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## Darwin Initiative Innovation: Final Report

To be completed with reference to the “Project Reporting Information Note”:  
(<https://www.darwininitiative.org.uk/resources/information-notes/>).

It is expected that this report will be a **maximum of 20 pages** in length, excluding annexes.

**Submission Deadline: no later than 3 months after agreed end date.**

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### Darwin Initiative Project Information

Project reference	DARNV012
Project title	The Banjinala Initiative for private investment in greening Madagascar
Country(ies)	Madagascar
Lead Organisation	INDRI (Initiative pour le Développement, la Restauration Écologique et l'Innovation)
Project partner(s)	X
Darwin Initiative grant value	£91 352
Start/end dates of project	April 2023 - March 2025
Project Leader's name	Jean-Philippe Palasi
Project website/blog/social media	<a href="https://indri.solutions/">https://indri.solutions/</a>
Report author(s) and date	Linjasoa Rakotomalala, Malatiana Andriambololona, April 2025

## 1 Project Summary

The Banjinala Initiative, led by INDRI and supported by the Darwin Initiative, aims to strengthen the role of the private sector in ecological restoration and poverty reduction in Madagascar. The project was designed in response to two major and interconnected challenges. On one hand, the dramatic acceleration of ecosystem degradation—with 92% of natural habitats lost and an endemism rate of 80%—threatens Madagascar's unique ecological heritage and global environmental resilience. On the other hand, extreme poverty persists, affecting 77% of the population, in a context where over 80% of Malagasies depend directly on natural resources for their livelihoods.

In light of this situation, the Banjinala initiative was conceived to address the urgent need to integrate the private sector into conservation and sustainable development efforts. Specifically, the project adopts a collaborative approach focused on three pillars: the development of a national strategy for private sector engagement; the adoption of a charter of best practices aligning economic activities with conservation goals; and the creation of a collaborative platform, INDRIConnect, which brings together more than 280 technical and strategic resources to strengthen synergies between the private sector and other stakeholders.

The project team has carried out large-scale mobilization across Madagascar, structured around regional consultations, sectoral workshops, pilot initiatives, and a participatory approach that has engaged over 243 organizations, including 86 companies.

Banjinala was built around three strategic levers to address biodiversity conservation and poverty alleviation:

- Mobilizing underutilized arable land,
- Expanding high-value agroecological supply chains, and
- Developing carbon projects linked to reforestation.

Implemented at the national level and across multiple regions of Madagascar, the project has worked to link ecological restoration, the creation of sustainable livelihoods, and the strengthening of local capacities, in a context where reforestation, land restoration, and the adoption of more resilient agricultural practices have emerged as national priorities.

## 2 Project Partnerships

As part of the Banjinala initiative, led by INDRI, more than 243 organizations - including 86 private companies - have been successfully mobilized. This large-scale engagement required a significant investment of time and resources from the entire team ([Annex 01](#)).

The launch of Banjinala received support from several key actors ([Annex 02](#)):

- The British Embassy, whose representative enhanced collective intelligence methodologies and helped clarify private sector expectations ([Annex 03](#)).
- The Ministry of Environment and Sustainable Development (MEDD): The Minister—who has a background in private sector led reforestation—expressed full support for the project. The Director General for Sustainable Development attended the launch and emphasized the project's objectives ([Annex 03](#)). Additionally, two representatives from the National REDD+ Office presented the country's carbon market mechanism at the feedback workshop, highlighting the current legal framework. Consultants from Resolve outlined the critical role of carbon markets in addressing climate change and discussed challenges related to the ongoing revision of the regulatory decree.
- The Ministry of Agriculture and Livestock, actively engaged in promoting agricultural greening efforts.
- The Ministry of Industry and Trade, a strategic partner in encouraging industrial sector participation.
- The Ministry of Energy and Hydrocarbons, involved in integrating environmental concerns into national energy planning.

To mobilize the private sector in the regions of Analamanga, Atsinanana, and Diana (including the districts of Nosy Be and Ambanja), partnerships were established with several organizations to facilitate stakeholder engagement, including:

- Miarakap (Antananarivo): an impact investment fund that provided close support to target enterprises.
- MaVa (Ambanja): a cocoa expert that mobilized its regional network.
- Fragrant Garden (Nosy Be): a ylang-ylang essential oil producer that supported regional outreach.
- SOPRAL (Toamasina): a leading agricultural export company that helped connect partners.
- CEAS (Antananarivo): a consulting firm that facilitated engagement with business associations, the Antananarivo Chamber of Commerce and Industry, and the Director of Industry within the Ministry of Industry and Trade.

To demonstrate that the project's strategic priorities are SMART, ten organizations presented concrete examples of implementation during the final workshop. These cases showed that the axes are feasible, tangible, and based on real field experience. The presenting organizations, many of whom contributed to the strategic design, have proven expertise in these areas, which confirms that the priorities are realistic and achievable, not just theoretical. Highlights included:

- Axis 1: Promotion of agroecological value chains (land and marine) – CEAS.
- Axis 2: The Makira Carbon Project – Wildlife Conservation Society (WCS).

- Axis 3: Use of eco-friendly cooking for essential oil distillation to reduce wood consumption – *Homme et Environnement*.
- Axis 4: Community-based ecotourism – *Tour Malin presentation*.
- Axis 5: Large-scale reforestation project designed to access carbon markets – *Dujardin*.
- Axis 6: Administrative plan by *Madagasikara Voakajy* to encourage local community involvement in ecological restoration.
- Axis 7: The value of collaboration between businesses and conservation NGOs – CEAS.
- Axis 8: Two innovative financing mechanisms developed by FAPBM: the *Corporate Biodiversity Fund* and the *Compensatory Conservation Program*.
- Axis 9: Logistical and security challenges faced by *Nitidae* in Fort-Dauphin, including transport barriers that hinder international exports and increase production costs.
- Axis 10: Soil microbiology research by CNRE to improve seedling resilience to climate stress. Also, the creation of nurseries in Eastern Madagascar using the Miyawaki method, aiming to restore a 100-year-old forest in ten years by planting three native species per square meter.

The Alamino platform, also managed by INDRI, was actively engaged. With over 250 member organizations, it played a central role in the workshops held in Antananarivo and across the regions ([Annex 6](#)), encouraging strong private sector participation.

The workshops also brought together other key stakeholders, including youth organizations (such as *Alliance Aika*) and umbrella farmer organizations, who shared valuable insights on how to better involve the private sector in national greening initiatives. Since the launch of the Banjinala initiative, FAPBM and Madagasikara Voakajy have played active roles. FAPBM launched an innovative private sector financing mechanism to support ecological restoration, while Madagasikara Voakajy presented a collaborative model linking private companies and local communities in the joint management of biodiversity conservation projects.

### 3 Project Achievements

#### 3.1 Outputs

**Output 1 : A broadly supported and actionable strategy is designed, to enable the private sector to act faster and at greater scale towards the greening of Madagascar**

Until the launch of the project in April 2023, Madagascar lacked a dedicated strategy to guide and structure private sector involvement in ecological restoration. Business initiatives favorable to ecological regeneration existed but remained fragmented, opportunistic, and often disconnected from environmental NGOs, local communities, or government efforts. The absence of a national framework prevented the development of coordinated actions and the emergence of synergies necessary to scale up impact. INDRI's initial consultation in 2023 confirmed the lack of shared reference points between economic and environmental stakeholders

**Indicator 1.1: By March 2024, at least 50 relevant stakeholders join a dedicated working group, draft and refine the strategy.**

By the end of the project, the initial objective had been exceeded. A total of 243 stakeholders joined the strategy co-construction process, including private companies, national and international NGOs, research centers, representatives of local communities, and several public institutions ([Annex 01](#)). The mobilization began with a national launch workshop, followed by seven regional workshops held in key districts: Antananarivo, Toamasina, Nosy Be, Ambanja, Fort-Dauphin, Manakara and Toliara. These meetings aimed to foster a collective dynamic among local actors, analyze the role of the private sector in addressing ecological challenges specific to each territory, refine priority themes, and initiate work on one key focus area: the role of the private sector in reforestation ([Annex 04](#)). In the first year of Banjinala's implementation, the strategy was based on four challenges : reforestation, agroecology, ecological cooking, and tourism. Thanks to the depth and quality of discussions during the regional consultations, this foundation was significantly strengthened, resulting in a comprehensive strategy composed of ten co-defined strategic axes. These ten axes, centered on the levers of a regenerative economy in Madagascar, were collectively validated during two feedback workshops held in Toamasina and Antananarivo ([Annex 05](#)).

***Indicator 1.2 : By September 2024, at least 100 senior (heads of organisations or programmes) decision makers publicly endorse the strategy.***

At the conclusion of the implementation phase, 64 decision-makers officially expressed their support for the strategy ([Annex 06](#)). This number reflects a diverse group of key stakeholders, including representatives from NGOs, civil society organizations (CSOs), private companies, research institutions, and public agencies. All of them are based in the Analamanga region, where targeted outreach was carried out during the final phase of strategy consolidation. In other regions, although stakeholders were actively engaged in the co-construction process through consultation workshops, they have not yet been invited to formally endorse the strategy due to the project's tight closing timeline. Nevertheless, their contributions remain vital, as the strategic priorities are largely drawn from the ideas, expectations, and recommendations that emerged during these regional consultations. Their support is already implicit, and will be formalized in the coming months.

Once these extra supports are formally secured, the initial quantitative target for endorsements will be exceeded. Overall, the strategy has secured broad-based and representative support, providing a solid foundation for wider adoption beyond the scope of the project.

***Indicator 1.3 : By December 2024, at least 10 specific signs of influence (public statements, decisions by stakeholders, etc) deriving from the proposals have been reported and documented.***

The Banjinala initiative generated more than ten concrete signs of influence, illustrating a dynamic of awareness-raising, stakeholder mobilization, and the structuring of private and institutional action in support of ecological restoration. This influence materialized in two complementary ways: impact levels of communication led by INDRI, and support expressed at the institutional and private sector levels.

**A. Influence driven by INDRI's strategic communication**

Through a targeted social media strategy, INDRI reached a wide audience and actively influenced public perception of the private sector's role in ecological regeneration:

1. A Facebook / LinkedIn post on the importance of the cocoa supply chain for Madagascar's re-greening reached over 242,000 people, with 30,000 interactions, and was shared by multiple private companies ([Annex 07](#)).
2. A post highlighting forest restoration by TBSE SARL and Ecosia generated 23,281 interactions and 107 shares. It showcased and promoted a compelling model of private sector involvement in conservation ([Annex 08](#)).
3. A publication promoting eco-friendly solutions in Toamasina - particularly around sustainable palm oil, improved cookstoves, and native species reforestation - generated 1,509 interactions and 16 shares ([Annex 09](#)).
4. A feature on the private nursery Avotr'Ala, a supplier of endemic seeds for reforestation, reached 25,055 interactions and was shared 544 times, increasing visibility for local private sector actors ([Annex 11](#)).
5. A LinkedIn and Facebook post on private sector mobilization for national re-greening generated over 100 interactions ([Annex 12](#)).
6. A spotlight on the natural forest project in Bongolava, involving Ferme Équestre du Rova, Graine de Vie, Phyto Logic, and SNGF, reached over 51,305 views and 108 shares, reinforcing the multi-stakeholder dynamic ([Annex 21](#)).

**B. Concrete institutional and sectoral engagement sparked by the Initiative**

Alongside this communication campaign, Banjinala also contributed directly to the evolution of institutional and economic practices:

7. FAPBM actively participated in INDRI-led workshops and subsequently launched new innovative financing mechanisms targeting private sector ecological restoration initiatives.
8. Madagasikara Voakajy, after engaging in Banjinala consultations, developed new community-based projects directly involving local businesses and communities.

9. The Regional Directorate for Environment and Sustainable Development (DREDD) of Atsimo Andrefana publicly promoted the regional workshop in Toliara via its social media channels, helping raise private sector awareness of CSR and restoration issues ([Annex 13](#)).
10. Gaëtan Etancelin, a prominent private sector figure (former head of Huilerie de Melville, current director of MC Ingredients, adviser to several ministers), publicly voiced his support for the strategy co-development process led by Banjinala, lending credibility to the private sector's commitment to ecological restoration ([Annex 14](#)).
11. Claude Fanohiza, Secretary General of the Presidency, expressed directly to the team his strong support for the Initiative and the strategic proposals and ethical principles generated by the collective effort.

As a result, this indicator is fully met, with a well-documented influence dynamic that has reached public opinion, private companies, and public institutions alike. The strategy developed through the Banjinala initiative has emerged as a catalyst for change in support of a regenerative economy in Madagascar. The main challenge encountered with this indicator was the need for a slight timeline extension to include additional consultations. However, this adaptation was fully anticipated within the logical framework assumptions. The project therefore met expectations for this first Output.

**Output 2 : A charter of social and environmental best practices for private investments impacting land use in Madagascar is elaborated, ensuring that strong standards and safeguards are respected.**

At the start of the Banjinala initiative in April 2023, no charter of best practices specifically dedicated to private investment in ecological restoration existed in Madagascar. Corporate Social Responsibility (CSR) initiatives were fragmented, uncoordinated, and rarely aligned with national priorities for biodiversity conservation and landscape regeneration. The National CSR Strategy only began to be developed in 2024, during the course of the project. This lack of a shared framework hindered the emergence of common ethical standards between economic and environmental actors. As a result, companies were often reluctant to engage, due to a lack of clear guidance and institutional recognition.

***Indicator 2.1 : By June 2025, the charter is finalised and its robustness has been vetted by an advisory committee including qualified civil rights, land tenure and governance experts.***

The Charter of Social and Environmental Best Practices was finalized in the second half of 2024, following an in-depth multi-stakeholder consultation process. It was developed, strengthened, and integrated into the strategic document thanks to:

- Recommendations from five regional workshops held in Fort-Dauphin, Ambanja, Toamasina, and Antananarivo, bringing together representatives from the private sector, civil society, local communities, and public institutions;
- A targeted consultation held in September 2024, which convened key strategic private sector leaders and influencers. Participants included Adrian Levrel (INSUCO Madagascar), Caroll Razafimahaleo (former environmental advisor, Sahanala), François-Xavier Mayer (Confederation of Tourism of Madagascar), and Barijaona Ramaholimihaso (BNI Bank). ([Annex 15](#))

These cross-consultations enabled the collective validation of the Charter's content and the integration of specific recommendations related to transparency, social inclusion, respect for community land rights, and corporate ethics. Although a formal advisory committee composed exclusively of thematic experts was not established, the strength and legitimacy of the Charter are ensured through the active engagement and meaningful contributions of representative actors from the economic, institutional, and community sectors.

The Charter now serves as a foundational reference for guiding responsible private sector engagement in reforestation, agroecology, and landscape restoration efforts across Madagascar.



The initial delay anticipated in the timeline was successfully managed without any negative impact, given the complexity of the consultation process—as foreseen in the assumptions of the project’s logical framework.

***Indicator 2.2 : By September 2025, Alamino members have validated the charter and all corporate actors that have endorsed the strategy have also signed the charter.***

During the feedback workshop held on March 28, 2025, 64 entities formally signed the Charter of Social and Environmental Best Practices, which accompanies the national strategy to strengthen private sector contributions to ecological regeneration in Madagascar. ([Annex 06](#))

Among the signatories were:

- 24 private companies,
- 3 major business associations (*GEM, GEFP, Sustainable Tourism Group*),
- 5 institutional representatives affiliated with the Ministries of Environment and Sustainable Development (MEDD), Foreign Affairs (MAE), and Industry and Trade (MIC),
- 3 research institutions (*CNRE, University of Antananarivo, CIRAD*),
- 29 civil society organizations (*NGOs, associations, foundations*). ([Annex 01](#))

This strong level of endorsement reflects a collective commitment to a more responsible economic model and positions the Charter as a shared reference framework to guide private sector action in the areas of reforestation, agroecology, and landscape restoration in Madagascar.

***Indicator 2.3 : By March 2025, at least 30% of corporations that have signed the charter have put in place mechanisms to ensure that it is shared internally and complied with.***

As part of the adaptation of activities approved during implementation, the initially planned monitoring and evaluation workshops were replaced by two feedback workshops held in Antananarivo and Toamasina, with the aim of strengthening private sector mobilization and supporting the launch of the national strategy. Moreover, since the official validation of the Charter and the collective signing by engaged entities only took place in March 2025, it is still too early to conduct a comprehensive assessment of how its principles have been internally adopted by signatory companies ([Annex 16](#)). To reflect this adaptation, a new indicator was introduced: “By March 2025, the charter had gained strong traction within the private sector, with private companies accounting for at least 30% of all signatories.” This objective has been achieved, as 24 private companies signed the Charter, representing 37% of all signatories.

***Output 3 : A collaborative library of key documents (maps, analyses, guides, manuals, technical data, best practices) and contacts, made available online with a user-friendly interface.***

***Indicator 3.1 : By March 2024, the library is online and gives user-friendly access to a range of documents that can be directly used by the private sector.***

The INDRICConnect platform was finalized as planned in March 2024, in line with the project timeline. Due to the strong interest it generated (over 300 documents received), an enhanced version was launched in December 2024 ([Annex 17](#)). The platform is accessible on both desktop and mobile devices, in three languages (French, English, Malagasy). It features a clean, user-friendly interface, equipped with smart search filters that allow users to sort documents by region, landscape type (terrestrial, marine, wetland), date, and thematic categories (technical guides, policy analysis, maps, case studies, etc.). ([Annex 18](#)). Designed to meet the needs of the private sector and foster collaboration with the rest of the environment community, INDRICConnect provides quick access to strategic resources essential to support conservation, reforestation, agroecology, and ecological adaptation projects. Its carefully designed layout ensures simple and intuitive navigation, encouraging user ownership and engagement.

As such, Indicator 3.1 of the Banjinala initiative is fully achieved, as the library is not only online, but also functional, accessible, and user-friendly, meeting the identified needs of the private sector for accessing strategic information to support ecological regeneration.

***Indicator 3.2 : From January 2024 onwards, the library is increasingly used by corporations, the majority of which give positive feedback.***

Since its launch in December 2024, the INDRICConnect digital library has seen growing use among private sector actors, NGOs, and public institutions engaged in ecological regeneration. The platform currently hosts 286 validated and downloadable documents, covering over 30 strategic themes, and features an interactive map of 90 stakeholders across all 23 regions of Madagascar. Organizations such as WWF, Tsimoka NGO, Transparency International Initiative Madagascar, and INDRI have already begun uploading their own resources to the platform, reflecting the tool's gradual uptake by its early users. ([Annex 18](#)) Qualitative feedback collected during feedback workshops and through direct exchanges highlights the platform's ease of access, the relevance of the available resources, and the usefulness of the stakeholder network in facilitating collaboration and the development of new projects. While a more structured quantitative monitoring system is still to be developed, initial insights confirm that the library meets a concrete need among private sector actors for accessing information, building connections, and structuring reforestation, agroecology, and conservation initiatives.

As a result, Indicator 3.2 of the Banjinala initiative is fully achieved: the library is not only functional, but also valued and actively used by the target stakeholders.

### **3.2 Outcome**

***Indicator 0.1. By March 2025, the strategy was officially endorsed and acted upon by the government***

The national strategy for mobilizing the private sector for ecological regeneration was finalized through a participatory process involving businesses, NGOs, research centers, public institutions, and local communities. It was publicly presented during the feedback workshops held in Toamasina and Antananarivo in March 2025. As of the project's closing date, government endorsement of the strategy has not yet been formally incorporated into an existing policy framework but the strategy has received strong and consistent support from the Ministry of Environment and Sustainable Development (MEDD) throughout its development.

This support was expressed at several key moments:

- At the launch workshop, the Director General for Sustainable Development, speaking on behalf of the Minister, voiced MEDD's support for the strategy;
- During the regional consultation workshops, the Secretary General of the Ministry, along with representatives from regional DREDDs, actively participated in the co-construction process;
- In a dedicated meeting, the Minister personally welcomed the initial results and confirmed the Ministry's interest in the proposed orientations;
- Finally, at the national feedback workshop, the Minister's representative opened the session by publicly reiterating MEDD's support for the strategy. ([Annex 01](#))

In parallel, advocacy efforts were initiated with the Economic Development Board of Madagascar (EDBM), identified as a strategic partner to help promote the strategy and pursue official national implementation. ([Annex 15](#))

***Indicator 0.2. By February 2025, the charter is endorsed by at least 15 relevant companies and one private investment fund***

During the feedback workshop held on March 28, 2025, 64 entities formally signed the Charter of Social and Environmental Best Practices, including 24 private companies, 3 major business associations, as well as various civil society organizations, NGOs, and research centers ([Annex 06](#)). Although no investment fund formally signed the Charter, Miarakap, a leading impact investment actor in Madagascar, actively participated in the co-construction process and expressed strong support for the Charter's principles. These signatures are the first step upon which INDRI will build to conduct follow up activities with companies and other entities. The target set by the indicator has been more than met in terms of private sector engagement, and the foundations are now in place for stronger investor mobilization during the post-project implementation phase.

***Indicator 0.3. By September 2024, the database is online and used by at least two ministries, one investment fund, and 15 other key stakeholders.***

The INDRICConnect collaborative platform was finalized in March 2024, in accordance with the planned timeline and launched in December 2024. To help achieve this objective, INDRICConnect was officially presented to two key ministries: the Ministry of Environment and Sustainable Development (MEDD) during a meeting with the General Coordinator on October 15, 2024, and the Ministry of Industry and Trade (MIC) through its Director of Industry. The platform is also used by public research institutions such as CNRE (under the Ministry of Higher Education and Scientific Research), FOFIFA (under the Ministry of Agriculture and Livestock), the investment fund Miarakap and three donor agencies. Moreover, over 15 key organizations—including private companies, NGOs, and research institutes—have consulted and made use of the available resources. ([Annex 18](#)). Therefore, the indicator is considered fully achieved.

### ***Reasons for Success or Challenges Encountered***

The Banjinala initiative successfully achieved its overall objective, laying the foundation for a structured engagement of the private sector in ecological restoration in Madagascar. Three major outcomes illustrate this achievement: the finalization and collective validation of the national strategy, the signing of the Charter of Good Practices by 64 entities (including 24 companies), and the launch of the INDRICConnect database, which is now functional and used by several institutional and private stakeholders. These advances were made possible thanks to several key factors:

- A participatory methodology, rooted in territorial consultations conducted across six regions;
- The consistent support of the Ministry of Environment and Sustainable Development (MEDD), which accompanied every stage of the process;
- The active involvement of members of the Alamino initiative, which facilitated intersectoral dialogue;
- Particular attention given to the coherence of the tools produced (strategy, charter, database).

However, some challenges were encountered. While they did not significantly impact the achievement of the objectives, they caused delays relative to the initial timeline. The finalization of the strategy took longer than expected due to stakeholders' desire to enrich its content through additional consultations. As a result, the collective signing—originally planned for February 2025—was postponed to March 2025 to ensure broad-based endorsement. Lastly, although the strategy enjoys strong support from MEDD, formal government approval is still pending, requiring reinforced advocacy efforts in the post-project phase. These efforts are already planned and will take place in the coming months.

Indeed, the efforts initiated through the Banjinala initiative will continue beyond the Darwin Initiative's funding period.

## **3.3 Monitoring of assumptions**

### **Monitoring of assumptions at the Outcome level**

***Assumption 1 : There is interest and motivation among public authorities to support the national strategy and the mobilization of the private sector.***

This assumption was confirmed throughout the project. The Ministry of Environment and Sustainable Development (MEDD) proved to be a consistent partner, participating in all major events organized by the Banjinala initiative (launch workshop, regional consultation workshops, and the national feedback workshop). In addition, other ministries - such as the Ministry of Industry and Trade (MIC), Ministry of Foreign Affairs (MAE), and Ministry of Energy and Hydrocarbons (MEH) - also demonstrated genuine and sustained interest by taking part in the discussions and contributing to the development of the strategy alongside other stakeholders. ([Annex 01](#))



***Assumption 2 : The private sector demonstrates genuine interest in engaging in ecological regeneration and sustainable investment initiatives.***

This assumption was also validated. In the first year of implementation, over 60 companies participated in the project's workshops, reflecting growing interest in sustainability-related topics. Among them, 24 companies formally signed the Charter of Good Practices (see Outcome 0.2), signaling a concrete commitment. Furthermore, during the feedback workshop, several companies took the floor to present their ongoing ecological regeneration projects, share the challenges they face, and exchange advice with other stakeholders.

***Assumption 3 : Access to information (scientific data, technical guidelines, contacts, opportunities) and transparency are lacking, which blocks greater private sector involvement.***

This assumption was confirmed through repeated feedback gathered during the regional consultations, where many private sector actors highlighted the lack of accessible tools to access information, draw inspiration, and connect with other initiatives. The launch of the INDRICConnect platform in March 2024 significantly helped to remove this barrier. User feedback collected in December 2024 during the launch workshop confirmed the strong interest in the platform, which is perceived as a structuring and well-adapted tool to meet the information needs of the private sector engaged in ecological regeneration.

**Monitoring of assumptions at the Output level**

**Output 1**

***Assumption 1 : Without a commonly agreed set of objectives, principles, strategic guidelines and set of best practices, the opportunities for action identified will not be seized judiciously.***

This assumption is confirmed. The co-construction of the strategy and the charter through regional and national consultations led to strong ownership of the principles by stakeholders. More than 240 actors were involved, 64 entities signed the charter, and 10 strategic axes were collectively defined.

***Assumption 2 : A critical mass of private sector players will show appetite for this collaborative process.***

This assumption is also confirmed. Over 60 companies actively participated in the consultations related to the development of the charter and the national strategy. Some also contributed to enriching the INDRICConnect digital library, demonstrating concrete commitment to ecological regeneration.

**Output 2**

***Assumption 1 : There is appetite in the corporate world for ethical investment in Madagascar.***

Assumption confirmed. Interest in ethical investment was clearly expressed during the workshops and the final feedback session. Several companies shared their ecological regeneration initiatives, highlighting their active engagement.

***Assumption 2 : A critical mass of corporations will be interested in this effort.***

Assumption confirmed (see Output 1)

***Assumption 3 : Given that Madagascar is characterised by frequent collusion between the political and corporate interests and by very vulnerable local communities, this appetite may not suffice. An ethical approach to investment cannot be taken for granted. We also need to create the conditions for the right standards and ethical principles to be enforced.***

Assumption partially confirmed. The charter provides a shared ethical framework, but its effective implementation still needs to be monitored. No formal monitoring mechanism has been established yet. A voluntary endorsement dynamic has been initiated, but accountability mechanisms still need to be developed.

### Output 3

***Assumption 1 : There are enough relevant documents that can support an ethical approach to investing in Madagascar land and regreening.***

Assumption confirmed. A total of 286 validated documents are accessible on INDRICConnect, covering 30 thematic areas. Several partners- NGOs, public and private institutes, and research centers—have contributed content to the platform. ( [Annex 18](#) )

***Assumption 2 : Corporate users will be willing to use the library.***

Assumption confirmed. Interest in the INDRICConnect digital library was confirmed through feedback collected in December 2024. The platform, now accessible to all stakeholders, already lists 90 registered actors. In addition, several dozen additional membership requests are currently being processed, reflecting the growing interest in the use of this tool. ([Annex 18](#))

***Assumption 3 : Such access to key documents and contacts can be an important cement that will keep the edifice together.***

Assumption confirmed. INDRICConnect has helped strengthen intersectoral linkages by centralizing strategic documents (national strategies, decrees, technical studies) that enable stakeholders to stay informed about ongoing and past initiatives. At the same time, the visibility provided to each listed organization facilitates direct contact between actors, thereby promoting new collaborations. The platform acts as a lever for coherence and connection within an ecosystem that remains fragmented.

### Does the expected pathway to change hold true?

Yes, the change pathway defined in the Theory of Change remains valid, and the results achieved confirm that the necessary conditions for the intended impact are beginning to take shape. The project aimed to lay the foundations for:

- Reducing rural poverty through the emergence of economic opportunities linked to reforestation, agroecology, and sustainable value chains;
- Protecting and restoring forests by attracting new stakeholders to carbon projects and CSR commitments;
- Preserving biodiversity by structuring ecosystem-friendly value chains and integrating ecological concerns into private sector practices. ([Annex 19](#) )

Although long-term impacts cannot yet be fully measured, the dynamics set in motion—private sector mobilization, charter signing, pilot projects launched, and support from business associations—demonstrate that the trajectory is credible. The tools developed (strategy, charter, INDRICConnect) now provide a solid framework to scale up impact beyond the project. (See: *Project Achievements*)

### 3.4 Impact

The Banjinala initiative, as outlined in the original application form, aimed to contribute to the following overall impact: “Increased private investment in Madagascar’s landscapes leads to better forest protection, the restoration of degraded lands, and poverty reduction.”

In line with Darwin Initiative requirements, the project was not intended to achieve this impact in isolation, but rather to contribute meaningfully by creating the enabling conditions for broader stakeholder mobilization and action toward this goal.

### ***Project contribution to biodiversity conservation impact***

The Banjinala initiative made a structural contribution to biodiversity conservation by strengthening private sector engagement in ecological restoration. First, the national strategy developed under the project clearly prioritizes biodiversity-related actions: the development of agroecological value chains, the promotion of sustainable carbon projects, and the reforestation of critical landscapes are placed at the core of the intervention pathways proposed to businesses.

Second, the signature of the Charter by 24 private companies and 3 business associations marks the emergence of a voluntary alignment dynamic within the economic sector around standards that are supportive of biodiversity conservation ([Annex 6](#)).

### ***Project contribution to human development and poverty reduction***

Alongside its biodiversity outcomes, Banjinala also contributed to poverty reduction, by promoting the integration of inclusive economic approaches into the business models it supports. Through its strategy, the project encourages and raises awareness of investment in agroecological sectors and community-based restoration projects, thereby supporting the creation of decent rural jobs.

In addition, by facilitating access to strategic and technical resources via the INDRICConnect platform, the project strengthens local capacities to initiate and manage viable environmental projects, such as reforestation, thus generating new job opportunities and expanding income sources for rural communities.

## **4 Contribution to Darwin Initiative Programme Objectives**

### **4.1 Project support to the Conventions, Treaties or Agreements**

The Banjinala initiative supports several of Madagascar's key commitments related to biodiversity and sustainable development.

It contributes to the implementation of the Convention on Biological Diversity (CBD) and the Post-2020 Global Biodiversity Framework, particularly by supporting Targets 2, 8, and 19. Banjinala engages the private sector in protecting ecosystems, restoring degraded lands, and mobilizing sustainable biodiversity financing. It directs private investment toward agroecology, carbon projects, and the adoption of improved cookstoves. The project also contributes to Madagascar's ambition to restore 30% of its ecosystems by 2030.

At the national level, Banjinala supports the achievement of the National Biodiversity Strategy and Action Plan (NBSAP) by involving the private sector in landscape restoration efforts.

In terms of climate action, the project contributes to climate change mitigation by raising awareness among private actors of the importance of reforestation and agroforestry. During the final workshop, the REDD+ National Office and external experts also conducted outreach on the critical role of the carbon market in Madagascar's climate mitigation strategy.

### **4.2 Project support for multidimensional poverty reduction**

Through its ten strategic axes, the Banjinala initiative contributes both directly and indirectly to poverty reduction in Madagascar. The development of agroecological and marine value chains creates sustainable jobs and improves food security. Unlocking the potential of carbon projects provides communities with additional income. The promotion of clean cooking solutions reduces household expenses and improves public health. The expansion of ecotourism generates local employment while supporting ecosystem conservation.

Investment in large-scale reforestation creates jobs and restores productive land. Collaboration with local communities strengthens their participation in economic benefits and the sustainable management of natural resources. Partnerships between the private sector and environmental stakeholders foster innovation and open up new markets for local products. Financing mechanisms and profitability support systems improve access to credit and investment for small producers. Enhancing the business environment encourages the creation of rural enterprises, thereby stimulating the local economy. Lastly, the reinforcement of applied research provides innovative solutions to improve agricultural productivity and climate resilience. In this way, Banjinala addresses employment, income, food security, and climate adaptation critical levers for sustainable poverty reduction in Madagascar.

### 4.3 Gender Equality and Social Inclusion (GESI)

GESI Scale	Description	Put X where you think your project is on the scale
Not yet sensitive	The GESI context may have been considered but the project isn't quite meeting the requirements of a 'sensitive' approach	
Sensitive	The GESI context has been considered and project activities take this into account in their design and implementation. The project addresses basic needs and vulnerabilities of women and marginalised groups and the project will not contribute to or create further inequalities.	X
Empowering	The project has all the characteristics of a 'sensitive' approach whilst also increasing equal access to assets, resources and capabilities for women and marginalised groups	
Transformative	The project has all the characteristics of an 'empowering' approach whilst also addressing unequal power relationships and seeking institutional and societal change	

The project integrated the GESI (Gender Equality and Social Inclusion) context from the design phase, with the aim of achieving balanced gender representation. However, data collected shows that women accounted for 45% of participants, compared to 55% men, across all workshops. A significant gender gap was observed in the workshops held in Ambanja, Toliara, Anosy, and Manakara, where approximately 75% of participants were men. This trend highlights persistent disparities in women's participation, particularly in certain geographic areas. Structural barriers were identified, including illiteracy and restrictive sociocultural norms, which limited women's ability to speak up, especially in rural areas. In response, INDRI has made it a priority to actively include local communities in its workshops, ensuring that all voices are heard and represented.

### 4.4 Transfer of knowledge

The Banjinala initiative placed strong emphasis on knowledge transfer to environmental practitioners and policy-makers, with the goal of promoting the adoption of sustainable conservation approaches championed by the Darwin Initiative. The primary channel for this transfer was the national digital platform INDRIConnect, which centralizes and provides access to technical, strategic, and operational documents on ecological restoration, intended for use by businesses, NGOs, and public institutions. The platform now hosts 286 referenced documents, covering data from 1947 to 2024. Resources can be filtered by three landscape types terrestrial, marine, and urban and across 30 thematic categories. Documents available on INDRIConnect include technical guides, national strategies, laws, scientific articles, and NGO reports showcasing best practices. Also featured are key resources developed by the INDRI Secretariat in collaboration with ALAMINO, such as the "Measures for Fire Management" and the "10 Principles for Successful Reforestation," all freely downloadable by the public. In addition to the digital platform, regional workshops and the national launch and feedback sessions helped to widely disseminate key concepts related to private sector mobilization for conservation, reaching more than 243 organizations.

Thus, knowledge transfer was achieved through a multi-pronged approach:

- A national digital platform INDRIConnect ([Annex 18](#)),
- 10 workshops held across 6 regions ([Annex 1](#))
- Media publications and digital campaigns (Cf. Chapter 3. 1.3)

These channels significantly broadened the project's reach beyond its direct beneficiaries.

## 4.5 Capacity building

Since the launch of the Banjinala initiative, several partner organizations have seen their visibility and status significantly enhanced. FAPBM launched an innovative financing initiative to support ecological restoration, thereby reinforcing its role in the development of a green private sector. Madagasikara Voakajy presented a collaborative project between the private sector and local communities, highlighting its expertise in biodiversity conservation. The consulting firm CEAs, based in Antananarivo, played a key role in mobilizing business networks and facilitating connections with both the Antananarivo Chamber of Commerce and Industry and the Ministry of Industry and Trade. With INDRI's support, CEAs gained increased visibility during the feedback workshop, notably through its communication materials (e.g. roll-up banners) and its participation in presenting two of the strategic axes.

In total, nine organizations CEAs, FAPBM, Madagasikara Voakajy, CNRE, Dujardin, Homme et Environnement, Nitidae, Tour Malin, and WCS actively contributed to the presentation of the ten strategic axes during the feedback workshop, illustrating each with concrete actions already undertaken by their respective institutions.

## 5 Monitoring and evaluation

As part of the logical framework (Output 2.3), the project implemented a change in indicator:

- Original indicator: *By March 2025, at least 30% of the companies that signed the charter will have implemented mechanisms to ensure its internal dissemination and compliance.*
- Revised indicator: *By March 2025, the charter will have gained strong traction within the private sector, with private companies accounting for at least 30% of all signatories.*

This modification was necessary, as the target was achieved with 37% of the charter signatories being private companies.

A retrospective evaluation is planned in collaboration with Maliasili to analyze the key challenges, lessons learned, and successes encountered during the implementation of the Banjinala initiative.

## 6 Lessons learnt

### What worked well

- Collaboration with regional private sector leaders was instrumental in building trust and fostering local engagement.
- The territorialized participatory approach allowed for a better understanding of local contexts and helped integrate practical solutions into the tools produced.
- The INDRIConnect platform addressed a real need for strategic information among project developers.
- A flexible yet structured governance model, centered around INDRI and supported by regular partner involvement, ensured the project's responsiveness.

### Main Challenges Encountered

- Local communities or their representatives were involved in all workshops but active participation was in some cases limited, often due to structural barriers such as low literacy levels.
- Some field visits had to be cancelled (e.g., due to cyclone alerts), highlighting the need for flexible planning.
- The change of technical service provider during the development of INDRIConnect caused a temporary slowdown.
- The initial timeline proved overly ambitious in light of the time required for consultations and post-engagement follow-up (particularly with companies that signed the charter), which limited the immediate evaluation of Banjinala's outcomes. Luckily INDRI will be able to carry on the work in the coming months.

### What we would do differently



- Spread activities more evenly over the year to avoid periods of operational overload. Integrate structured post-signature support for companies earlier in the process.
- Organize tailored information sessions for local communities, adapted to their levels of understanding and participation.
- Co-develop monitoring and evaluation tools with partners from the outset to ensure stronger ownership.

### **Recommendations for Similar Projects**

- Identify and involve local leaders to facilitate stakeholder engagement at the regional level.
- Ensure early and clear communication of project objectives to key actors to minimize misunderstandings from the start, as opposed to resolving them as the work progresses
- Plan for regular capitalization and adaptive management mechanisms, closely linked to field realities.

### **Key lessons have been learnt**

A combination of participatory approaches, tailored technical tools, trust-based relationships, and progressive institutional anchoring is essential to initiating a sustainable dynamic of private sector mobilization in support of biodiversity conservation and ecological restoration.

## **7 Actions taken in response to Annual Report reviews**

The Banjinala initiative received several comments and recommendations following the review of its Midterm Report, conducted in April 2024.

All issues raised in the review were systematically addressed:

- Regarding the request to develop a risk register, a formal register was created, shared with partners, and annexed to subsequent progress reports. (Annex 20) This tool enabled consistent tracking of identified risks throughout project implementation, particularly climate-related risks during regional travel in vulnerable areas.
- In response to the recommendation to strengthen activity monitoring through a structured tool, a consolidated dashboard was developed in collaboration with the NGO Maliasili, allowing real-time tracking of indicators by activity and partner.
- To address the observation concerning the need to reinforce safety and human rights safeguards during field activities, three INDRI team members were enrolled in a year-long training program—the Madagascar Environmental Leadership Program (MELP)—which includes a dedicated module on safeguards and environmental security.
- Concerning the request to expand the section on advocacy tools and methods within the national strategy, a dedicated reflection session was held with private sector leaders and other key stakeholders. As a result, EDBM was identified as a key institution capable of translating the strategy into national policy.

All of these responses were documented in the April–September 2024 progress reports (Annex 15).

By the end of the project, all issues raised in the review had been addressed, and the recommended adjustments were fully integrated into the project's operational management.

## **8 Risk Management**

Over the past 12 months, no new major risks have emerged that would undermine the foundations of the Banjinala initiative. However, some previously identified factors have materialized or intensified, requiring targeted adjustments in the project's implementation (see Lessons Learnt).

## **9 Scalability and Durability**

The Banjinala project was promoted through public events and social media campaigns. Key stakeholders were made aware of the benefits (enhanced corporate image, easier access to financing, technical support) and the costs (adapting practices) through experience-sharing during workshops with other actors and joint problem - solving efforts.

The project demonstrated its attractiveness to companies and professional networks by showing that the benefits clearly outweighed the costs of adoption.

The initiative aligned the incentives of public and private actors by positioning ecological restoration as a lever for competitiveness and a means of achieving national climate goals. This alignment was built through the co-development of the national strategy and the Charter of Good Practices with partner ministries and business networks. The project also had a tangible impact on public policy through the active involvement of four ministries and their regional offices, which integrated its principles into their strategic priorities.

Regional workshops and the Charter helped shift norms and behaviours in favour of restoration by establishing formal commitments from professional networks to promote these practices among their members.

The original exit plan included ensuring open access to all documents on the INDRICConnect platform and securing institutional ownership of the results. These steps have been completed: INDRICConnect is online with all key outputs, several ministries have endorsed the strategy, and private networks have committed to promoting the Charter.

To strengthen durability, INDRI will continue to manage and promote the INDRICConnect platform, lead outreach and information activities, especially on the results of this project, and advocate for its adoption. The most durable achievements are expected to be the Charter of Good Practices and the INDRICConnect platform, which offer practical, nationally recognised tools that have already been adopted.

The project model - linking participatory strategy development, a voluntary Charter, and an open-access platform- is replicable in other ecological regions or countries where private actors operate in landscapes under pressure. Several local government representatives and NGOs have expressed interest in adapting this model to other regions in Madagascar.

Discussions are ongoing with the Alamino alliance to explore possible long-term hosting and governance of the INDRICConnect platform beyond INDRI's internal support.

For example, the Ministry of Environment's regional directorate in Atsinanana has expressed interest in integrating the Charter into local licensing procedures for land-based investment projects.

INDRI is currently mobilising additional funding to maintain and update the platform and expand outreach efforts, including new training materials for business actors and local officials.

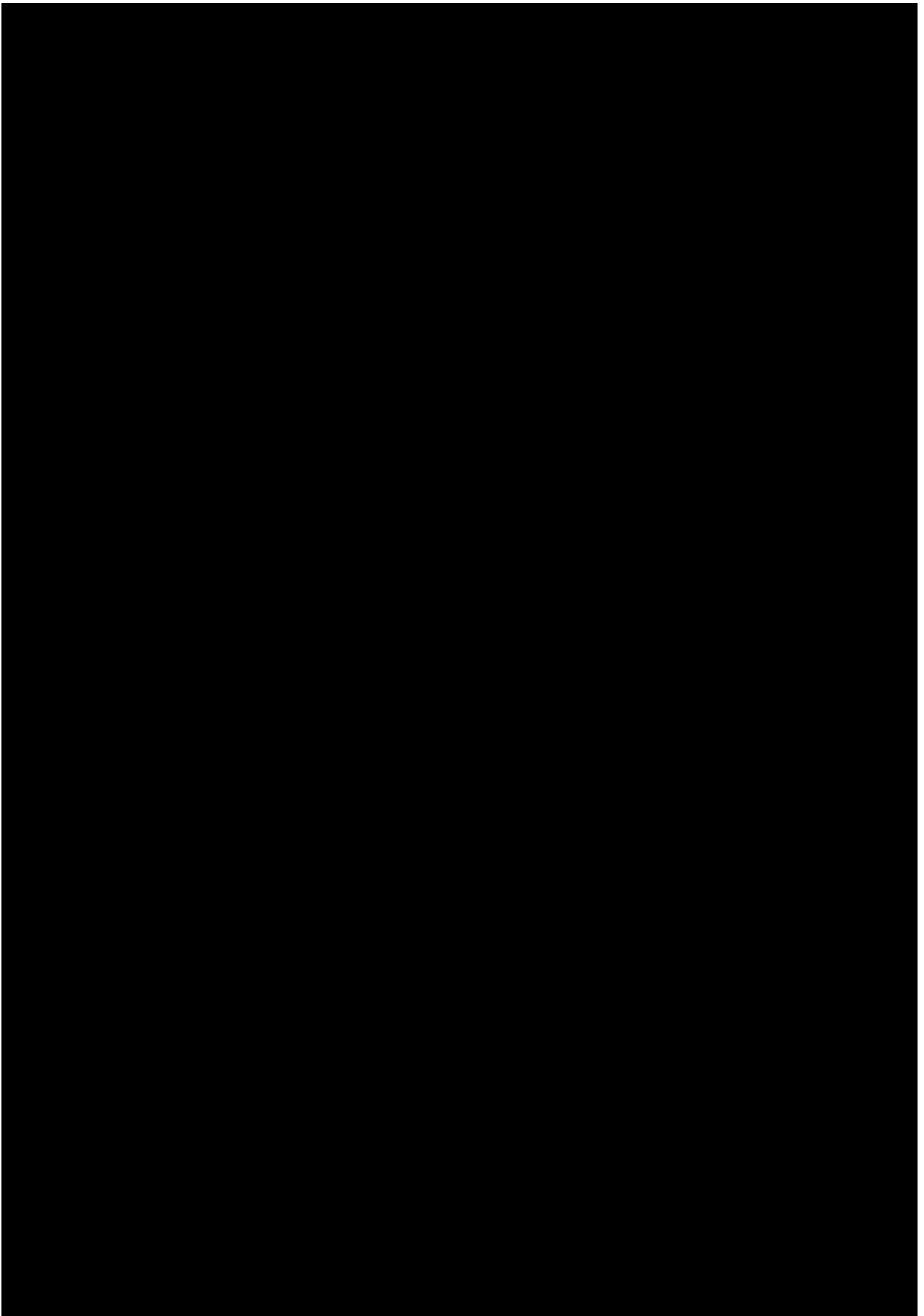
Finally, INDRI staff will continue to support private sector mobilization, using its own resources and additional funding from other partners.

## **10 Darwin Initiative identity**

The Banjinala initiative actively promoted the support of the Darwin Initiative. The logo was featured on all official materials, including documents, events, and the INDRICConnect platform, and the contribution of the UK government was systematically acknowledged in public communications, particularly during the national feedback workshop. Banjinala was clearly identified as a standalone project, exclusively funded by the Darwin Initiative, which strengthened its visibility among institutional and private partners involved.

On social media platforms such as LinkedIn and Facebook, several posts explicitly mentioned and linked the project to the Darwin Initiative's official accounts, ensuring consistent digital visibility (see Output 1.3).

## **11 Safeguarding**



## 12 Finance and administration

### 12.1 Project expenditure

Project spend (indicative) since last Annual Report	2023/24 Grant (£)	2023/24 Total actual Darwin Initiative Costs (£)	Variance %	Comments (please explain variances) significant
Staff costs (see below)				
Consultancy costs				
Overhead Costs				
Travel and subsistence				
Operating Costs				
Capital items (see below)				
Others (see below)				
<b>TOTAL</b>	<b>£44 677</b>	<b>£40 301,87</b>		

Staff employed (Name and position)	Cost (£)
---------------------------------------	-------------

Ando Ramasindraibe - Communication Officer	
Jean-Philippe Palasi - Executive Director	
Linjasoa Rakotomalala - Researcher and Project Officer	
Malalatiana Andriambololona - Administrative and Logistics Assistant	
Rova Barinirina - Operations Manager	
<b>TOTAL</b>	

Capital items – description	Capital items – cost (£)
2 Computers	
<b>TOTAL</b>	

Other items – description	Other items – cost (£)
Bank fees	
<b>TOTAL</b>	

## 12.2 Additional funds or in-kind contributions secured

Matched funding leveraged by the partners to deliver the project	Total (£)
<b>TOTAL</b>	

Total additional finance mobilised for new activities occurring outside of the project, building evidence, best practices and the project	Total (£)
<b>TOTAL</b>	

## 12.3 Value for Money

The Banjinala project offers clear evidence of strong value for money by delivering strategic and system-level results through efficient, low-cost methods. In a context where most conservation funding in Madagascar is channelled directly into field operations, little support is available for building national-level coordination or shaping cross-cutting strategies. Banjinala fills this gap by facilitating collaboration across sectors - particularly the private sector - through the already operational Alamino platform, avoiding duplication and ensuring immediate operational capacity. The project team, supported by a small core of paid staff, relied heavily on pro bono contributions from INDRI's founders and a wide network of committed stakeholders, bringing in expertise, time and credibility at no additional cost. This has allowed the project to mobilise over 150 organisations, produce practical tools such as a national strategy and an online knowledge platform, and generate broad stakeholder buy-in at minimal cost. The project also benefited



from close alignment with the MITSIRY programme, ensuring that dozens of companies engaged in biodiversity and poverty-alleviation efforts joined the initiative without incurring additional expenses. In essence, Banjinala acted as a national-level catalyst: by enabling actors to work more coherently together and influencing key policy and investment frameworks, it generated significant impact relative to the scale of the financial investment.

### **13 Other comments on progress not covered elsewhere**

Our collaboration with the investment fund Miarakap has been strengthened. This fund is a key player in responsible investment in Madagascar. Through this collaboration, INDRI has the opportunity to identify and support startups and small businesses that offer promising solutions to environmental problems. This strengthened partnership and the Banjinala project showcase significant and promising synergies.

No major challenges have hindered the achievement of the project's objectives. We intend to continue the initiative in order to monitor the implementation of the strategic axes and the principles of excellence (Charter). The mobilization of certain large companies took longer than anticipated, highlighting the importance of integrating tailored engagement strategies for this category of stakeholders. There are no sensitive issues requiring the specific attention of the Darwin Initiative at this stage.

The project team would like to express its gratitude for Darwin's support and its appreciation for the clarity of the Darwin Initiative's guidelines and its supportive approach to adaptive management when needed.

### **14 OPTIONAL: Outstanding achievements of your project (300-400 words maximum). This section may be used for publicity purposes**

I agree for the Biodiversity Challenge Funds to edit and use the following for various promotional purposes .

## Annex 1 Report of progress and achievements against final project logframe for the life of the project

Project summary	Progress and achievements
<b>Impact</b> Increased private investment in Madagascar landscapes allows better forest protection, restoration of abandoned lands, and poverty alleviation.	<p>The Banjinala initiative contributed to creating favorable conditions for sustainable private investment in Malagasy landscapes by strengthening the voluntary engagement of the economic sector in biodiversity conservation through the co-development of a national strategy and a charter on private sector involvement in the greening of Madagascar.</p> <p>The national strategy promotes agroecological value chains, carbon projects, and reforestation, supporting the private sector in forest protection commitments and the restoration of arable land.</p> <p>Facilitated access to resources via the INDRICConnect platform strengthens local capacities to lead projects that generate rural income.</p>
<b>Outcome</b> Outcome : All key public and private stakeholders approve the strategy, charter and database and act to increase quality private investment in the regreening of Madagascar	
<b>Outcome indicator 0.1</b> By March 2025, the strategy is officially endorsed and acted upon by the government	The national strategy was finalized through a multisectoral participatory process and publicly presented during the feedback workshops in March 2025. Although formal government approval had not yet been granted at the time of project closure, the strategy received consistent support from the Ministry of Environment and Sustainable Development (MEDD) throughout the project, with commitments expressed at each major milestone.
<b>Outcome indicator 0.2</b> By February 2025, the charter is endorsed by at least 15 relevant companies and one private investment fund	The charter of good practices was signed by 64 entities, including 24 private companies and 3 major associations. Although no investment fund formally signed the charter, Mirakap, a well-known impact investment actor, actively participated in its co-development and expressed its support for the principles. ( <a href="#">Annexe 06</a> )
<b>Outcome indicator 0.3</b> By September 2024, the database is online and used by at least two ministries, one investment fund, and 15 other key stakeholders	INDRICConnect was launched online in March 2024. It is used by public institutions affiliated with ministries, with over 15 key organizations accessing it regularly, along with several donors. ( <a href="#">Annexe 18</a> )
<b>Output 1</b> <b>A broadly supported and actionable strategy</b> designed to enable the private sector to act faster and at greater scale towards the regreening of Madagascar : <ul style="list-style-type: none"> <li>- Scaling virtuous agro-ecological supply chains</li> <li>- Unlocking quality carbon investments</li> <li>- Boosting CSR investments in scale and quality</li> <li>- Reclaiming some of the 70% of arable lands that are currently abandoned</li> </ul>	

<p>Output indicator 1.1</p> <p>By March 2024, at least 50 relevant stakeholders join a dedicated working group, draft and refine the strategy.</p>	<p>A total of 243 stakeholders joined the co-construction process of the strategy. The dynamic was initiated during a national workshop, followed by six regional workshops. Contributions led to the expansion of the strategy from four to ten core pillars, which were collectively validated during the two feedback workshops. (<a href="#">Annexe 01</a>)</p>
<p>Output indicator 1.2</p> <p>By September 2024, at least 100 senior (heads of organisations or programmes) decision makers publicly endorse the strategy.</p>	<p>A total of 64 signatures were collected in support of the national strategy. Stakeholders from other regions, who were fully involved in the co-construction process, have not yet been formally invited to sign, but their commitment is reflected in the content of the strategy itself. (<a href="#">Annexe 01</a>)</p>
<p>Output indicator 1.3</p> <p>By December 2024, at least 10 specific signs of influence (public statements, decisions by stakeholders, etc) deriving from the proposals have been reported and documented.</p>	<p>More than 10 signs of political, institutional, and sectoral influence have been documented. These advances include a strong communication dynamic (with several publications reaching tens of thousands of interactions), public statements by economic actors, and concrete shifts in practices within key institutions such as FAPBM and partner NGOs.</p>
<p><b>Output 2</b></p> <p><b>A charter</b> of social and environmental best practices for private investments impacting land use in Madagascar, ensuring that strong standards and safeguards are respected.</p>	
<p>Output indicator 2.1.</p> <p>By June 2024, the charter is finalised and its robustness has been vetted by an advisory committee including qualified civil rights, land tenure and governance experts.</p>	<p>The charter was finalized in the second half of 2024, following an in-depth consultation process. Although no formal advisory committee was established, its robustness was validated through the involvement of key actors from the private sector, civil society, and public institutions. (<a href="#">Annexe 05</a>)</p>
<p>Output indicator 2.2.</p> <p>By September 2024, Alamino members have validated the charter and all corporate actors that have endorsed the strategy have also signed the charter.</p>	<p>64 entities signed the charter on March 28, 2025, including members of Alamino as well as other actors. Some Alamino members and regional stakeholders have not yet been able to sign the charter; however, they were actively involved in its co-construction. (<a href="#">Annexe 01</a>)</p>
<p>Output indicator 2.3.</p> <p>By March 2025, the charter had gained strong traction within the private sector, with private companies accounting for at least 30% of all signatories</p>	<p>In March 2025, 24 companies had signed the charter, representing 37% of all signatories, confirming strong traction from the private sector around the initiative. (<a href="#">Annexe 06</a>)</p>
<p><b>Output 3.</b></p> <p><b>A collaborative library</b> of key documents (maps, analyses, guides, manuals, technical data, best practices) and contacts, made available online with a user-friendly interface.</p>	
<p>Output indicator 3.1.</p>	

By March 2024, the library is online and gives user-friendly access to a range of documents that can be directly used by the private sector.	The collaborative platform INDRICConnect was finalized in March 2024. In response to the enthusiasm it generated (over 300 documents received), an enhanced version was launched in December 2024. ( <a href="#">Annexe 18</a> )
Output indicator 3.2. From January 2024 onwards, the library is increasingly used by corporations, the majority of which give positive feedback.	Since January 2025, the INDRICConnect platform has seen increasing use by companies, NGOs, and public institutions. It hosts 286 documents and a mapping of 90 actors. Several organizations (WWF, Tsimoka, TI-MG, INDRI) are already uploading their resources to the platform. Qualitative feedback confirms its usefulness and relevance.  ( <a href="#">Annexe 18</a> )

## Annex 2 Project's full current logframe as presented in the application form (unless changes have been agreed

Project summary	SMART Indicators	Means of verification	Important Assumptions
<b>Impact:</b> Increased private investment in Madagascar landscapes allows better forest protection, restoration of abandoned lands, and poverty alleviation.			
<b>Outcome:</b> All key public and private stakeholders approve the strategy, charter and database and act to increase quality private investment in the regreening of Madagascar.	0.1. By March 2025, the strategy is officially endorsed and acted upon by the government  0.2. By February 2025, the charter is endorsed by at least 15 relevant companies and one private investment fund  0.3. By September 2024, the database is online and used by at least two ministries, one investment fund, and 15 other key stakeholders.	0.1. Monitoring of political commitment: at least two relevant ministries have agreed to launch the strategy, made public statements of support, and adopted policies in line with the strategy. These may also be reported in the media.  0.2. Monitoring of private sector commitment, through direct contact and trade federations  0.3. Bilateral contacts with policy makers, the private sector and the network of collaborators in the initiative	There is interest and motivation from public authorities and their endorsement is decisive to authorise action.  Private sector has a strong appetite to act and invest, the involvement and support from enough key companies can generate attention and momentum.  Access to information (scientific data, technical guidelines, contacts, opportunities) and transparency are lacking, which blocks greater private sector involvement.
<b>Output 1</b> A broadly supported and actionable strategy designed to enable the private sector to act faster and at greater scale towards the regreening of Madagascar : - Scaling virtuous agro-ecological supply	1.1. By <u>March 2024</u> , at least 50 relevant stakeholders join a dedicated working group, draft and refine the strategy.  1.2. By September 2024, at least 100 senior (heads of organisations or	1.1. A list of stakeholders who joined the drafting stage, with explanation on why they are the right players, and how they have been collaboratively identified.  1.2. A published version of the strategy including the names of all signatories.	Without a commonly agreed set of objectives, principles, strategic guidelines and set of best practices, the opportunities for action identified will not be seized judiciously.

<p>chains</p> <ul style="list-style-type: none"> <li>- Unlocking quality carbon investments</li> <li>- Boosting CSR investments in scale and quality</li> <li>- Reclaiming some of the 70% of arable lands that are currently abandoned</li> </ul>	<p>programmes) decision makers publicly endorse the strategy.</p> <p><b>1.3. By December 2024, at least 10 specific signs of influence (public statements, decisions by stakeholders, etc) deriving from the proposals have been reported and documented.</b></p>	<p><b>1.3. Sign-in sheets from charter signatories, documenting official support for the strategy's proposals and serving as formal evidence of stakeholder influence and engagement.</b></p>	<p>A critical mass of private sector players will show appetite for this collaborative process.</p>
<p><b>Output 2</b></p> <p><b>A charter</b> of social and environmental best practices for private investments impacting land use in Madagascar, ensuring that strong standards and safeguards are respected.</p>	<p>2.1. By June 2024, the charter is finalised and its robustness has been vetted by an advisory committee including qualified civil rights, land tenure and governance experts.</p> <p>2.2. By September 2024, Alamino members have validated the charter and all corporate actors that have endorsed the strategy have also signed the charter.</p> <p>2.3. By March 2025, the charter had gained strong traction within the private sector, with private companies accounting for at least 30% of all signatories.</p>	<p>2.1. List of advisory committee experts that have reviewed and approved the charter, and their qualifications</p> <p>2.2. Version of the charter signed by Alamino members and corporate actors</p> <p>2.3. Corporate commitments, investments or decisions shared in events, online or in the media, or accounts of actions taken internally in line with the charter</p>	<p>There is appetite in the corporate world for ethical investment in Madagascar.</p> <p>A critical mass of corporations will be interested in this effort.</p> <p>Given that Madagascar is characterised by frequent collusion between the political and corporate interests and by very vulnerable local communities, this appetite may not suffice. An ethical approach to investment cannot be taken for granted. We also need to create the conditions for the right standards and ethical principles to be enforced.</p>
<p><b>Output 3</b></p> <p><b>A collaborative library</b> of key documents (maps, analyses, guides, manuals, technical data, best practices) and contacts, made available online with a user-friendly interface.</p>	<p>3.1. By <u>March 2024</u>, the library is online and gives user-friendly access to a range of documents that can be directly used by the private sector.</p> <p>3.2. From <u>January 2025</u> onwards, the library is increasingly used by corporations, the majority of which give positive feedback.</p>	<p>3.1. A link will be provided</p> <p>3.2. Website statistics and a Google form survey indicate that the majority of corporations involved use the library and have positive feedback.</p>	<p>There are enough relevant documents that can support an ethical approach to investing in Madagascar land and greening.</p> <p>Corporate users will be willing to use the library.</p> <p>Such access to key documents and contacts can be an important cement that will keep the edifice together.</p>



## **Activities**

### **Activities to Output 1 :**

- 1.1. Identify and engage key stakeholders, organise launch workshop
- 1.2 Facilitate strategy drafting, organise workshops and field visits, incorporate comments and contributions
- 1.3 Create buy-in for the draft strategy and secure endorsement by decision makers
- 1.4 Organise a final workshop to communicate the results and support / encourage implementation by all stakeholders
- 1.5 Collect signs of influence and policy changes

### **Activities to Output 2 :**

- 2.1. Facilitate charter drafting via meetings and online consultations. Consult the advisory committee and all Alamino and Banjinala members, including at least 30 SMEs and start-ups, 3 larger groups and 3 corporate associations.
- 2.2. Incorporate comments and contributions and secure endorsements by Alamino members and corporate actors.
- 2.3. Monitor concrete measures taken by corporations to comply with the charter.

### **Activities to Output 3 :**

- 3.1. Create a dedicated website with participatory functionalities
- 3.2. Gather a critical mass of relevant documents and contacts and feed the library
- 3.3. Promote the library, encourage corporations and other stakeholders to use it and enrich it.

**Table 1 Project Standard Indicators**

Please see the Standard Indicator Guidance for more information on how to report in this section, including appropriate disaggregation. N.B. The annual total is not cumulative. For each year, only include the results achieved in that year. The total achieved should be the sum of the annual totals.

DI Indicator number	Name of indicator	If this links directly to a project indicator(s), please note the indicator number here	Units	Disaggregation	Year 1 Total	Year 2 Total	Year 3 Total	Total achieved	Total planned
E.g. DI-A01	E.g. Number of people in eligible countries who have completed structured and relevant training	1.2	People	Men	20	10	30	60	60
E.g. DI-A01	E.g. Number of people in eligible countries who have completed structured and relevant training	1.2	People	Women	30	0	10	40	30
E.g. DI-B01	E.g. Number of new or improved habitat management plans available and endorsed	0.3	Number	New	1	0	1	2	2
E.g. DI-B01	E.g. Number of new or improved habitat management plans available and endorsed	0.3	Number	Improved	1	0	2	3	3

**Table 2 Publications**

Title	Type (e.g. journals, manual, CDs)	Detail (authors, year)	Gender of Lead Author	Nationality of Lead Author	Publishers (name, city)	Available from (e.g. weblink or publisher if not available online)