



Department
for Environment
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Darwin Initiative Main: Annual 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: 30th April 2024

Submit to: BCF-Reports@niras.com including your project ref in the subject line

Darwin Initiative Project Information

Project reference	DARNV012
Project title	The Banjinala Initiative for private investment in re-greening Madagascar
Country/ies	Madagascar
Lead Partner	INDRI, Initiative for Development, ecological Restoration and Innovation
Project partner(s)	
Darwin Initiative grant value	£ 91 352
Start/end dates of project	April 2023 - March 2025
Reporting period (e.g. Apr 2023 – Mar 2024) and number (e.g. Annual Report 1, 2, 3)	April 2023 - March 2024, 1
Project Leader name	Jean-Philippe Palasi
Project website/blog/social media	www.indri.solutions
Report author(s) and date	Linjasoa Rakotomalala, Rova Barinirina, April 2024

1. Project summary

The project aims to mobilize the private sector on a national scale in support of biodiversity conservation and poverty alleviation. To date, efforts by NGOs, civil society, and the state have been insufficient to reverse the trend of ecosystem degradation in Madagascar. The private sector has grown significantly in recent years in Madagascar and holds substantial potential for innovation and economically viable solutions to environmental challenges. Some companies have already begun to incorporate biodiversity into their business plans, but they receive little support and face numerous challenges. The Banjinala project seeks to assist them through the development of a national strategy that will be advocated to the state, a charter of good practices, and a database.

These efforts are necessary because Madagascar faces enormous challenges. Seventy-seven percent of the population lives in extreme poverty, and the island has lost 92% of its natural ecosystems. With an endemism rate of about 80%, this loss of ecosystem represents a tragedy

for global biodiversity. Furthermore, landscape degradation is a major obstacle to development as 80.5% of the population directly depends on ecosystems through agriculture and natural resource exploitation. These challenges are expected to worsen as the population is projected to double by 2040, and Madagascar is one of the countries most vulnerable to climate change. A major national effort is therefore necessary to halt forest loss and restore lands on a large scale.

In 2018, the president declared his ambition to re-green the country by 2030. To contribute to achieving this goal, INDRI operates nationally and launched an initiative in 2020 named Alamino. This initiative aims to mobilize and coordinate the commitment of all stakeholders, including ministries, civil society, NGOs, researchers, funders, and the private sector, towards achieving this green vision. The impact of this initiative is beginning to be felt; for example, in October 2022, our recommendations for reducing forest fires were not only approved but also announced by the President at a cabinet meeting.

However, Madagascar still struggles to change direction and valorize its lands in a way that guarantees decent incomes and preserves biodiversity. Many quality actors are engaged, but they tend to work in silos, hindering their collective ability to drive significant change.

Moreover, efforts to involve the private sector remain insufficient, despite its crucial role in a national context of erratic governance and limited public finances. Many private actors in Madagascar are ready to contribute to the re-greening of the country but lack an appropriate framework to do so effectively. Some even have business models specifically designed to solve persistent ecological problems, such as charcoal production, deforestation, soil erosion, and land degradation caused by the use of harmful chemicals. It is in this context that Banjinala was launched by INDRI. We believe that the private sector represents a significant blind spot and has considerable potential to play a much more prominent role in this area:

- Mobilization of arable lands: About 10% of the country's arable land is currently unused due to issues related to land tenure, inadequate infrastructure, and other barriers. With appropriate political frameworks and incentives, these lands could offer significant opportunities for landscape restoration and livelihoods.
- Expansion of agroecological models: Madagascar has agroecological supply chain models that effectively support biodiversity conservation. These models, especially those related to the production of vanilla, cocoa, and other highly demanded products on the global market, could be expanded. Scaling these models should be a priority to maximize their environmental and economic impact.
- Reforestation potential: Madagascar is among the six countries where reforestation could have a significant impact and be most cost-effective. Removing obstacles that currently hinder the financing of carbon and Corporate Social Responsibility (CSR) projects in forest protection and reforestation is therefore essential.

These three priorities support both the conservation of Madagascar's unique biodiversity and contribute to the economic development of the population by providing direct jobs and indirect benefits from the ecosystem services provided by forests, landscape restoration, and agroecological models to combat poverty.

To overcome national challenges, it is necessary to combine expertise and know-how within a unified platform and a shared vision on a national scale. Our mission is to encourage a collective

and strategic approach to engage the private sector in the protection and restoration of Madagascar's terrestrial landscapes.

2. Project stakeholders/ partners

Over the past year, INDRI has managed to mobilize a total of 158 organizations, including 60 private companies, through the Banjinala initiative. This mobilization required a significant investment from the entire team [REDACTED]

Indeed, engaging the private sector in the re-greening of Madagascar presents a considerable challenge. Companies, often focused on their daily activities and profitability issues, do not naturally gravitate towards re-greening initiatives. It is, therefore, crucial to raise their awareness of the ecological and economic importance of re-greening, by demonstrating how these efforts can also contribute to their sustainable growth.

To successfully mobilize stakeholders, we relied on a few private sector leaders in Antananarivo and in each targeted region. By partnering with well-established companies that have excellent local connections, we were able to facilitate active participation in the workshops organized. Among the private institutions that facilitated the meetings:

- Miarakap in Antananarivo and the regions. This impact investment fund played a crucial role by working closely with the target companies of the project.
- Entreprise MaVa in Ambanja, known for its cocoa production, brought its expertise and networks in the sector.
- Fragrant Garden in Nosy-be, specializing in the production of ylang-ylang essential oil, contributed to networking with regional stakeholders.
- SOPRAL in Toamasina, a major player in the export of agricultural products, facilitated exchanges between the various project stakeholders.

Ces collaborations ont renforcé les liens entre les parties prenantes et assuré une mobilisation efficace et engagée des entreprises dans le processus de reverdissement.

These collaborations strengthened the links between stakeholders and ensured effective and committed mobilization of companies in the re-greening process.

The Alamino initiative managed by INDRI was also mobilized. We engaged the 250 members of the initiative, and they helped ensure active participation of member companies during workshops in Antananarivo and other regions [REDACTED]. This platform is essential for encouraging dynamic participation of the private sector in re-greening efforts.

Moreover, the launch of the Banjinala initiative involved several other key actors [REDACTED]

- The British Embassy. The representative significantly contributed to the methods of collective intelligence activities and to a better understanding of the specific needs of the private sector in re-greening initiatives in Madagascar. [REDACTED]
- The Ministry of Environment and Sustainable Development (MEDD). We met with the minister who provided full support, being himself from a company dedicated to reforestation. The launch of Banjinala took place in the presence of the Director General of Sustainable Development [REDACTED] who highlighted the importance and objectives of the project.
- The workshops also saw the participation of a variety of actors such as youth organizations, represented by the Aika alliance, and umbrella farmer organizations,

bringing valuable insights on how the private sector can contribute to the re-greening of the island.

At this stage, we draw the following lessons :

- Companies must be approached individually to create trust and to be convinced to dedicate time to a collective initiative on re-greening.
- Once involved, they prove motivated and many of them show a promising understanding of the link between their field of activity and the challenges of re-greening. Several have expressed great satisfaction at being invited, indicating that they often feel excluded from environmental initiatives.
- A number of companies will be allies in the second phase of the project, when it comes to advocating collectively with authorities.

3. Project progress

3.1 Progress in carrying out project Activities

Output 1 :

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 chains*
- *Unlocking quality carbon investments*
- *Boosting CSR investments in scale and quality*
- *Reclaiming some of the 70% of arable lands that are currently abandoned*

1.1. Identify and engage key stakeholders, organise launch workshops.

The launch of the Banjinala initiative was a success, gathering 47 stakeholders, including 25 from the private sector (cf. Annexe). The diversity of participants also included representatives from three key ministries: Environment and Sustainable Development (MEDD), Energy and Hydrocarbons, and Industry and Commerce. Additionally, prominent figures from various private sector associations, notably the Groupement des Entreprises de Madagascar (GEM), participated in the event. It lasted a day with sessions of collective intelligence [REDACTED] to :

- Identify Strengths, Weaknesses, Opportunities, and Threats (SWOT analysis) concerning the current or potential role of businesses in the re-greening of Madagascar.
- Identify the main issues and themes that need to be addressed in this collective effort.
- Prioritize the issues and identify lead persons for each theme.
- Begin work on the theme selected by participants as the first priority issue.

The sectoral diversity, encompassing areas as varied as tourism, crafts, energy, and many others, was an asset. It enriched the discussions and began to feed the development of the coordinated strategy and the charter for best social and environmental practices.

To promote the initiative and engage private sector actors on a national scale, a press conference was organized during the launch workshop. We invited about ten national media outlets, including television channels and radio stations, to ensure extensive media coverage of the event.

Furthermore, INDRI initiated a partnership with the investment fund Miarakap. This fund has developed the Mitsiry program, designed to evaluate and enhance the theory of change, or

impact thesis, of impact businesses in Madagascar. This program specifically targets support for startups and small businesses that pursue a triple bottom line: economic, social, and environmental. As part of this collaboration, INDRRI conducted several activities :

- Mission in the Anosy region.

This mission focused on strengthening the links between honey production and forest conservation. We worked with the company Ilanga Nature, also known as Senteurs et Saveurs du Monde (SSM). This initiative not only strengthened the SSM's impact thesis but also led to the development of a collaborative regional strategy. This strategy involves the honey industry and key conservation actors, such as Tropical Biodiversity & Social Enterprise (TBSE), Asity (local BirdLife partner), and Nitidae. This mission generated considerable enthusiasm and palpable energy among all participants, solidifying our belief in the effectiveness of the change theory promoted by the Banjinala initiative.

- Bootcamp for 10 startups.

This bootcamp aimed to challenge and strengthen the environmental and social impact thesis of these companies. After a day of intensive sessions, all the startups reinforced their impact thesis on biodiversity. Eight of these startups were then chosen to receive financial and technical support from Miarakap. The ten startups are now integrated into the Banjinala initiative, where they actively contribute. Miarakap has also joined the Banjinala initiative, thus strengthening our collaboration.

Banjinala has therefore made a good start as a private sector component of our national Alamino initiative.

1.2 Facilitate strategy drafting, organise workshops and field visits, incorporate comments and contributions.

Following the launch of the initiative, workshops were organized in the cities of Toamasina (Atsinanana Region), Ambanja, Nosy-be (Diana Region), and Antananarivo (Analamanga Region) [REDACTED] to gather the regional contributions necessary for the development of the strategy. During these half-day workshops, the 'de Bono hats' method was used to stimulate creativity and organize ideas, forming the basis of our strategy.

In Toamasina, the workshop brought together 33 participants, including 12 business representatives, 11 local authorities, and 10 members of civil society including youth [REDACTED]. In Ambanja, we were able to work with 27 stakeholders, consisting of 12 from the private sector, 4 local authorities, 3 representatives of international organizations, 5 local community members, and 4 from civil society [REDACTED]). In Nosy-be, 16 stakeholders participated, including 9 from the private sector, 2 local authorities, 2 from the local community, and 3 from civil society [REDACTED]). In Antananarivo, 35 people were present, including the Secretary-General of the MEDD, with strong representation from the private sector (27 people) and international and national organizations (7 people) [REDACTED].

Additionally, visits to businesses and reforestation sites were organized, providing practical perspectives to refine the discussions. Among the sites visited were SOPRAL, the Melville and HITA oil mills, the Saint Gabriel NGO, the BSF company, the MaVa company in Ambanja, and Ivoloïna Park [REDACTED]. These activities not only facilitated the drafting of the strategy outline but also generated enthusiasm among the participants, reinforcing our belief in the potential for change driven by the Banjinala initiative.

1.3 Create buy-in for the draft strategy and secure endorsement by decision makers

The active participation of ministerial representatives and local authorities at all our events has greatly facilitated the support and approval of the strategy project by decision-makers. The Minister of Environment and Sustainable Development has provided principled support for the

development of the strategy and the charter. Regional workshops have been crucial in gathering diverse knowledge and skills, which will enrich the strategy and the charter.

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

It is too early in the project to report actual policy changes resulting from the project. However we have noted a few signs of influence. For instance, our facebook post on the importance of the cocoa supply chain for the greening of Madagascar has been seen by 242 363 people, generated 30000 interactions and was shared by several private companies.

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

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.

The charter will be based on the conclusions drawn from all the workshops, including those conducted regionally. INDRI is currently compiling best practices from the private sector on land use in Madagascar, using data from the workshops and field visits.

2.2. Incorporate comments and contributions and secure endorsements by Alamino members and corporate actors.

A draft charter will be written by INDRI and then submitted to stakeholders to gather their feedback and comments and to gain their support.

2.3. Monitor concrete measures taken by corporations to comply with the charter.

This activity will take place in the second year and beyond.

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.

3.1. Create a dedicated website with participatory functionalities

We have made great progress in the development of our online [REDACTED] INDRIConnect. Designed and implemented by the INDRI team, with technical support from Sango Media, this virtual platform facilitates access to a vast collection of essential resources. It gathers in a single participatory tool a large number of documents and contacts, accessible through search filters and an interactive map. The goal is to facilitate collaboration and knowledge sharing between the private sector and all other stakeholders. This is particularly important because many documents are difficult to find even for actors in the environmental sector, let alone entrepreneurs and companies who often struggle to identify the documents and contacts that can help them integrate biodiversity conservation into their economic activities. INDRIConnect [REDACTED] aims to assist them.

The creation of this website involved:

- Selecting a provider: We chose a technical provider to ensure robust infrastructure and an optimal user experience.
- Naming the site: The initial name of the site, INDRIConnect, was chosen to reflect the values and goal of our initiative. However, to encourage broader ownership by the authorities and other stakeholders, we are considering renaming the site. To this end, we will consult Alamino members to collectively reflect on a new name that could better

represent our shared vision and facilitate the engagement of all actors.

- Building the database: The online library was populated with documents collected by INDRI, as well as those from other key actors, ensuring richness and diversity of content.
- Organising and uploading: Documents have been meticulously categorised by landscapes and themes, facilitating search and access for users. Additionally, we have posted an exhaustive list of Alamino actors, organised by region and area of activity. Each entry includes a summary, contact, and the logo of the concerned actor.
- Interactive mapping: An interactive map of Madagascar has been integrated into the platform to clearly identify the intervention areas of each Alamino actor, thus enriching the context and understanding of ongoing initiatives.

3.2. Gather a critical mass of relevant documents and contacts and feed the library

Throughout INDRI's existence, a continuous practice of collecting documents and contacts has been maintained. Indeed, since the creation of the Alamino initiative, and more recently Banjinala, members have regularly shared key documents.

Based on recommendations from participants during workshops and following thorough research by the team, about 300 documents have been identified and collected. We are currently conducting a rigorous sorting of these documents to retain only those most relevant for the library, excluding drafts and reports specific to certain organizations. We have also adjusted the document selection criteria to reflect new information acquired.

Simultaneously, the contact details of companies that participated in the workshops have been compiled for integration into our online library. This approach enriches our network and facilitates future collaboration among users.

3.3. Promote the library, encourage corporations and other stakeholders to use it and enrich it.

This activity will take place during the second year, once the library is launched.

3.2 Progress towards project Outputs

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

During the launch workshop of the Banjinala initiative, it became apparent that the greatest need for companies in terms of Corporate Social Responsibility (CSR) was related to reforestation issues. This activity is often fundamental in company strategies to catalyze other environmental and economic changes.

Therefore, a decision was made with the stakeholders to initially focus our efforts on the theme of "reforestation and the private sector." This theme also encompasses the unlocking of quality carbon investments and has strong links with the goals of recovering arable lands. Indeed, reforestation can also contribute to soil restoration and the creation of agroforestry systems.

Alongside this theme, we have also made progress on the development of virtuous agro-ecological sectors, which present a very strong potential and will be further explored in the second year.

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

So far, 158 stakeholders have already joined the "private sector" working group and have actively collaborated in the development of the strategy.

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

At this stage, many leaders of organisations have already been informed about the initiative and have actively participated in the workshops we have organised. Among them are notable figures such as the Director General of Sustainable Development at MEDD, the regional directors of MEDD, the district chief of Ambanja, the presidents of peasant organisations, as well as some directors of companies and international NGOs (such as Conservation International and MBG).

The main challenge now lies in finalising the strategy by September 2024, to ensure its adoption and broad support. Indeed, after an assessment of the progress made and challenges encountered, it appears that the scope and complexity of the issues may require additional time to refine the strategy. Consequently, we propose to postpone the finalisation date of the strategy beyond September 2024, to November 2024. This extension would allow us to ensure a better integration of stakeholder feedback and strengthen overall adherence to the strategy.

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

This goal will be considered achieved when the proposals have been widely disseminated and accepted by the various stakeholders involved. To achieve this, we will implement a targeted communication strategy to ensure broad dissemination and adoption of the proposals, thereby facilitating their transformation into concrete and measurable actions.

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

This charter aims to establish strict standards and safeguards for private investments impacting land use in Madagascar. It is being developed alongside the overall strategy and is based on a SWOT analysis (strengths, weaknesses, opportunities, and threats) of the private sector related to the re-greening of Madagascar, conducted at each workshop [REDACTED]

The results of these analyses form the foundation of the charter. INDRi will compile this information and submit the draft charter to all stakeholders to gather their comments and suggestions for improvement.

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.

The workshops held to date have allowed us to collect numerous inputs that will be integrated into the charter. However, we believe that the initially planned launch date of June 2024 might be a bit too soon, and postponing it to October 2024 would allow for better finalisation with all stakeholders and ensure its robustness. This additional time would allow for better consideration of stakeholder feedback to maximise the effectiveness and acceptance of the charter.

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.

According to the proposed new finalisation deadline, the charter could be validated and signed by Alamino members as well as all involved corporate stakeholders by November 2024. This will provide sufficient time to finalise all necessary details and ensure a broad and informed adoption by all concerned members.

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.

This goal still appears realistic.

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.

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 online library was finalised as planned in March 2024, with 70 documents. However, this first version generated a lot of interest, and we have received over 300 additional documents. This exceeds our expectations and requires significant work to sort and integrate into the database, which is ongoing. This also provides an opportunity to refine our search filters, and will allow us to relaunch the enriched version by June 2024.

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

The date of January 2024 mentioned here appears to be a typographical error. Indeed, the increased use of the library by businesses is anticipated starting from January 2025.

3.3 Progress towards the project Outcome

Outcome : All key public and private stakeholders approve the strategy, charter and database and act to increase quality private investment in the greening 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

This goal is achievable given the ongoing commitment of the businesses that have been involved in the initiative from the start. Their involvement is expected to last beyond the initial phase of the project, ensuring a lasting and significant contribution to the re-greening of Madagascar.

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

Prior to its officialisation, the database will be presented to the Ministers of Environment and Sustainable Development, as well as to the Minister of Agriculture and Livestock. These presentations are designed to promote the use of the database, facilitate the collection of relevant documents, and raise awareness of its importance, which will contribute to better resource management and increased coordination among stakeholders.

3.4 Monitoring of assumptions

Outcome

Assumption 1 : There is interest and motivation from public authorities and their endorsement is decisive to authorise action.

The Ministry of Environment, lacking human, material, and financial resources, sees the engagement of the private sector as a key solution to address these shortages and protect biodiversity. The speech by the Secretary General of the Ministry during the "reforestation and private sector" workshop in Antananarivo confirmed an increased openness to these collaborations, demonstrating a willingness to share, learn, and act together to meet the challenge of re-greening.

Assumption 2 : Private sector has a strong appetite to act and invest, the involvement and support from enough key companies can generate attention and momentum.

As evidenced by the active participation of 60 private sector actors in all our workshops, the private sector already shows a strong interest in acting and investing in the re-greening of Madagascar. Their sustained involvement is crucial for generating the attention and momentum needed to advance the country's re-greening initiatives.

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

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.

The effectiveness with which stakeholders implement strategies, principles, and best practices largely depends on their understanding, sense of belonging, and commitment. The Alamino experience with the '10 Principles for Successful Reforestation in Madagascar' exemplifies this point. These principles, developed through a collaborative effort involving around a hundred participants over a nine-month period, are now recognized as a benchmark by Alamino member organizations involved in reforestation efforts. [REDACTED]

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

Since the launch of the initiative, 60 private sector actors have participated in the workshops we have organized. These participants include representatives from major business associations such as the Groupement des Entreprises de Madagascar (GEM), the Groupement des Entreprises Franches et Partenaires (GEFP), and Entreprendre au Féminin Océan Indien (EFOI). For instance, EFOI, which comprises 450 women entrepreneurs, was represented at the launch of our Banjinala initiative [REDACTED]

Output 2

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

The results of the workshops have highlighted that global requirements are now encouraging companies to adopt ethical investment practices.

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

(Cf 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.

Output 3

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

INDRI has identified over 300 relevant documents that can support an ethical approach to land investment and re-greening initiatives in Madagascar. These documents are currently being sorted and will soon be integrated into our digital library INDRICconnect for consultation.

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

The limited accessibility to strategic documents produced by various ministries and stakeholders is a major obstacle for private sector actors and civil society organisations. In response to this challenge, the digital library has been specifically designed to meet the needs of professional users equipped with internet access. This initiative aims to facilitate access to strategic information and to strengthen collaboration between the public and private sectors, by offering simplified and centralised access to essential resources.

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

This hypothesis can be validated, as evidenced by the marked interest of various stakeholders in working together (██████████). INDRI was created in response to an observation made by its founders: many competent actors operate in silos, whereas collaboration among them could enable them to achieve their goals more easily.

3.5 Impact: achievement of positive impact on biodiversity and poverty reduction

The initiative aims to stimulate financial engagement from the private sector in re-greening projects in Madagascar. This financial commitment is crucial for supporting long-term initiatives, which are often limited by the lack of continuous funding. Indeed, increased investments facilitate concrete actions such as tree planting and sustainable forest management, leading to the restoration of natural landscapes and better protection of forested areas. These efforts are essential for maintaining biodiversity and preserving natural habitats.

Moreover, landscape restoration contributes to the increase of arable land and the improvement of agricultural yields. Sustainable land management practices help prevent erosion and maintain normal hydrological cycles, which promote more productive and resilient agriculture. Additionally, restored landscapes and protected forests play a crucial role in carbon sequestration, directly contributing to climate change mitigation. Improved ecosystem management helps local communities better adapt to climate impacts.

The combination of all these factors (increased arable land, improved agricultural yields, restoration of ecosystem services, and adaptation to climate change) leads to an improvement in the economic well-being of rural communities. By supporting agricultural livelihoods and creating job opportunities in natural resource management, re-greening initiatives significantly contribute to reducing poverty in Madagascar.

4. Project support to the Conventions, Treaties or Agreements

The project contributes to the goals of several conventions in which Madagascar participates. In terms of the Convention on Biological Diversity, collaboration with the private sector offers solutions. For example, the cocoa industry presents significant opportunities for supporting biodiversity: it involves shade-grown cultivation, and the expansion in Madagascar can be achieved by opting for plantations of native trees. Similarly, many companies bring solutions in

terms of mitigation or adaptation to climate change. Private enterprises play a significant role in restoring degraded landscapes and converting abandoned lands into agroecological crops.

Nationally, the project directly contributes to the goals of the National Biodiversity Strategy and Action Plan (NBSAP). This document indeed underscores the importance of stakeholder collaboration and specifically highlights the need to strengthen the role of the private sector in conservation.

5. Project support for multidimensional poverty reduction

During the launch workshop of the Banjinala initiative, stakeholders decided that the themes they will prioritise are reforestation, agroecology, ecological cooking, and tourism. These four challenges together contribute to poverty reduction in Madagascar both directly (through job creation) and indirectly (by restoring ecosystem services that improve income sources and community well-being).

Anyone flying over Madagascar can see that vast parts of the territory are abandoned or almost completely neglected. This issue is a significant factor in the population's poverty. Our effort to mobilise the private sector and advocate aims to ensure that much more land can be used for quality reforestation or for agroecological activities that create jobs and generate income. This is a major challenge for the Malagasy population. Resolving such an issue will take years, but we are firmly convinced that the Banjinala project will contribute to initiating a favourable dynamic.

6. Gender Equality and Social Inclusion (GESI)

Please quantify the proportion of women on the Project Board ¹ .	4/5
Please quantify the proportion of project partners that are led by women, or which have a senior leadership team consisting of at least 50% women ² .	About 50 %

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	

¹ A Project Board has overall authority for the project, is accountable for its success or failure, and supports the senior project manager to successfully deliver the project.

² Partners that have formal governance role in the project, and a formal relationship with the project that may involve staff costs and/or budget management responsibilities.

Transformative	The project has all the characteristics of an 'empowering' approach whilst also addressing unequal power relationships and seeking institutional and societal change	
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Our project integrated the GESI (Gender Equality and Social Inclusion) context right from the design phase, ensuring a balanced gender distribution among participants. For example, during our workshops, we recorded the participation of 83 women compared to 75 men, reflecting our commitment to fostering equitable gender representation. In Ambanja, we also made a special effort to include women from rural communities, who are often underrepresented.

To encourage active participation, we adopted an invitation method that begins with a phone call to explain the objectives and proceedings of the workshops. This personal approach is particularly effective in reassuring and motivating participants, especially women, to fully engage in the project. Despite this, we identified a barrier in Ambanja where women from the local community were unable to express themselves due to illiteracy and unfavourable cultural norms. This situation requires the adoption of more targeted strategies to enhance women's autonomy in these environments.

One of the main lessons learned is that achieving equity requires more than just numerical inclusion of participants. It necessitates a deep understanding of the cultural and social barriers that affect the effective participation of marginalised groups.

As a result, our future strategy will include more robust mechanisms to support the expression of all participants, especially those from disadvantaged backgrounds.

7. Monitoring and evaluation

Throughout the year, our project implemented a monitoring and evaluation system to ensure the success and effectiveness of our initiatives. At the end of each workshop, we systematically conduct an evaluation to gather participants' feedback. This evaluation is divided into two parts: the "balcony" where we note the positive aspects and the "basement" for areas needing improvement. This method allows us to collect valuable feedback to optimise future workshops and strengthen relationships with participants.

We organised five collective intelligence workshops, with the active participation of 158 individuals, including 60 from the private sector, who played a crucial role in drafting our strategy and charter. These workshops served as a platform for collecting information and ideas essential to the implementation of our project.

Our success indicators include both qualitative and quantitative measures. Qualitatively, we assess participants' engagement and satisfaction through their contributions and feedback during the workshops. Quantitatively, we track the number of participants, the frequency, and the impact of ideas incorporated into the final strategy.

Our monitoring and evaluation approach has been effective in ensuring that activities directly contribute to project outcomes. However, we have identified opportunities to improve communication of workshop objectives to maximise participation and engagement. We also plan to expand our data collection methods to include post-workshop online surveys, allowing for a more in-depth analysis of long-term impacts.

8. Lessons learnt

What Worked Well and What Didn't:

Successes: Collaborating with private sector leaders in each region was crucial for mobilising and securing the private sector's trust. This approach facilitated the identification and collaboration with businesses and local authorities.

Challenges: Participation from local communities, particularly women, remains lower than what we would like, often due to literacy issues. Additionally, some scheduled field visits had to be cancelled due to a hurricane alert.

Improvements for Next Time:

Planning: Improve schedule management to avoid activity overload. By better distributing workshops and meetings throughout the year, we could optimise our efficiency and avoid the stress of very busy periods.

Community Engagement: Implement information sessions tailored to the needs of local communities to increase their capacity to actively participate.

Recommendations for Other Similar Projects:

Regional Collaboration: Identify and value local leaders to facilitate engagement and trust at the regional level, which can be crucial for the success of development initiatives.

Clear Communication: Ensure clear and prior communication of the initiative's objectives to reduce misunderstandings and mistrust among invited key actors.

Integrating Learning into the Project and Future Plans:

Strategic Adaptations: The discrepancies observed between initial plans and the reality on the ground prompt us to continuously revise our strategy to better meet the needs identified during workshops.

Capacity Building: We aim to continue developing personal relationships with key actors, which has proven to be a significant lever for workshops, particularly at the regional level.

9. Actions taken in response to previous reviews (if applicable)

So far we haven't received formal reviews or feedback from the Darwin initiative.

When Rija Emadisson, Climate & Nature Policy Manager, from the UK Embassy Madagascar came to our office, he expressed general support for our progress, and made two suggestions about our database INDRICConnect. First, he suggested that we should involve the Ministry of Environment which used to have a similar database years ago. This is a good point and we are planning to bring it up during our next audience with the Minister. He also encouraged us to make sure that we have a solid plan for the long-term management of the database. This is a very important suggestion which we have already started taking on board. In particular we have been discussing with the French Development Agency to mobilise some long-term resources.

10. Risk Management

No major new risk has arisen in the last 12 months. While the team was on a mission in Nosy-be, we were confronted by a hurricane. This is not uncommon in Madagascar at this time of year, but does require some precautions. We took a cautious approach and adapted our schedule to make sure we were in a safe place during the worst part of the episode.

By essence our project does not represent the same time of risk as other projects that may be conducted in remote areas.

We do not have a risk register at this point but we will be able to develop one in the coming months if this is a requirement.

11. Sustainability and legacy

The long-term sustainability of the project will be ensured after the end of funding through the following mechanisms:

All Banjinala activities are conducted within the broader multi-stakeholder Alamino initiative, which benefits from the support of several donors and will continue to exist after the Banjinala project concludes. This means that the results of specific activities supported by the Darwin Initiative will continue to be utilised beyond the end of the Banjinala project.

Regarding advocacy for a national strategy for the private sector's impact on conservation: if we manage to convince the government to adopt it, the benefits of this decision will be felt over the long term. The advocacy methods implemented will also have a lasting effect on the experience and capacity of the actors involved.

We systematically document and share our collaborative methods with our partners so that they can apply them to their own conservation challenges. We observe that this is already happening following the first phase of Alamino (2021-2023), and we intend to amplify this effect.

All documents produced as part of this project will be permanently available on the INDRICConnect database we are creating, which will be accessible for free and on a permanent basis.

12. Darwin Initiative identity

The Darwin Initiative is acknowledged and thanked at each workshop organised for its role as the main funder of the Banjinala initiative.

The Darwin Initiative support was also highlighted during our presentation at the conference titled 'Biodiversity and Development: Agenda of Solutions', co-organized by the French Development Agency (AFD), the Ministry of Environment and Sustainable Development (MEDD), and the University of Antananarivo with the support of INDRI. This conference was notable for the visit of AFD's Director General, Mr. Rémy Rioux, and was attended by high-profile figures such as the MEDD Minister, the French Ambassador, and the Director General of Agriculture.

The Darwin Initiative logo is also featured on the visuals of two webinar sessions dedicated to the '10 Principles for Successful Reforestation in Madagascar', broadcasted on the Facebook pages of INDRI, the Aika Alliance, and Climates Madagascar. Additionally, this logo is displayed on INDRI's banners, communication materials and on the homepage of the INDRICConnect online database.

13. Safeguarding

Has your Safeguarding Policy been updated in the past 12 months?	No
Have any concerns been reported in the past 12 months	No
Does your project have a Safeguarding focal point?	Yes

Has the focal point attended any formal training in the last 12 months?	No
What proportion (and number) of project staff have received formal training on Safeguarding?	Past: 0% [0] Planned: 20% [1]
Has there been any lessons learnt or challenges on Safeguarding in the past 12 months? Please ensure no sensitive data is included within responses.	No
Does the project have any developments or activities planned around Safeguarding in the coming 12 months? If so please specify.	No
Please describe any community sensitisation that has taken place over the past 12 months; include topics covered and number of participants.	Local communities were represented at every workshop we organized. For instance, at our workshop in Ambanja on March 25, 2024, 5 of the 27 participants were women from local communities. Their participation facilitated a unique dialogue with representatives from the private sector, particularly those from the cocoa industry. Our team utilized its facilitation expertise to make these women comfortable, as it was their first time attending such a workshop. This experience helped them realize that their voices are important and that the region's agroecological sectors are crucial for the future of their community.
Have there been any concerns around Health, Safety and Security of your project over the past year? If yes, please outline how this was resolved.	No

14. Project expenditure

Table 1: Project expenditure during the reporting period (1 April 2023 – 31 March 2024)

Project spend (indicative) since last Annual Report	2023/24 Grant (£)	2023/24 Total Darwin Costs (£)	Variance %	Comments (please explain significant variances)
Staff costs (see below)	████████	████████	████████	Regarding staff costs, the initial budget had allocated funds for the salary of Ms. Vatosoa Rakotondrazafy. However, due to personal reasons, Ms. Rakotondrazafy left the organization before the project commenced, leading to a significant underspend in this category. We have already reported this situation in our last progress report for the

				periods of April to September 2023 (Q1 and Q2). We adjust our human resources accordingly without compromising the progress and quality of the project's activities.
Consultancy costs	██████	██████	██████	Expenditures related to consultancy slightly exceeded budget projections, not due to an increase in activities, but due to the general rise in prices in Madagascar. This inflation affected the costs of consultancy services and operations necessary to carry out the activities initially planned for the project. These cost increases were unforeseen but essential to maintain project continuity without compromising our objectives. We managed these overruns while maintaining the overall budget balance.
Overhead Costs	█	█	█	
Travel and subsistence	██████	██████	██████	
Operating Costs	██████	██████	██████	Expenditures related to operating costs slightly exceeded budget projections, not due to an increase in activities, but due to the general rise in prices in Madagascar. This inflation affected the costs of consultancy services and operations necessary to carry out the activities initially planned for the project. These cost increases were unforeseen but essential to maintain project continuity without compromising our objectives. We managed these overruns while maintaining the overall budget balance.
Capital items (see below)	██████	██████	██████	The purchase of computer equipment, particularly computers, exceeded the allocated budget due to the

				need to acquire hardware that meets the specific requirements of the project. Although this purchase was essential for maintaining our team's efficiency, we are aware of this expense and are prepared to discuss reimbursing the excess if deemed necessary by the Darwin Initiative.
Others (see below)	██████	██████	██████	The Others category primarily includes a significant increase in banking fees, which rose independently of our will. These fees are related to the financial management of the project and were unexpected. We are exploring alternatives to reduce these costs in the future and minimize their impact on the project's budget
TOTAL	██████	██████	██████	Despite variances observed in certain expenditure categories, it is important to note that these deviations did not impact the overall budget for the first year. We have successfully maintained the overall budget balance through effective management and strategic adjustments, ensuring the continuity and success of the project without exceeding the allocated funds.

Table 2: Project mobilised or matched funding during the reporting period (1 April 2023 – 31 March 2024)

	Secured to date	Expected by end of project	Sources
Matched funding leveraged by the partners to deliver the project (£)	██████	-	Critical Ecosystem Partnership Fund (CEPF).
Total additional finance mobilised for new activities occurring outside of the project,	██████	-	Agence Française de Développement (AFD).

building on evidence, best practices and the project (£)			
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11. Other comments on progress not covered elsewhere

In recent months, 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 Banjinalal project showcase significant and promising synergies.

12. OPTIONAL: Outstanding achievements or progress of your project so far (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 (please leave this line in to indicate your agreement to use any material you provide here).

File Type (Image / Video / Graphic)	File Name or File Location	Caption including description, country and credit	Social media accounts and websites to be tagged (leave blank if none)	Consent of subjects received (delete as necessary)
				Yes / No
				Yes / No
				Yes / No
				Yes / No
				Yes / No

Annex 1: Report of progress and achievements against logframe for Financial Year 2023-2024

Project summary	Progress and Achievements April 2023 - March 2024	Actions required/planned for next period
<p>Impact</p> <p>Increased private investment in Madagascar landscapes allows better forest protection, restoration of abandoned lands, and poverty alleviation.</p>	<p>The initiative aims to stimulate financial engagement from the private sector in re-greening projects in Madagascar. This financial commitment is crucial for supporting long-term initiatives, which are often limited by the lack of continuous funding. Indeed, increased investments facilitate concrete actions such as tree planting and sustainable forest management, leading to the restoration of natural landscapes and better protection of forested areas. These efforts are essential for maintaining biodiversity and preserving natural habitats.</p> <p>Moreover, landscape restoration contributes to the increase of arable land and the improvement of agricultural yields. Sustainable land management practices help prevent erosion and maintain normal hydrological cycles, which promote more productive and resilient agriculture. Additionally, restored landscapes and protected forests play a crucial role in carbon sequestration, directly contributing to climate change mitigation. Improved ecosystem management helps local communities better adapt to climate impacts.</p> <p>The combination of all these factors (increased arable land, improved agricultural yields, restoration of ecosystem services, and adaptation to climate change) leads to an improvement in the economic well-being of rural communities. By supporting agricultural livelihoods and creating job opportunities in natural resource management, re-greening initiatives significantly contribute to reducing poverty in Madagascar.</p>	
<p>Outcome : All key public and private stakeholders approve the strategy, charter and database and act to increase quality private investment in the greening of Madagascar</p>		
<p>Outcome indicator 0.1</p> <p>By March 2025, the strategy is officially endorsed and acted upon by the government</p>		

<p>Outcome indicator 0.2</p> <p>By February 2025, the charter is endorsed by at least 15 relevant companies and one private investment fund</p>	<p>This goal is achievable given the ongoing commitment of the businesses that have been involved in the initiative from the start. Their involvement is expected to last beyond the initial phase of the project, ensuring a lasting and significant contribution to the re-greening of Madagascar.</p>	
<p>Outcome indicator 0.3</p> <p>By September 2024, the database is online and used by at least two ministries, one investment fund, and 15 other key stakeholders.</p>	<p>Prior to its officialisation, the database will be presented to the Ministers of Environment and Sustainable Development, as well as to the Minister of Agriculture and Livestock. These presentations are designed to promote the use of the database, facilitate the collection of relevant documents, and raise awareness of its importance, which will contribute to better resource management and increased coordination among stakeholders.</p>	
<p>Output 1</p> <p>A broadly supported and actionable strategy designed to enable the private sector to act faster and at greater scale towards the regreening of Madagascar :</p> <ul style="list-style-type: none"> - Scaling virtuous agro-ecological supply chains - Unlocking quality carbon investments - Boosting CSR investments in scale and quality - Reclaiming some of the 70% of arable lands that are currently abandoned 		
<p>Output indicator 1.1</p> <p>By <u>March 2024</u>, at least 50 relevant stakeholders join a dedicated working group, draft and refine the strategy.</p>	<p>So far, 158 stakeholders have already joined the "private sector" working group and have actively collaborated in the development of the strategy.</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>At this stage, many leaders of organisations have already been informed about the initiative and have actively participated in the workshops we have organised. Among them are notable figures such as the Director General of Sustainable Development at MEDD, the regional directors of MEDD, the district chief of Ambanja, the presidents of peasant organisations, as well as some directors of companies and international NGOs (such as Conservation International and MBG).</p> <p>The main challenge now lies in finalising the strategy by September 2024, to ensure its adoption and broad support. Indeed, after an assessment of the progress made and challenges encountered, it appears that the scope and complexity of the issues may require additional time to refine the strategy. Consequently, we propose to postpone the</p>	<ul style="list-style-type: none"> - Facilitate strategy drafting, organise workshops and field visits, incorporate comments and contributions - Create buy-in for the draft strategy and secure endorsement by decision makers - Organise a final workshop to communicate the results and support / encourage implementation by all stakeholders

	finalisation date of the strategy beyond September 2024, to November 2024. This extension would allow us to ensure a better integration of stakeholder feedback and strengthen overall adherence to the strategy.	
Output 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.	This goal will be considered achieved when the proposals have been widely disseminated and accepted by the various stakeholders involved. To achieve this, we will implement a targeted communication strategy to ensure broad dissemination and adoption of the proposals, thereby facilitating their transformation into concrete and measurable actions.	- Collect signs of influence and policy changes
Output 2. A charter of social and environmental best practices for private investments impacting land use in Madagascar, ensuring that strong standards and safeguards are respected.		
Output indicator 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.	The main challenge now lies in finalising the strategy by September 2024, to ensure its adoption and broad support. Indeed, after an assessment of the progress made and challenges encountered, it appears that the scope and complexity of the issues may require additional time to refine the strategy. Consequently, we propose to postpone the finalisation date of the strategy beyond September 2024, to November 2024. This extension would allow us to ensure a better integration of stakeholder feedback and strengthen overall adherence to the strategy.	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.
Output indicator 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.	According to the proposed new finalisation deadline, the charter could be validated and signed by Alamino members as well as all involved corporate stakeholders by November 2024. This will provide sufficient time to finalise all necessary details and ensure a broad and informed adoption by all concerned members.	Incorporate comments and contributions and secure endorsements by Alamino members and corporate actors.
Output 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.	This goal still appears realistic.	Monitor concrete measures taken by corporations to comply with the charter
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.		

<p>Output indicator 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>The online library was finalised as planned in March 2024, with 70 documents. However, this first version generated a lot of interest, and we have received over 300 additional documents. This exceeds our expectations and requires significant work to sort and integrate into the database, which is ongoing. This also provides an opportunity to refine our search filters, and will allow us to relaunch the enriched version by June 2024.</p>	<p>Create a dedicated website with participatory functionalities</p> <p>Gather a critical mass of relevant documents and contacts and feed the library</p>
<p>Output indicator 3.2. From <u>January 2024</u> onwards, the library is increasingly used by corporations, the majority of which give positive feedback.</p>	<p>The date of January 2024 mentioned here appears to be a typographical error. Indeed, the increased use of the library by businesses is anticipated starting from January 2025.</p>	<p>Promote the library, encourage corporations and other stakeholders to use it and enrich it</p>

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
Impact:			
Increased private investment in Madagascar landscapes allows better forest protection, restoration of abandoned lands, and poverty alleviation.			
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.	<p>0.1. By March 2025, the strategy is officially endorsed and acted upon by the government</p> <p>0.2. By February 2025, the charter is endorsed by at least 15 relevant companies and one private investment fund</p> <p>0.3. By September 2024, the database is online and used by at least two ministries, one investment fund, and 15 other key stakeholders.</p>	<p>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.</p> <p>0.2. Monitoring of private sector commitment, through direct contact and trade federations</p> <p>0.3. Bilateral contacts with policy makers, the private sector and the network of collaborators in the initiative</p>	<p>There is interest and motivation from public authorities and their endorsement is decisive to authorise action.</p> <p>Private sector has a strong appetite to act and invest, the involvement and support from enough key companies can generate attention and momentum.</p> <p>Access to information (scientific data, technical guidelines, contacts, opportunities) and transparency are lacking, which blocks greater private sector involvement.</p>
Output 1 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 chains - Unlocking quality carbon investments - Boosting CSR investments in scale and quality - Reclaiming some of the 70% of arable lands that are currently abandoned.	<p>1.1. By <u>March 2024</u>, at least 50 relevant stakeholders join a dedicated working group, draft and refine the strategy.</p> <p>1.2. By September 2024, at least 100 senior (heads of organisations or programmes) decision makers publicly endorse the strategy.</p> <p>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.</p>	<p>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.</p> <p>1.2. A published version of the strategy including the names of all signatories.</p> <p>1.3. A survey of the stakeholders identified measuring their commitment towards the strategy, and regular monitoring of public statements.</p>	<p>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> <p>A critical mass of private sector players will show appetite for this collaborative process.</p>
Output 2 A charter of social and environmental best practices for private investments impacting land use in Madagascar, ensuring that strong standards and safeguards are respected.	<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>2.1. 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>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>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, 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.</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>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>Output 3</p> <p>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.</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 2024</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>
<p>Activities to Output 1 :</p> <p>1.1. Identify and engage key stakeholders, organise launch workshop</p> <p>1.2 Facilitate strategy drafting, organise workshops and field visits, incorporate comments and contributions</p> <p>1.3 Create buy-in for the draft strategy and secure endorsement by decision makers</p> <p>1.4 Organise a final workshop to communicate the results and support / encourage implementation by all stakeholders</p> <p>1.5 Collect signs of influence and policy changes</p> <p>Activities to Output 2 :</p> <p>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.</p> <p>2.2. Incorporate comments and contributions and secure endorsements by Alamino members and corporate actors.</p> <p>2.3. Monitor concrete measures taken by corporations to comply with the charter.</p>			

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.

Annex 3: Standard Indicators

The Biodiversity Challenge Funds (BCFs) use high quality and accessible Monitoring, Evaluation and Learning (MEL) to enable scaling, replication and increase the impact of the funds and the projects we support.

By asking project teams to report against a minimum of three Darwin Initiative Standard Indicators, we aim to increase our contribution to the global evidence base for activities that support biodiversity conservation, poverty reduction and capability & capacity.

The tables below are provided to assist project teams in reporting against Standard Indicators. Please report against the Standard Indicators that you have selected specifically for your project in Table 1 below. Refer to the Standard Indicator Guidance & Menu available on the [Darwin Initiative](#) website for guidance on how to select indicators, as well as how to disaggregate reporting within your chosen indicators.

For projects submitting their first Annual Report, you should complete the Y1 column and also indicate the number planned during the project lifetime. Older projects should copy and paste the information from previous years and add in data for the most recent reporting period.

We recognise that the Standard Indicators in our menu are by nature general. We also ask you to develop your own Project Indicators. These should be more specific and relevant to your project. See our BCF MEL guidance on best practices for selecting and developing Project Indicators.

Table 1 Project Standard Indicators

DI Indicator number	Name of indicator	Units	Disaggregation	Year 1 Total	Year 2 Total	Year 3 Total	Total to date	Total planned during the project
E.g. DI-A01	E.g. Number of people in eligible countries who have completed structured and relevant training	People	Men	20			20	60
E.g. DI-A01	E.g. Number of people in eligible countries who have completed structured and relevant training	People	Women	30			30	60
E.g. DI-B01	E.g. Number of new or improved habitat management plans available and endorsed	Number	New	1			1	2
E.g. DI-B01	E.g. Number of new or improved habitat management plans available and endorsed	Number	Improved	1			1	3

Table 2 Publications

Title	Type (e.g. journals, best practice manual, blog post, online videos, podcasts, 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)

Annex 4: Onwards – supplementary material (optional but encouraged as evidence of project achievement)

Checklist for submission

	Check
Different reporting templates have different questions, and it is important you use the correct one. Have you checked you have used the correct template (checking fund, type of report (i.e. Annual or Final), and year) and deleted the blue guidance text before submission?	X
Is the report less than 10MB? If so, please email to BCF-Reports@niras.com putting the project number in the Subject line.	X
Is your report more than 10MB? If so, please discuss with BCF-Reports@niras.com about the best way to deliver the report, putting the project number in the Subject line.	
Have you included means of verification? You should not submit every project document, but the main outputs and a selection of the others would strengthen the report.	X
If you are submitting photos for publicity purposes, do these meet the outlined requirements (see Section 16)?	
Have you involved your partners in preparation of the report and named the main contributors	
Have you completed the Project Expenditure table fully?	X
Do not include claim forms or other communications with this report.	