regional marine biodiversity and ecosystem service priorities for NMC	<ul style="list-style-type: none"> Localized best practice guidelines on oil and gas development in the NMC 	FFEM : 87 000 € WWF: 20 000 € PNUE/SCN: 10 000 € Autres partenaires du WIO-C: 50 000 €
	2.2.2 Share guidance and lessons learnt for reducing impacts on marine biodiversity and ecosystem services.	<ul style="list-style-type: none"> Best practice widely distributed and available 	
2.3 Governments, private sector and CSO/NGOs have increased capacity to implement best-practice policy and guidelines for oil and gas developments in the sub-region.	2.3.1. Build capacity of staff of national governments, regional bodies and CSO/NGOs, on use and implementation of guidance, and of regional bodies to promote uptake of best practice approaches across the region and support harmonisation of national policies.	<ul style="list-style-type: none"> 3 regional training workshops on oil & gas guidance 	FFEM : 211 000 € WWF: 20 000 € PNUE/SCN: 20 000 € Sida : 240 000 € Autres partenaires du WIO-C: 20 000 €
	2.3.2 Support development of national roadmap(s) for policy & capacity building with government and private sector in selected priority country(ies)	<ul style="list-style-type: none"> 2 draft national roadmaps for policy & capacity building on oil & gas development 	
	2.3.3 Build a sub-regional community of practice of national CSO/NGOs to form a network which supports the representation of local and public interests in the oil/gas sector with respect to mitigation and protecting biodiversity and ecosystem services.	<ul style="list-style-type: none"> Sub-regional CSO community of practice on oil & gas development 	
3.1 The elements for a community-based learning network in natural resource management and community welfare are put in place	3.1.1 Identify and map effective practice models for Community Based Natural Resource Management (CBNRM) and partnership-based PHE linkages, including possible adaptations to different contexts and countries.	<ul style="list-style-type: none"> Matrix of effective models with preliminary assessment of feasibility in NMC sites. Criteria for assessing candidate sites developed. Existence of best practice document 	FFEM: 60 000 € CORDIO: 12 250 € Sida: 18 000 € Autres partenaires: BV: 38 000 €
	3.1.2 Identify model and pilot sites for participation in the project/learning networks, characterized by community-based marine resource management linked and PHE partnerships. 5 pilot sites (1 per country) selected.	<ul style="list-style-type: none"> Online interactive map of sites & characteristics List of potential model and learning sites, their characteristics List of sites and independent supporters 	
	3.1.3 Develop support package – Online platform and tools. <ul style="list-style-type: none"> Focus on selected resources and tools (3.1.1), identify resource gaps (including language/format/ accessibility); and assess resource/training needs for priority sites and partners. Package/design into BV online platform (open, growing, partnership-oriented), offline functionality. Develop training materials to address capacity gaps. Link online platform/relevant resources to learning network 	<ul style="list-style-type: none"> Existence of operational online platform Operationalisation of platform as evidenced by: <ul style="list-style-type: none"> Number and nature of resources available on online platform Total number of visits to online platform (traffic) Traffic sources for online platform (% organic, referral, direct, social) % bounce rate for online platform 	

3.2 Improved local knowledge (and where possible adoption) of effective local interventions for sustainable marine management, PHE or alternative coastal livelihoods	3.2.1 Convene national annual workshops to establish learning network, and build capacity in and effective leadership of community representatives - using best practice/latest findings.	<ul style="list-style-type: none"> Annual national workshops held (report, and initial use of materials on platform) 	FFEM: 290 000 € CORDIO: 27000 € Sida: 150 000 € Autres partenaires (à travers les projets pilotes) - BV: 25 000 € A définir : 823 000 €
	3.2.2 Implement learning network activities, focused on visits among sites with specific learning focus. Within countries (2 per year, 5 countries) ; between countries (2 per year); design and implement participatory monitoring at each site.	<ul style="list-style-type: none"> Learning network designed and described Exchange visits documented through report, blogs and community-relevant outputs Participatory outcome monitoring system designed and implemented 	
	3.2.3 Support adoption of effective practices at pilot sites: <ul style="list-style-type: none"> Undertake preliminary assessment visits and facilitate participatory programme design at 5 priority sites Identify priority interventions (may be multiple at one site) and budget them (potentially use micro-finance model so that future interventions can be proposed to external donors on small grants). Plan and provide direct training, coaching and mobile learning tools, mentoring programme, including provision of bespoke training and technical advice as appropriate. 	<ul style="list-style-type: none"> Participatory programme design documents developed, vetted and selected ones approved. Participatory outcome monitoring system implemented Training and online/mobile tool use monitored. 	
	3.2.4 Evaluating, promoting and upscaling – monitor component outcomes, adapt, disseminate, upscale: <ul style="list-style-type: none"> Disseminate results to all stakeholders (ultimate aspiration to create a more enabling institutional environment for community-centred approaches). Regular follow up - incorporate learning, new tools and modifications into the online support platform and learning network practices. 	<ul style="list-style-type: none"> Participatory outcome monitoring system implemented Dissemination documents and activities documented Modification of tools recorded, their use tracked. 	

Composante 1: Poser les bases institutionnelles et améliorer la base de connaissance pour l'application d'une planification spatiale marine (PSM) multipartite à travers la région NCM	Activités	Budget TOTAL					Total (en EUR)	Sources de financement							
		2018	2019	2020	2021			FFEM	UNEP/PCS	WWF	Sida	CORDIO	WIOC partenaires	A définir	
Résultat 1.1 Les capacités sont renforcées et des plateformes et réseaux de partenariats multi-secteurs et multi-acteurs pour la mise en œuvre de la PSM et de l'ODD 14 sont établis	1.1.1. Organiser des consultations nationales et régionales pour élaborer une vision commune de la mise en œuvre des ODD (ODD 14 en particulier) dans la région, y compris engager un processus de PSM coordonné au niveau régional et aligné aux échelles nationales.	120 000	-	-	-	-	120 000	20 000	10 000	20 000	70 000	-	-	-	-
	1.1.2. En s'appuyant sur les plateformes GIZC existantes, établir et soutenir un groupe de travail régional sur la PSM, ainsi qu'un groupe multi-acteurs aux niveaux régional et nationaux, pour interagir avec les gouvernements dans les discussions nationales sur la PSM.	119 000	120 000	120 000	120 000	120 000	478 000	50 000	100 000	28 000	300 000	-	-	-	
	1.1.3. Établir des liens avec les organismes régionaux concernés, y compris les commissions économiques régionales (COU, SADC, EAC, COMESA, GRGP).	20 000	20 000	-	-	-	40 000	20 000	-	20 000	-	-	-	-	
	1.1.4. Faciliter les échanges d'expériences avec les conventions régionales pertinentes (par exemple, HELCOM) ainsi que d'autres processus régionaux de Gestion Intégrée des Océans (GIO) en cours (mers régionales, ERSAs, Océanscopes, etc.).	20 000	20 000	20 000	-	-	60 000	20 000	-	20 000	20 000	-	-	-	
	1.1.5. Fournir une ressource humaine supplémentaire au SCN pour assurer un rôle de coordination régionale en appui à la mise en œuvre du projet et guider le processus de PSM.	55 000	55 000	55 000	55 000	55 000	220 000	100 000	120 000	-	-	-	-	-	
Sous-total		342 000	215 000	195 000	175 000	927 000	210 000	230 000	88 000	399 000	-	-	-		
Résultat 1.2 La santé des écosystèmes actuels et leur valeur économique, ainsi que des scénarios futurs pour le NCM sont évalués et validés, servant de base à la PSM et formant des outils d'aide à la décision	1.2.1. Établir un atlas interactif/ en ligne dédié au projet pour harmoniser, rassembler et partager des données sur les capitaux naturels, sociaux, économiques et la gouvernance, établissant des liens fondonnés avec l'ensemble des données nationales et régionales existantes (basé sur le mécanisme existant de la Convention de Nairobi).	125 000	-	-	-	125 000	25 000	100 000	-	-	-	-	-		
	1.2.2. Réaliser un mapping et une évaluation pour déterminer la valeur des biens et des services côtiers et maritimes (largement basés sur les données et l'information existantes), en utilisant des outils appropriés, le cas échéant (par exemple OHI, Natural Capital Assessment) et mettre en lien les comptes de capital naturel et nationaux afin d'éclairer la prise de décision.	305 000	-	-	-	-	305 000	25 000	100 000	25 000	100 000	55 000	-		
	1.2.3. Développer un ensemble de scénarios pour le NCM relatif aux développements futurs des secteurs économiques clés, à la démographie et aux changements climatiques, dans le cadre d'un processus multipartite.	265 000	-	-	-	-	265 000	-	10 000	25 000	230 000	-	-		
	1.2.4. Évaluer les implications spécifiques pour chaque scénario en termes de potentiel de construction d'une économie bleue et par rapport aux cibles de l'ODD 14 (en utilisant, entre autres, l'outil d'évaluation de scénario INVEST).	150 000	155 000	-	-	-	305 000	50 000	10 000	25 000	195 000	25 000	-		
Sous-total		845 000	155 000	-	-	1 000 000	100 000	220 000	75 000	525 000	-	80 000			
Résultat 1.3 Un cadre régional de PSM pour le NCM a été développé et validé par un processus multipartite	1.3.1. Sur la base du processus d'évaluation des scénarios, évaluer la pertinence des outils de gestion spatiale et temporelle existants et des dispositifs institutionnels pour la gestion des biens et des services fournis par les écosystèmes de la région et élaborer des recommandations spécifiques pour l'amélioration de celle-ci.	-	65 000	-	-	65 000	25 000	-	10 000	50 000	-	-			
	1.3.2. Sur la base du scénario choisi, élaborer une feuille de route SPM initiale pour la région, fournissant des recommandations relatives aux mesures de gestion temporelle et spatiale, aux mesures initiales et aux dispositifs institutionnels à mettre en place, Kant dans un cadre pour les processus PSM / GIZC au niveau national.	-	195 000	-	-	-	195 000	40 000	10 000	10 000	110 000	-	25 000		
	1.3.3. Faciliter les processus consultatifs au niveau national et régional pour valider la feuille de route SPM régionale, en mettant l'accent sur l'intégration au niveau national (PSM / GIZC) des processus décisionnels.	-	-	300 000	105 000	105 000	405 000	25 000	250 000	30 000	100 000	-	-		
Sous-total		-	85 000	495 000	105 000	685 000	90 000	260 000	50 000	260 000	-	25 000			

Sous-total Composante 1											
	1 487 000	455 000	690 000	280 000	2 612 000	400 000	710 000	213 000	1 184 000	-	105 000
Composante 2 : Planification et adoption des meilleures pratiques environnementales et sociales dans les secteurs du gaz et du pétrole pour atténuer les impacts sur la biodiversité et les services écosystémiques dans la zone NCM											
Résultat 2.1.											
Les politiques et l'application des lois sont renforcées pour mettre en œuvre une politique sur le secteur pétrolier et gazier, dans les pays cibles	2.1.1. Sur la base des lignes directrices de l'EEI et l'EE, entreprendre une analyse des lacunes liées au développement du secteur du pétrole et du gaz aux niveaux national et régional dans NCM (par exemple, SADC, EAC, WOC).	140 000	61 000	-	201 000	141 000	20 000	10 000	-	-	30 000
Sous-total											
Résultat 2.2.											
Des lignes directrices de meilleures pratiques, menant vers la préservation de la biodiversité et des services écosystémiques prioritaires de la région NCM, sont émises pour l'élaboration et l'évaluation des Eludes d'Impacts Environnementaux (EIE) et Evaluations Environnementales Stratégiques (EES) et pour le développement de Planification Spatiale Marine liée aux activités côtières et	2.2.1. Elaborer des orientations adaptées au contexte du NCM visant les EIE, les EES et la PSM pour les techniciens et les organismes de réglementation, tenant compte des priorités pour la protection de la biodiversité marine et des services écosystémiques dans le NCM	100 000	57 000	-	157 000	77 000	10 000	20 000	-	-	50 000
2.2.2. Partager les recommandations et les leçons apprises pour réduire les impacts sur la biodiversité marine et les services écosystémiques.	-	10 000	-	-	10 000	-	-	-	-	-	-
Sous-total											
Résultat 2.3.											
Les gouvernements, le secteur privé et les OSC / ONG voient leurs capacités renforcées pour mettre en œuvre des politiques et des lignes directrices sur les pratiques exemplaires en matière de développement du secteur du pétrole et du gaz dans la sous-région	2.3.1. Renforcer les capacités du personnel des gouvernements nationaux et des OSC / ONG, sur l'utilisation et la mise en œuvre des orientations, et des organismes régionaux, afin de promouvoir l'adoption des meilleures pratiques dans toute la région et d'appuyer l'harmonisation des politiques nationales.	-	25 000	70 000	44 000	139 000	109 000	10 000	10 000	-	10 000
2.3.2. Soutenir le développement de feuilles de route nationales sur les politiques et le renforcement des capacités avec les gouvernements et le secteur privé dans les pays prioritaires(s)	-	-	-	55 000	55 000	110 000	80 000	10 000	10 000	-	10 000
2.3.3. Construire une communauté sous-régionale des OSC / ONG nationales pour former un réseau qui soutient la représentation des intérêts locaux et publics dans le secteur du pétrole et du gaz relativement aux mesures d'atténuation des impacts et la protection de la biodiversité et des services écosystémiques.	60 000	60 000	71 000	71 000	282 000	22 000	-	-	240 000	-	-
Sous-total											
Sous-total Composante 2											
	60 000	85 000	196 000	170 000	511 000	211 000	20 000	20 000	240 000	-	20 000
Composante 3 : Replication et mise à l'échelle de modèles réussis de gestion communautaire des ressources et d'amélioration des moyens de subsistance et de bien-être des communautés.											
Résultat 3.1											
Un réseau d'apprentissage communautaire pour la gestion des ressources naturelles et le bien-être des communautés est mis en place	3.1.1 Identifier et cartographier des modèles de pratiques efficaces pour la gestion communautaire des ressources naturelles (CORN) et l'PHE, en prévoyant des adaptations possibles aux défis en contexte et pays.	40 000	-	20 000	-	60 000	25 000	-	9 000	5 000	21 000
3.1.2 Identifier les sites modèles et les sites pilotes pour leur participation aux réseaux de projet d'apprentissage, caractérisés par des mesures de gestion communautaires des ressources marines et des paramètres PHE, 3 sites pilotes (1 par pays) sélectionnés.	34 000	-	-	-	34 000	20 000	-	-	9 000	5 000	-
3.1.3 Développer des appuis - Plate-forme et outils en ligne.	25 000	-	9 250	-	34 250	15 000	-	-	-	2 250	17 000
Sous-total											
	99 000	-	29 250	-	128 250	60 000	-	-	18 000	12 250	38 000

Resultat 3.2 Amélioration des connaissances locales (et le cas échéant, adoption) de pratiques locales efficaces de gestion durable des ressources marines, celles d'approches Population-Santé-Environnement, ou celles de moyens de subsistance côtiers alternatifs	3.2.1. Convoquer des ateliers annuels nationaux pour établir un réseau d'apprentissage et renforcer les capacités et l'efficacité du leadership des représentants de la communauté - en utilisant les meilleures pratiques / innovations.	-	80 000	80 000	80 000	80 000	240 000	90 000	-	-	75 000	6 000	3 000	66 000	
	3.2.2. Mettre en œuvre des activités de réseau d'apprentissage axées sur les villes parmi les sites avec un focus d'apprentissage spécifique. Au sein des pays (2 par an, 5 pays); entre les pays (2 par an); Convoquer et mettre en œuvre un suivi participatif sur chaque site	180 000	180 000	170 000	530 000	80 000	-	-	75 000	21 000	6 000	348 000	-	-	-
	3.2.3. Soutenir l'adoption de pratiques efficaces sur les sites pilotes.	-	150 000	150 000	150 000	450 000	90 000	-	-	-	-	16 000	-	-	344 000
	3.2.4. Evaluation, promotion et mise à l'échelle - suivi des résultats des composantes, adaptation, diffusion, passage à l'échelle.	-	12 500	12 500	70 000	95 000	30 000	-	-	-	-	65 000	-	-	65 000
Sous-total		-	422 500	422 500	470 000	1 315 000	290 000	150 000	27 000	25 000	823 000				
Composante 4: Coordination, appui et évaluation			99 000	422 500	451 750	470 000	1 443 250	350 000	-	-	168 000	39 250	63 000	823 000	
	Coordination, appui et évaluation du projet (équipe du projet/NC/SW/MF Madagascar)	107 500	107 500	107 500	107 500	430 000	140 000	29 000	61 000	200 000	-	-	-	-	
	Coordination, appui et évaluation du projet (équipe du projet/WMF France)	37 500	37 500	37 500	37 500	150 000	35 600	-	114 400	-	-	-	-	-	
	Sous-total Composante 4	145 000	145 000	145 000	145 000	580 000	175 600	29 000	175 400	200 000	-	-	-	-	
	COUTS DIRECTS	1 731 000	1 235 500	1 482 750	1 065 000	5 514 250	1 364 600	789 000	438 400	1 792 000	39 250	268 000	823 000	823 000	
	Frais de gestion (10%)	171 755	122 590	147 123	105 672	547 140	135 400	78 287	43 499	177 808	3 895	26 592	81 661	81 661	
	TOTAL GENERAL (en EUR)	1 902 755	1 358 090	1 629 873	1 170 672	6 061 390	1 500 000	867 287	481 899	1 969 808	43 145	294 592	904 661	904 661	

