

Applicant: **Palasi, Jean-Philippe**  
Organisation: **INDRI, Initiative for Development, ecological Restoration and Innovation**  
Funding Sought: **£0.00**

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# DIR29IN\1125

## **The Banjinala Initiative for private investment in re-greening Madagascar**

In malagasy, Banjin'ala means "Imagine the future forests". The Banjinala Initiative aims to facilitate private sector investment towards the re-greening of Madagascar, biodiversity conservation and poverty alleviation. There are tremendous opportunities through virtuous agro-ecological supply chains, quality carbon projects, CSR investments, and the restoration of abandoned lands. There are also many obstacles, which the project aims to lift. We will develop a national strategy through an innovative approach mobilising collective intelligence, and will advocate for its implementation across the country.

## PRIMARY APPLICANT DETAILS

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**Title** Sir  
**Name** Jean-Philippe  
**Surname** Palasi  
**Website** [REDACTED]  
**Tel (Work)** [REDACTED]  
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**Address** [REDACTED]  
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## Section 1 - Contact Details

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### PRIMARY APPLICANT DETAILS

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Title Sir  
Name Jean-Philippe  
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### GMS ORGANISATION

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Type	Charity/ trusts
Name	INDRI, Initiative for Development, ecological Restoration and Innovation
Phone (Work)	[REDACTED]
Email	[REDACTED]
Website	[REDACTED]
Address	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

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## Section 2 - Project Summary, Ecosystems, Approaches and Threats

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### Q3. Title





The Banjinala Initiative for private investment in re-greening Madagascar

### Q4a. Is this a resubmission of a previously unsuccessful application?

No

Please attach a cover letter.

Please include a response to any previous feedback in your cover letter.

-  [Cover letter Darwin Innovation Funding Banjinala Initiative 7 nov 2022](#)
-  07/11/2022
-  18:30:34
-  pdf 528.01 KB

### Q5. Key Ecosystems, Approaches and Threats

Please select up to 3 biomes that are of focus, up to 3 conservation actions that characterise your approach, and up to 3 threats to biodiversity you intend to address, from dropdown lists.

**Biome 1**

Tropical-subtropical forests

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**Biome 2**

Shrublands & shrubby woodlands

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**Biome 3**

Intensive land-use systems (agric., plantations and urban)

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**Conservation Action 1**

Education & awareness (incl. training)

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**Conservation Action 2**

Law & policy (legislation, regulations, standards, codes, enforcement)

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**Conservation Action 3**

Livelihood, economic & other incentives (incl. conservation payments)

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**Threat 1**

Agriculture & aquaculture (incl. plantations)

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**Threat 2**

Biological resource use (hunting, gathering, logging, fishing)

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**Threat 3**

Climate change & severe weather

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## Q6. Summary of project

Please provide a brief summary of your project: the problem/need it is trying to address, its aims, and the key activities you plan on undertaking. Please note that if you are successful, this wording may be used by Defra in communications e.g. as a short description of the project on the website.

Please write this summary for a non-technical audience.

In malagasy, Banjin'ala means "Imagine the future forests". The Banjinala Initiative aims to facilitate private sector investment towards the re-greening of Madagascar, biodiversity conservation and poverty alleviation. There are tremendous opportunities through virtuous agro-ecological supply chains, quality carbon projects, CSR investments, and the restoration of abandoned lands. There are also many obstacles, which the project aims to lift. We will develop a national strategy through an innovative approach mobilising collective intelligence, and will advocate for its implementation across the country.

## Section 3 - Dates & Budget Summary

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### Q7. Project Country(ies)

Which eligible country(ies) will your project be working in? Where there are more than 4 countries that your project will be working in, please add more boxes using the selection option below.

Country 1	Madagascar	Country 2	No Response
Country 3	No Response	Country 4	No Response

Do you require more fields?

No

### Q8. Project dates

Start date:	End date:	Duration (e.g. 1 year, 8 months):
01 April 2023	31 March 2025	2 years

### Q9. Budget Summary

Darwin Funding Request	2023/24	2024/25	Total request
(Apr - Mar) £	████████	████████	████████

Q10. Proportion of Darwin Initiative budget expected to be expended in eligible countries: %

Q11a. Do you have proposed matched funding arrangements?

Yes

What matched funding arrangements are proposed?

Specific match funding for BANJINALA will be provided by :  
- MITSIRY, a joint programme of USAID Madagascar and the impact investment fund Miarakap. MITSIRY aims to support and finance Malagasy companies and start-ups with a strong social and environmental impact. One of the goals of this programme is specifically to support biodiversity conservation, and MITSIRY has asked INDRI to provide expertise on biodiversity, mentor private companies to increase their positive environmental impact, and support the team in its strategic thinking.

Additionally, two donors are due to carry on supporting INDRI's wider strategy on the terrestrial landscapes of Madagascar (not specifically on the themes as Banjinala, but some core costs will be shared) :

- the Critical Ecosystem Partnership Fund (CEPF)
- Fanainga, a national multi donor fund dedicated to supporting civil society in Madagascar

Q11b. Total confirmed & unconfirmed matched funding (£)

**Q11c. If you have a significant amount of unconfirmed matched funding, please clarify how you will fund the project if you don't manage to secure this?**

Match funding from MITSIRY is secured [REDACTED] If we obtain the Darwin funding, we will have enough resources to conduct the activities proposed in this application.

Renewal of funding from CEPF and Fanainga for Alamino has high probability (they expressed their intention to renew). The portion of these funds that will support Banjinala core costs is [REDACTED] over two years. In the unlikely event that one or both grants would not materialise, we would cancel other activities in our terrestrial landscapes program, until we find resources. The activities proposed here would still be conducted.

## **Section 4 - Darwin Objectives and Conventions**

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### **Q12. Problem the project is trying to address**

**Please describe the evidence of the problem your project is trying to address in terms of biodiversity and its relationship with poverty. What is the need, challenge or opportunity?**

**For example, what are the drivers of loss of biodiversity that the project will attempt to address? Why are they relevant, for whom? How did you identify these problems? Please cite the evidence you are using to support your assessment of the problem (references can be listed in a separate attached PDF document).**

Madagascar faces enormous challenges: 77% of its population lives in extreme poverty and the island has lost 92% of its natural ecosystems. With an endemism rate of around 80%, this ecosystem loss represents a tragedy for global biodiversity. Landscape degradation represents a major obstacle to development as 80.5% of the population depends directly on ecosystems through agriculture and the exploitation of natural resources.

These challenges may still get worse. Madagascar's population is expected to double by 2040, and the country is one of the most vulnerable to climate change. A major national effort is therefore required to halt forest loss and restore land at scale.

In 2018, the President announced a goal to regreen the country by 2030. In 2020, INDRI set up a national initiative called Alamino, which aims to mobilise all stakeholders towards this goal, from ministries to civil society, NGOs, donor agencies and the private sector. This initiative is already having an impact : for example in October 2022 our proposed measures to reduce forest fires were approved and announced by the President.

However, Madagascar is still struggling to change course and value its land in a way that provides decent income and preserves biodiversity. Many quality actors are involved, but they tend to work in silos and are collectively unable to reverse the trend.

Furthermore, there have been very few efforts to involve the private sector meaningfully, even though its role is crucial in a national context of erratic governance and insufficient public finances. Many Malagasy private actors are showing their willingness to participate in re-greening without finding the appropriate framework to do so effectively. We think this is a major blind spot as there is strong potential for the private sector to play a bigger role :

- 10% of the country's arable land is currently abandoned, due to land tenure issues, inadequate infrastructure and other obstacles. With the right policy framework and incentives, these lands could provide major opportunities to restore landscapes and livelihoods.
- Some successful agro-ecological supply chain models supporting biodiversity conservation exist in the country and can be scaled up, especially considering the strong global demand for vanilla, cacao and other products. Scaling up these models has to become a top priority.
- Madagascar is one of the 6 countries in the world for which reforestation would have the greatest impact and would be the most profitable. Therefore it is crucial to unlock current obstacles to carbon and CSR financing in forest protection and reforestation.

Solutions to national level obstacles can only be found by bringing together the required expertise and know-how around a shared national platform and vision. Our mission is therefore to foster a more collectively intelligent approach to mobilise the private sector in efforts to protect and restore the terrestrial landscapes of Madagascar. This approach is founded on

principles of collective intelligence that have shown their effectiveness in solving complex problems in other countries. We have the know-how to adapt it to the context of Madagascar.

## Q13. Biodiversity Conventions, Treaties and Agreements

**Q13a. Your project must support the commitments of one or more of the agreements listed below.**

**Please indicate which agreement(s) will be supported.**

- Convention on Biological Diversity (CBD)
- Ramsar Convention on Wetlands (Ramsar)
- United Nations Framework Convention on Climate Change (UNFCCC)
- Global Goals for Sustainable Development (SDGs)

## Q13b. National and International Policy Alignment

**Using evidence where available, please detail how your project will contribute to national policy (including NBSAPs, NDCs, NAPs etc.) and in turn international biodiversity and development conventions, treaties and agreements that the country is a signatory of.**

Along the years Madagascar has made many international pledges, however reality on the ground shows a very different picture. Too often, they remain good intentions that are not reflected in high level political priorities or concrete action. Some stakeholders nationally are disillusioned about this gap between pledges and action. However, these pledges still matter. They are often the result of a lot of valuable work by national experts and can be used for political leverage and stakeholder mobilisation.

INDRI and its partners intend to mobilise the private sector alongside other stakeholders, towards key goals the country has set for itself but so far failed to achieve.

Bonn Challenge : commitment to restore 4 million hectares by 2030

This is the core commitment guiding our action. It has the potential to improve the livelihoods of millions and sharply reduce pressure on protected areas. This goal is challenging, due to a lack of political leadership and the fact that projects are siloed, with insufficient collaboration. Since 2020, INDRI has already contributed to a coordinated mobilisation of stakeholders at national level, particularly on fire management and reforestation. Banjinala will go further, with a strong emphasis on private sector mobilisation.

National Adaptation Plan

By supporting an integrated, multi-sectoral approach to landscape management, Banjinala will contribute to national adaptation goals such as : strengthening the governance of adaptation measures, integrating climate smart landscape management in public policies.

NDCs (climate mitigation)

Core goals of the Banjinala Initiative will come in support of several national NDCs : reducing emissions by promoting climate smart agriculture, protecting forests (including through private carbon funding) and re-greening.

Biodiversity

Banjinala will contribute to several goals listed in Madagascar's biodiversity commitments : mainstream biodiversity in all policies, reduce pressures, enhance economic benefits, and develop participatory planning, knowledge management and capacity building.

## Section 5 - Method, Innovation, Capability & Capacity

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## Q14. Methodology

**Describe the methods and approach you will use to achieve your intended Outcome and contribute towards your Impact. Provide information on:**

- How you have reflected on and incorporated **evidence and lessons learnt** from past and present similar activities and projects in the design of this project.
- The specific approach you are using, supported by **evidence that it will be effective, and justifying why you expect it will be successful** in this context.
- How you will undertake the work (activities, materials and methods).
- What the **main activities** will be and where will these take place.
- How you will **manage the work** (governance, roles and responsibilities, project management tools, risks etc.).

**Please make sure you read the guidance documents, before answering this question.**

INDRI relies on the 2-3 decade experience of its founders, and 3 years of experience running Alamino initiative. We have drawn lessons:

- Relevant actors are willing to join forces, and eager for initiatives that help them work together. Nevertheless, significant effort is required to engage partners in collaborative processes.
- A shared and bold vision is essential to generate momentum. Yet, the actions defined must also be realistic, each "equipped" with a specific action plan able to lead to tangible concrete action.
- The constructive involvement of public authorities is essential. However, authorities must also be coerced through vigilant monitoring and adequate commitments towards stakeholders.
- Private sector involvement is critical. The lessons learnt in this regard are at the heart of this proposal. Our approach is to mobilise stakeholders using effective facilitation techniques and crowdsourcing tools developed with our partner Dreamocracy. Together we adapted to Madagascar collaborative approaches that have shown effectiveness internationally, whether for the Malawi national charcoal strategy, Taiwan's platform against Covid, the fight against rubbish in Santiago (Philippines). We have been using these techniques effectively for three years, ensuring that people are engaged, express themselves fully and generate new ideas.

The results are promising:

- Alamino brings together 153 organisations from all sectors (NGOs, SCOs, academia, donors, authorities, research groups, spiritual leaders...).
- The initiative has renewed how they work together. 25 ideation and strategy setting workshops were held in Antananarivo and 6 regions, challenging the usual framework of meetings taking place on these subjects in Madagascar.
- Participants have been empowered to share their experience and co-construct strategies. Broad multi-stakeholder collaboration resulted in recommendations that have shaped the public agenda on critical issues such as forest fires and reforestation. This is unprecedented in Madagascar.

Banjinala is a specific initiative under Alamino, which will focus on the role of the private sector.

We will:

- 1) Prepare a diagnosis of issues and best practices based on literature and interviews.
- 2) Secure the participation of 50+ stakeholders in collective strategy formulation (including at least 7 SMEs, 20 start-ups, 3 larger groups and 3 corporate associations).
- 3) Run a crowdsourcing process gathering ideas and solutions, in 3 steps:
  - Ideation workshops, using techniques that are innovative in the context of Madagascar (Bono Thinking Hats, ideation cards, Transformative Scenario Planning, Future Casting).
  - Bilateral meetings that ensure buy-in from authorities, investors...



- Review by all Alamino members prior to publication.

4) Publish recommendations, jointly with authorities and key stakeholders.

5) Advocate to promote implementation.

The work will be coordinated by the INDRI team, acting as Alamino secretariat, and accountable to the INDRI board and advised by a dedicated Advisory Committee. The Coordinator for Terrestrial Landscapes will oversee the process. The Researcher and Project Manager will compile the diagnosis and assess the validity of proposals. Our Operations team will facilitate logistics and grant management. The Director will facilitate relations with decision makers, support the drafting of documents, and provide oversight using a dedicated work breakdown structure on Trello, reviewed bimonthly.

## Q15. Innovation

**Please specifically outline how your approach or project is innovative.**

**Is it the application of a proven approach in a distinctly different geography/issue/stakeholder (novel to the area), or in a different sector (novel to the sector), or an unproven approach in any sector (novel to the world)?**

Banjinala brings two innovations, both novel to Madagascar :

1. By mobilising the private sector in a collective intelligence effort

Involving policy-makers and companies in smart collaborative ways is not new in itself. However, within the context of Madagascar's re-greening efforts, it is possibly the most needed innovation. There are numerous relevant actors, but until recently their strategies and actions were only very loosely coordinated, and only between small subcommunities of actors. The complexity and interdependence of the challenges require a different approach. This is why our Alamino national initiative was launched. It has already brought substantial innovation, operating like a decentralised, collaborative "think & do tank" and co-creating shared strategies. With Banjinala, we will increase this innovation by putting companies at the heart of this national movement.

2. By unlocking vast and overlooked re-greening opportunities

Conservation efforts focus on primary forests, which cover about 8% of the country and keep shrinking. Meanwhile, a staggering 70% of the country's arable lands are abandoned. As long as this huge blindspot remains unaddressed, pressure on protected areas will keep growing. In a country with strong demographic growth and 77% of the population in extreme poverty, a core priority must be to restore and value land on a large scale, starting with the regions surrounding protected areas. This is a challenge of historic proportions, which cannot rely solely on public funding. Mobilising the private sector with the right policy framework and incentives is the innovation most needed for the future of Madagascar landscapes.

## Q16. Capability and Capacity

**How will you support the strengthening of capability and capacity in the project countries at organisational or individual levels? Please provide details of what form this will take, who will benefit, and the post-project value to the country.**

Banjinala will increase capability and capacity in Madagascar in two ways:

1) By improving stakeholders' ability to collaborate effectively.

On environmental issues, Madagascar has many skilled stakeholders, yet the sum of all the projects doesn't generate compelling enough results. INDRI's role is to demonstrate new, more efficient options for the governance of sustainability issues:

- consulting properly ahead of strategic national decisions,

- overcoming silos and creating bridges between actors for greater common efficiency,
- crowdsourcing ideas, increasing transparency, empowering actors...

Over the past 3 years INDRI has demonstrated effective collaboration methods, which are starting to be emulated by the wider community. Banjinala will go one step further, particularly by reinforcing the capacity of the private sector to collaborate effectively with other stakeholders. We will promote collective strategy setting habits and methods that will remain beyond the project.

2) By educating private sector on biodiversity and landscape management


While there is clear interest in the private sector for the re-greening of Madagascar, most players are missing in-house expertise. By joining our collective process, private companies will gain a lot of information and understanding of the issues, and make contacts allowing them to go further.


In order to ensure that the impact will be lasting, we will:


- Share widely the tools and summaries available to all the actors concerned, allowing them not to start from scratch, but from a foundation of best practices and the sum of experience gained.
- Put together a library of key documents and actors in the field, in order to facilitate collaboration between stakeholders.
- Equip over a hundred re-greening actors with methods to more effectively facilitate meetings, make joint decisions, and co-construct proposals.
- Help 30-35 companies supported by the MITSIRY programme improve their ecological and social impact theory and real life outcomes (7-8 SMEs and 20-30 start-ups).

**If necessary, please provide supporting documentation e.g. maps, diagrams, references etc., as a PDF using the File Upload below:**

 [INDRI - References](#)

 07/11/2022

 17:06:39

 pdf 32 KB

## Section 6 - Gender, Awareness, Change Expected & Exit Strategy

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### Q17. Gender equality

**All applicants must consider whether and how their project will contribute to reducing inequality between persons of different gender. Explain your understanding of gender equality within the context your project, and how is it reflected in your plans. Please summarise how your project will contribute to reducing gender inequality. Applicants should, at a minimum, ensure proposals will not increase inequality and are encouraged to design interventions that proactively contribute to increased gender equality.**

Women play an essential role in the management of natural resources and the well-being of communities in Madagascar, yet their contribution is often overlooked. Some projects even create extra challenges for women who are already more vulnerable to environmental risks.

INDRI makes it a priority to promote gender equality, both in our team (as it is essential to be coherent and set an example) and within our programmes:

The founders of INDRI are 6 women and 8 men, and the team has 5 women and 3 men). In total, that's exactly 11 women and 11 men. Additionally, we promote:

- Equitable participation of women in exchanges, by ensuring awareness of harmful behaviours to be fought against (mansplaining, maninterrupting, distribution of roles based on gender stereotypes).
- A culture of listening and benevolence that makes it possible to identify and combat toxic behaviour based on gender (inappropriate remarks and attitudes, sexism, harassment).
- Staff awareness, and the organisation of mixed and non-mixed discussions on these issues.

Our internal policy is reflected in our programmes. For the Banjinala Initiative as for all our activities, we will put an emphasis on:

- The consideration of gender issues in relation to social and environmental issues, throughout the development, implementation, monitoring and evaluation phases of the project.
- Actively raising the awareness of partners on gender issues in relation to the good management of Madagascar's terrestrial landscapes.
- The search for gender parity among the representatives of the actors involved, and the presence among them of key national experts on gender issues related to the environment, for instance Marie Christina Kolo, who is already involved in our programme on terrestrial landscapes.

## Q18. Awareness and understanding

**How will you raise awareness and understanding of biodiversity-poverty issues in your stakeholders, including who your stakeholders are, what approaches/formats/products will you use, how you will ensure open and free access to all data, and how will you know that the messages are understood?**

The link between biodiversity and poverty is at the core of the Banjinala initiative. The project aims to generate a shared understanding of this link, and a shared strategy to increase private sector investment that will support both biodiversity conservation and poverty alleviation.

We will involve all relevant stakeholders : companies, local and national authorities, NGOs, CSOs, donor agencies, traditional and spiritual leaders, experts and researchers, and local communities.

The products will include :

- Summary documents produced by INDRI to support collective strategy setting.
- Shared strategy documents, free of jargon and with clear arguments on the link between biodiversity and poverty and actionable recommendations to address this link.
- An ethical charter that will ensure that impact investment linking biodiversity and poverty is clearly framed and defined.
- A collaborative online library which will ensure that all companies and relevant stakeholders have permanent and easy access to key contacts and documents.

Overall, relevant actors will be equipped with a shared and appropriated vision, and a sum of knowledge and best practices that are too often little known and underused.

The collective intelligence process will also allow a better flow of knowledge and expertise among stakeholders, many of which would otherwise not have had the opportunity to exchange. This will make it possible to raise the level of collective expertise on biodiversity and its link with poverty.

As we have done since the launch of INDRI, all published documents will be written in a language accessible to any stakeholders, will be made available in both French and Malagasy, and will be widely disseminated (to all relevant stakeholders and to the general public).

We will ensure that the messages conveyed are understood and taken up by submitting surveys to the stakeholders involved in the process.

## Q19. Change expected

**Detail the expected changes to both biodiversity and poverty reduction, and links between them, this work will deliver. You should identify what will change and who will benefit a) in the short-term (i.e. during the life of the project) and b) in the long-term (after the project has ended) and the potential to scale the approach.**

**When talking about how people will benefit, please remember to give details of who will benefit, differences in benefits by gender or other layers of diversity within stakeholders, and the number of beneficiaries expected. The number of communities is insufficient detail - number of households should be the largest unit used.**

During the life of the project, Banjinala will generate the following changes:

- Existing investors claiming to have an impact on biodiversity and poverty alleviation will be supported to maximise that impact : they will be embedded in a platform providing crucial collective thinking, contacts, information, and opportunities to bring up and resolve bottlenecks. We will secure the active participation of 50+ stakeholders, including at least 7 SMEs, 20 start-ups, 3 larger groups and 3 corporate associations.
- Start-up companies part of the Miarakap programme will be mentored by the INDRI team and/or members of Alamino, and will see their theories of change challenged and improved.
- The ethical charter will reduce greenwashing by ensuring that investors respect ambitious and coherent standards.
- The online library will increase collaboration and access to information.

In the longer term, we expect Banjinala to have a lasting impact at a larger scale. Based on our experience of the past 3 years, we know that serious and collective strategy setting followed by sufficient advocacy can bring the Malagasy government to make policy changes. We believe the recommendations produced and the joint movement generated by Banjinala are likely to lead to improvements in the Malagasy state policies and legislation. This will allow for faster, better and larger scale private investments in the re-greening of Madagascar. Specifically, we will be looking for policy change that will:

- Facilitate access to land for projects that have the potential to support biodiversity conservation, landscape restoration and poverty alleviation.  
Example : create a mechanism to make some land available for entrepreneurs producing sustainable charcoal in the North East, in order to reduce pressure on mangroves.
- Encourage and facilitate the scaling up of virtuous agro-ecological supply chains, and improve public governance in the regions where these models are being deployed.  
Example : in the SAVA region some vanilla collectors play a very positive role (the company Symrise employs 300 environmental inspectors!) but corruption undermines the business model and needs to be taken more seriously by national authorities.
- Make it attractive to invest in carbon projects in Madagascar (whether to conserve existing forests or to reforest). Currently the legislation deters investors and doesn't include enough provision for biodiversity conservation.  
Example : the social enterprise Bôndy could increase their reforestation efforts by a factor of 10 if carbon legislation was revised.

The direct users of our work will be the Government of Madagascar and the private companies who will be better equipped to act. Indirect beneficiaries will be rural communities across the country, particularly around protected areas. The nature of the project makes it impossible to indicate how many households will directly benefit. It is conceivable that successful policy change could have a very large mid-term impact, improving opportunities for hundreds of thousands of people.

## Q20. Pathway to change

**Please outline your project's expected pathway to change, including how your outcome can be scaled. This should be an overview of the overall project logic and outline why and how you expect your Outputs to contribute towards your overall Outcome and, longer term, your expected Impact.**

**This should directly relate to your overall project's Theory of Change which must be uploaded alongside your application. See the separate [Monitoring, Evaluation and Learning Guidance](#) for further information on your Theory of Change.**

Transforming our recommendations to strengthen private sector investment in national re-greening (our output) into an effective increase in those investments (our outcome) will be achieved by actioning various levers of influence. We will aim to incite, convince, generate agreement, but also to put some pressure when necessary. We aim to:

- Help stakeholders co-draft and converge around a strong strategy, in close collaboration with the authorities;
- Ensure that public authorities and other stakeholders take appropriate action on the basis of this strategy;

- Encourage influencers and more advanced stakeholders to support and promote the strategy and the charter;
- When necessary, put pressure on public authorities to implement the strategy, by working with civil society organisations and publishing open letters bringing together influential voices.

These strategies have already been tested by the Alamino initiative with significant results, notably:

- In May 2022, the 10 principles for successful reforestation developed by INDRI with the involvement of 150 key players were officialised by the Minister of the Environment with instruction for implementation across the country.
- In October 2022 our proposed measures to reduce forest fires were approved and announced by the President, who made the announcement during the Council of Ministers.

## Q21. Exit strategy

**How will the project reach a sustainable point and continue to deliver benefits post-funding?**

**Will the innovation be mainstreamed into “business as usual” to continue to deliver the benefits? How will the required capability and capacity remain available to sustain the benefits? How will your approach, if proven, be scaled? Are there any barriers to scaling and if so, how will these be addressed?**

Our aim is to transfer our know-how and generate a lasting legacy to the largest extent possible:

- Nearly all our staff and partners are Malagasy.
- We document and share our collaborative methods with our partners.
- By essence, our mission is to ensure that the relevant stakeholders share a common vision and strategy that generates long-lasting momentum, government support, increased capacity and enhanced collaboration.
- This project is quintessentially about exploring new avenues to tackle Madagascar’s re-greening challenge in ways that truly meet the economic needs of local communities and to ensure that existing opportunities are brought to scale.
- Throughout the project, we will identify the obstacles to change and how to overcome them, in order to ensure lasting change. Our proposals and advocacy strategy will address issues such as access to land tenure, framework for carbon investments, incentives for quality CSR investments, and scaling up the best agro ecological supply chains. We have a demonstrated ability to generate buy-in from government and other stakeholders and obtain decisions.
- The ethical charter and the online library will also remain as tools to be used by investors and stakeholders.
- Beyond this specific project, we will carry on working on the regreening of Madagascar, and will therefore be able to provide follow up on this initiative over the following years.

It should be noted that some of the barriers to scaling up impact are beyond the reach of our work. These include political instability, insecurity, the lack of suitable infrastructure, and the risk of further sanitary crisis like Covid 19. But in spite of these constraints, we believe our initiative has the potential to generate an unprecedented national momentum on the role of the private sector for the re-greening of Madagascar, which will be a lasting legacy with concrete and visible effects on the ground.

## Section 7 - Risk Management

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### Q22. Risk Management

**Please outline the 6 key risks to achievement of your Project Outcome and how these risks will be managed and mitigated, referring to the [Risk Guidance](#). This should include at least one Fiduciary, one Safeguarding Risk, and one Delivery Chain Risk.**

**Projects should also draft their initial risk register, using the [Risk Assessment template](#), and be prepared to submit this when requested if they are recommended for funding. Do not attach this to your application.**

Risk Description	Impact	Prob.	Gross Risk	Mitigation	Residual Risk
<p><b>Fiduciary (financial)</b></p> <p>Proper use of the funds to carry out the planned activities is “mission critical”: it is one of the essential conditions for the success of the initiative. Failure to manage funding properly could lead to an interruption of funding and reputation loss.</p>	Major	Rare	Moderate	To address this risk, all funds are managed by INDRI. Within the team, all funds are managed by a dedicated staff member, working hand in hand with an external independent accounting firm. Also, all financial activities are regularly audited by INDRI’s management and by an independent auditor.	Insignificant
<p><b>Safeguarding</b></p> <p>The INDRI team and the stakeholders who will take part in the Banjinala initiative are at the heart of its success. Endangering staff, partners, or local community representatives could potentially put the project at risk.</p>	Major	Rare	Moderate	INDRI has a staff protection policy that we also extend to our relations with our partners. The application of this policy makes it possible in particular to prevent improper behaviour upstream, detect, report and sanction any abuse or harassment, in order to best protect staff and partners.	Insignificant
<p><b>Delivery Chain</b></p> <p>If the government does not see Banjinala as a key initiative assisting in the formulation of its vision and its implementation, its action will remain useful (the coordination of action will still bring more effectiveness), but its structural impact will be reduced.</p>	Moderate	Unlikely	Moderate	Our strategy is to offer public actors the benefits they need, in terms of visible success, positive media coverage, where warranted, and concrete results. The example of the Alamino initiative shows that when a new coordination body in Madagascar provides relevant support, national authorities acknowledge it.	Insignificant
<p><b>Risk 4</b></p> <p>Scepticism of local stakeholders and communities: Our intentions will not be fulfilled if our plans are perceived as irrelevant for those on the ground. The relevance of private sector investments with a just return on local communities must be adopted by people directly affected.</p>	Sevre	Unlikely	Major	As we already demonstrated in the Alamino initiative, we will involve local communities in all workshops, and through local visits on the ground. We will ensure that private companies and other groups involved in the Banjinala initiative adopt a user-centric approach, according to acknowledged best practices in this matter.	Minor

<p><b>Risk 5</b></p> <p>Economic difficulties, sanitary, climate or political crises: Economic (including the aftermath of the current Covid-19 crisis) and environmental disasters can affect our action and the involvement of the players concerned.</p>	Moderate	Possible	Major	<p>We cannot protect ourselves against dramatic changes in context (political, environmental, economic crises...), but our very inclusive approach, based on listening, coordinating closely with all actors, as well as the “bottom up” facilitation techniques used, will all increase the probability of agile adaptability and lasting support.</p>	Moderate
<p><b>Risk 6</b></p> <p>Lack of convergence between actors:</p> <p>The Banjinala initiative will only play its role fully if relevant actors join it, and if they represent together a sufficient portion of relevant stakeholders and issues.</p>	Sevre	Unlikely	Major	<p>Our strategy is to create a place where it is perceived as essential to be present, as a political centre of gravity (network, resources, visibility...).</p>	Minor





## Section 8 - Implementation Timetable

### Q23. Provide a project implementation timetable that shows the key milestones in project activities

Provide a project implementation timetable that shows the key milestones in project activities. Complete the Word template as appropriate to describe the intended workplan for your project and upload this below as a PDF.

[Implementation Timetable Template](#)

Please add/remove columns to reflect the length of your project. For each activity (add/remove rows as appropriate) indicate the number of months it will last, and fill/shade only the quarters in which an activity will be carried out.

-  [INDRI - Implementation Timetable](#)
-  07/11/2022
-  17:39:55
-  pdf 82.76 KB

## Section 9 - Monitoring and Evaluation

### Q24. Monitoring and evaluation (M&E)

Describe how the progress of the project will be monitored and evaluated, making reference to who is responsible for the project's M&E.

Darwin Initiative projects are expected to be adaptive and you should detail how the monitoring and evaluation will feed into the delivery of the project including its management. M&E is expected to be built into the project and not an

**'add on'. It is as important to measure for negative impacts as it is for positive impact. Additionally, please indicate an approximate budget and level of effort (person days) to be spent on M&E (see [Finance Guidance](#)).**

Three main monitoring and evaluation questions have been selected for this project:

- To what extent does the Banjinala initiative allow the mobilisation over time of a diversity of a critical mass of private sector representatives and other relevant stakeholders, does it lead to actionable recommendations?
- To what extent is Banjinala's work known and appropriated by relevant influential actors ?
- To what extent does the work of Banjinala lead to the conduct of concrete actions likely to preserve the landscapes and forests of Madagascar and alleviate poverty?

Our evaluation reference system specifies:

- Evaluation questions,
- The signs of influence and change that we will be looking for,
- The tools to be deployed to witness, measure and assess these signs.

The project team have identified the following data collection sources at this stage:

- Dedicated meetings with the project team, to collect signs and indicators of influence the team may be aware of. These meetings can be extended if necessary, based on the model of a focus group, with key stakeholders involved in Banjinala, to share and compare views on the impacts of the project.
- A self-assessment barometer type questionnaire for participants. This questionnaire will be distributed twice a year to the stakeholders participating in Banjinala.
- A database listing these participants : profile, influence, intensity of commitment in the process, email contact.
- The systematic collection of qualitative clues showing influence and attesting to the appropriation of Banjinala by different actors, or the contribution of Banjinala to concrete actions. The set of clues will include articles, declarations, signatures, relays, official commitments by public and private stakeholders, etc. Signs of influence will be collected by the team as they occur, using a dedicated Google Form.

All these elements will be synthesised in monitoring, evaluation and impact report which will be available at the end of the project.

**Total project budget for M&E (this may include Staff and Travel and Subsistence Costs)**

██████████

**Percentage of total project budget set aside for M&E**

█

**Number of days planned for M&E**

37

## Section 10 - Logical Framework

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### Q25. Logical Framework (logframe)


**Darwin Initiative projects will be required to monitor and report against their progress towards their Outputs and Outcome. This section sets out the expected Outputs and Outcome of your project, how you expect to measure progress against these and how we can verify this.**


[Logframe Template](#)


**Please complete your full logframe in the separate Word template and upload as a PDF using the file upload below - please do not edit the logframe template structure (other than adding additional Outputs if needed) as this may make your application ineligible. On the application form, you will be asked to copy the Impact, Outcome and Output statements and activities - these should be the same as in your uploaded logframe.**



**Please upload your logframe and Theory of Change as a combined PDF document.**

 [INDRI - Logframe and Theory of Change](#)

 07/11/2022

 20:15:56

 pdf 116.16 KB

**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 greening of Madagascar.

**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 :

- 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
- 

**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 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.

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**Output 4:**

*No Response*

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**Output 5:**

*No Response*

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**Do you require more Output fields?**

**It is advised to have less than 6 Outputs since this level of detail can be provided at the activity level.**

No

**Activities**

**Each activity is numbered according to the Output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing 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

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.

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.

## Section 11 - Budget and Funding

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### Q26. Budget

**Please complete the appropriate Excel spreadsheet, which provides the Budget for this application. Some of the questions earlier and below refer to the information in this spreadsheet.**

**Note that there are different templates for projects requesting under £100,000 and over £100,000. Please refer to the Finance Guidance for more information.**


- [Budget template for projects under £100k](#)
- [Budget template for projects over £100k](#)

**Please ensure you include any co-financing figures in the Budget spreadsheet to clarify the full budget required to deliver this project.**

**NB: Please state all costs by financial year (1 April to 31 March) and in GBP. The Darwin Initiative cannot agree any increase in grants once awarded.**

**Please note the next section is about the financial aspects of your project, rather than technical elements.**

 [INDRI - BCF-Budget-under-£100K-MASTER-Apr22](#)

 07/11/2022

 20:58:23

 xlsx 108.58 KB

### Q27. Funding

**Q27a. Is this a new initiative or does it build on existing work (delivered by anyone and funded through any source)? Please give details.**

New Initiative

### **Please give details.**

Banjinala is a new initiative in the sense that it will be the first time we approach the re-greening of Madagascar specifically from the angle of private sector mobilisation at the national scale. However, it builds on successful existing work.

Since 2020 INDRI has been coordinating the Alamino initiative, which brings together 156 stakeholders actors. This initiative has delivered substantial products and national influence on two key issues (forest fires and on reforestation) demonstrating how innovation facilitation and collaboration techniques can produce important outcomes in a short amount of time.

Funding has been provided by the French Development Agency (AFD), the Fanainga Fund (Multi-Donor Support Fund for Malagasy civil society) and the Critical Ecosystem Partnership Fund (CEPF).

Banjinala will be a critically important new development under Alamino, and will answer a need identified by the members.

### **Q27b. Are you aware of any current or future plans for similar work to the proposed project?**

Yes

### **Please give details explaining similarities and differences, and explaining how your work will be additional and what attempts have been/will be made to co-operate with and learn lessons from such work for mutual benefits:**

Currently in Madagascar, the only other initiative aiming to foster private sector impact on biodiversity and poverty alleviation is MITSIRY, a 5-year program to finance and support Malagasy companies with a positive impact on biodiversity conservation and local communities.

MITSIRY was developed by MIARAKAP with support from USAID. The project started in March 2022 and will support two types of companies : mature SMEs (to maximise their social and environmental impact), and startups (to promote the emergence of economically viable solutions to unresolved ecological problems).

MITSIRY has decided to partner with INDRI in order to support these companies on the environmental side. INDRI's role will be to provide training and capacity building to all the companies supported, and to provide more specific mentoring to 2 SMEs and 2 start-up companies. MIARAKAP will also ask all companies supported by the MITSIRY programme to participate actively in the Banjinala initiative.

Overall MITSIRY and BANJINALA both aim for an enhanced impact of private investment on biodiversity protection and poverty alleviation. They do so in complementary ways as one focuses on supporting individual companies, and the other focuses on shifting the national agenda, with direct collaboration between the two.

## **Q28. Capital items**

### **If you plan to purchase capital items with Darwin funding, please indicate what you anticipate will happen to the items following project end. If you are requesting more than 10% capital costs, please provide your justification here.**

The only capital items that will be purchased with Darwin funding are two computers, for a total value of [REDACTED]. At the end of the project, these items will remain the property of INDRI and will be used to further advance our objective of fostering a national movement for the greening of Madagascar.

## **Q29. Value for Money**

### **Please demonstrate why your project is good value for money in terms of impact and cost-effectiveness of each pound spend (economy, efficiency, effectiveness and equity).**

Most conservation resources in Madagascar prioritise action on the ground. The flip side is that very little funding goes into coordinating and building coherent national approaches and strategies. The Ministry of Environment does its best but its political weight and resources are severely insufficient.

In this context, we believe INDRI's work is good value for money. In our view, the various donors are already paying the musicians of a large symphonic orchestra, and INDRI empowers these musicians to play complex symphonies together. The impact of the comparatively small extra investment is very significant.

Apart from a small team of paid employees providing the overall secretariat, most of the work is done pro bono. The founders of INDRI and the stakeholders all provide their network, experience and ideas free of charge, because INDRI answers their needs. Many in the environment and development sectors in Madagascar want to see more impact and agree that better collective thinking and strategy setting is urgently needed.

Additionally, the Banjinala initiative will mobilise the Alamino platform, which is already functional. Therefore, from day one we will be able to focus on delivering the activities described here.

Finally Banjinala will leverage our partnership with MITSIRY programme. All 30-35 companies financially supported by that programme will be required to join the Banjinala. This will create a critical mass of private sector involvement from day one, with no extra cost.

Overall, we believe Banjinala will provide significant leverage with a reasonable investment, and represent sound value for money.

## Section 12 - Outputs, Open Access, Ethics & Safeguarding

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### Q30. Safeguarding

**Projects funded through the Darwin Initiative must fully protect vulnerable people all of the time, wherever they work. In order to provide assurance of this, projects are required to have appropriate safeguarding policies in place.**

**Please confirm the Lead Partner has the following policies in place and that these can be available on request:**

<b>We have a safeguarding policy, which includes a statement of our commitment to safeguarding and a zero tolerance statement on bullying, harassment and sexual exploitation and abuse</b>	Checked
<b>We have attached a copy of our safeguarding policy to this application</b>	Checked
<b>We keep a detailed register of safeguarding issues raised and how they were dealt with</b>	Checked
<b>We have clear investigation and disciplinary procedures to use when allegations and complaints are made, and have clear processes in place for when a disclosure is made</b>	Checked
<b>We share our safeguarding policy with all partners</b>	Checked
<b>We have a whistle-blowing policy which protects whistle blowers from reprisals and includes clear processes for dealing with concerns raised</b>	Checked
<b>We have a Code of Conduct in place for staff and volunteers that sets out clear expectations of behaviours -- inside and outside the work place -- and make clear what will happen in the event of non-compliance or breach of these standards</b>	Unchecked

**Please outline how you will implement your safeguarding policies in practice and ensure that all partners apply the same standards as the Lead Partner. If any partner of the responses are "no", please indicate how it is being addressed.**

Our safeguarding policy has been communicated to all INDRI founders, staff members and key partners. The policy is also communicated at each new recruitment, and to new partners when we initiate a project. The policy has been the main focus on one of the team activities on our recent team retreat (May 2022). We don't have a "code of conduct" per se but compliance with ethical and safeguarding policies and attitude towards colleagues and partners is one of the points of the annual staff appraisal.

## Q31. Ethics

### Outline your approach to meeting the key principles of good ethical practice, as outlined in the guidance.

INDRI has been created to make a visible positive contribution to Madagascar's society and environment. With this in mind, we commit on a daily basis to meeting fundamental ethical standards. In particular, we commit to:

- Meeting all legal and ethical obligations of all countries and organisations involved in the project;
- Following best practice and best voluntary practices where legislation is incomplete or absent;
- Involving local communities, representatives, and leaders to enhance our ability to tap into local knowledge, aspirations, and perspectives, in order to ensure that whatever recommendations we make are in line with the interests and wellbeing of those directly impacted by the project;
- Recognising the value and importance of traditional knowledge;
- Respecting the rights, privacy, and safety of people who are impacted directly and indirectly by project activities, in particular by using Prior Informed Consent (PIC) principles with communities;
- Protecting the health and safety of all project staff;
- Upholding the credibility of evidence, research and other findings.

We will ensure that these principles are systematically shared with our staff and partners and regularly reviewed by INDRI's management, independent of personal team members' personal convictions.

## Section 13 - FCDO Notifications

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### Q32. FCDO notifications

**Please state if you think that there are sensitivities that the Foreign Commonwealth and Development Office will need to be aware of should they want to publicise the project's success in the Darwin Initiative in any country.**


No


**Please indicate whether you have contacted FCDO Embassy or High Commission to discuss the project and attach details of any advice you have received from them. If you have not, please say why not.**

Yes, advice attached

**Please attached details of any advice you have received.**

 [Message of support - UK embassy in Madagascar](#)

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 pdf 218.55 KB

## Section 14 - Project Staff

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### Q33. Project staff

**Please identify the core staff (identified in the budget), their role and what % of their time they will be working on the project.**

**Please provide 1-page CVs or job description, further information on who is considered core staff can be found in the Finance Guidance**

Name (First name, surname)	Role	% time on project	1 Page CV or job description attached?
Jean-Philippe Palasi	<b>Project Leader</b>	20	Checked
Vatsoa Rakotondrazafy	National Land and Seascape Coordinator	40	Checked
Linjasoa Rakotomalala	Researcher and Project Officer	50	Checked
Rova Barinirina	Operations Manager	30	Checked





**Do you require more fields?**

Yes

Name (First name, surname)	Role	% time on project	1 Page CV or job description attached?
Andoniaina Ramasindraibe	Communication Officer	30	Checked
Malalatiana Andriambololona	Administrative and Logistics Assistant	30	Checked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked
<i>No Response</i>	<i>No Response</i>	0	Unchecked

**Please provide 1 page CVs (or job description if yet to be recruited) for the project staff listed above as a combined PDF.**

**Ensure the file is named clearly, consistent with the named individual and role above.**

 [INDRI - CVs](#)  
 07/11/2022  
 18:16:18  
 pdf 773.97 KB

**Have you attached all project staff CVs?**

Yes

## Section 15 - Project Partners

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### Q34. Project Partners

Please list all the Project Partners (including the Lead Partner – i.e. the partner who will administer the grant and coordinate the delivery of the project), clearly setting out their roles and responsibilities in the project including the extent of their engagement so far and planned.

This section should demonstrate the capability and capacity of the Project Partners to successfully deliver the project. Please provide Letters of Support for all project partners or explain why this has not been included.

The partners listed here should correspond to the Delivery Chain Risk Map (within the Risk Register template) which you will be asked to submit if your project is recommended for funding.

**Lead Partner name:** INDRI - Initiative for Development, ecological Restoration and Innovation

**Website address:** <https://indri.solutions/>

**Why is this organisation the Lead Partner, and what value to they bring to the project?** INDRI is a Malagasy think-tank founded by key conservation figures from civil society and the private sector in Madagascar, with strong expertise in landscape and seascape management, the mobilisation of collective intelligence and advocacy. INDRI brings its expertise and its ability to mobilise and coordinate a wide range of stakeholders, to facilitate the development of shared strategies and action plans. INDRI today has a strong influence in Madagascar, notably through its Alamino initiative on the protection and restoration of forests, in which 156 organisations take part.

**(including roles, responsibilities and capabilities and capacity):** INDRI's team has the expertise and know-how necessary to the Banjinala initiative : knowledge on climate and biodiversity issues in Madagascar, capacity to facilitate multi-stakeholder processes, and experience in advocacy and effective communication towards the wider public and institutional targets.

**International/In-country Partner**  In-country

**Allocated budget (proportion or value):** ■

**Represented on the Project Board**  Yes

**Have you included a Letter of Support from the organisation?**  No

**If no, please provide details** We haven't provided a letter as INDRI is the applying organisation.

**Do you have partners involved in the project?**

Yes

**1. Partner Name:** Miarakap

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**Website address:** <http://miarakap.com/>

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**What value does this Partner bring to the project?** Miarakap is an impact investment fund, investing in SMEs and start-ups in Madagascar. It also offers consultancy, analytical services, and project development assignments to international donors involved in development issues, to public or private organisations wishing to develop impact investment activities, and to SMEs.

**(including roles, responsibilities and capabilities and capacity):** Miarakap manages programmes supported by institutions such as the Critical Ecosystem Partnership Fund, USAID, Japanese Cooperation, and the French Development Agency. Convinced that high-potential small and medium-sized enterprises actively contribute to defining sustainable and inclusive growth, Miarakap finances them with equity for minority stakes. As an active partner, Miarakap contributes its strategy, finance and management skills to accelerate the growth of its holdings, establishing with them a long-term relationship of trust. In addition, Miarakap attaches great importance to the social and environmental impacts generated through its investments.

The partnership with Miarakap is important for the success of Banjinala. Miarakap will provide co-financing, will rely on INDRI to train 30-35 companies on biodiversity and poverty alleviation, and will ask all the companies involved in the MITSIRY programme to join the Banjinala initiative. Miarakap will also provide unique expertise and capacity in terms of identification and financing of economic models that are viable AND can deliver impact.

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**International/In-country Partner**  In-country

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**Allocated budget:** 0

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**Represented on the Project Board**  No

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**Have you included a Letter of Support from this partner?**  Yes

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**2. Partner Name:** Dreamocracy

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**Website address:** <https://www.dreamocracy.eu/>

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**What value does this Partner bring to the project?**

INDRI and Dreamocracy have been working together for over three years. Dreamocracy is a specialised think-and-do-tank that has unique expertise on what is at the heart of the challenge proposed by INDRI, i.e. to change the way actors mobilise their knowledge, skills and energies. Dreamocracy understands deeply what INDRI is trying to accomplish, thanks to its long-term partnership, as well as its own experience in environmental issues and knowledge of Madagascar and African countries. It is clear that starting from scratch with another organisation would entail a high cost in terms of efficiency.

**(including roles, responsibilities and capabilities and capacity):**

When INDRI was first created, the founders reviewed other organisations potentially capable of providing this type of support. It was assessed that only Dreamocracy had the characteristics that INDRI needed for in terms of flexibility, innovation, trust. They are in fact renowned experts in collective innovation at the global level (see the forthcoming Routledge Handbook of Collective Intelligence for Democracy and Governance compiled by the team).

Dreamocracy's expertise will help INDRI design and implement efficient collaborative tools and stakeholder involvement strategies needed for the success of Banjinala.

---

**International/In-country Partner**

International

---

**Allocated budget:**



---

**Represented on the Project Board**

No

---

**Have you included a Letter of Support from this partner?**

Yes

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**3. Partner Name:** *No Response*

---

**Website address:** *No Response*

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**What value does this Partner bring to the project?** *No Response*

**(including roles, responsibilities and capabilities and capacity):**

---

**International/In-country Partner**

International  
 In-country

---

**Allocated budget:** 0

---

**Represented on the Project Board**

Yes  
 No

Have you included a Letter of Support from this partner?  Yes  No

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4. Partner Name: *No Response*

---

Website address: *No Response*

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What value does this Partner bring to the project? *No Response*

(including roles, responsibilities and capabilities and capacity):

---

International/In-country Partner  International  In-country

---

Allocated budget: 0

---

Represented on the Project Board  Yes  No

---

Have you included a Letter of Support from this partner?  Yes  No

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5. Partner Name: *No Response*

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Website address: *No Response*

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What value does this Partner bring to the project? *No Response*

(including roles, responsibilities and capabilities and capacity):

---

International/In-country Partner  International  In-country

---

Allocated budget: 0

---

**Represented on the Project Board**  Yes  
 No

---

**Have you included a Letter of Support from this partner?**  Yes  
 No

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**6. Partner Name:** *No Response*

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**Website address:** *No Response*

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**What value does this Partner bring to the project?** *No Response*

**(including roles, responsibilities and capabilities and capacity):**

---

**International/In-country Partner**  International  
 In-country

---

**Allocated budget:** 0

---

**Represented on the Project Board**  Yes  
 No

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**Have you included a Letter of Support from this partner?**  Yes  
 No

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**If you require more space to enter details regarding Partners involved in the project, please use the text field below.**

*No Response*

**Please provide a combined PDF of all letters of support.**

 [INDRI - Letters of support](#)

 07/11/2022

 20:06:25

 pdf 1.99 MB

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## Section 16 - Lead Partner Track Record

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### Q35. Lead Partner Capability and Capacity

**Has your organisation been awarded Darwin Initiative, Darwin Plus or Illegal Wildlife Trade Challenge Fund funding**

before (for the purposes of this question, being a partner does not count)?

No

Please provide the below information on the Lead Partner.

**What year was your organisation established/ incorporated/ registered?** 01 January 2020

**What is the legal status of your organisation?**  NGO

**Other explained** *No Response*

**How is your organisation currently funded?** Currently, INDRI is funded through:  
1) donor grants for our work on terrestrial landscapes, from the French Development Agency, the CEPF and the local multi donor fund Fanainga  
2) a private donation from an individual to support running costs of the Alamino initiative  
3) funding for our work on marine scapes from the Whitley Fund for Nature (WFN)  
4) funding for communication and online tools from Canal France International (CFI)

**Describe briefly the aims, activities and achievements of your organisation. Large organisations please note that this should describe your unit or department.**

**Aims** INDRI's mission is to provide the expertise and strategic support that are needed to help Madagascar restore its biodiversity and natural capital, become a leading nation in the green and blue economy and alleviate poverty.

**Activities** Our approach is to provide in-house expertise, mobilise the collective intelligence of Malagasy stakeholders to identify best practices and develop shared strategies, and advocate for their implementation.

**Achievements**  
- In May 2022, the Minister of Environment endorsed our "10 principles to make reforestation succeed" and gave instructions to all 23 regions for implementation.  
- In October 2022, the President of Madagascar announced 6 measures against forest fires, directly inspired by our 2021 report on the issue.

**Provide detail of 3 contracts/projects held by the Lead Partner that demonstrate your credibility as an organisation and provide track record relevant to the project proposed. These contracts/awards should have been held in the last 5 years and be of a similar size to the grant requested in your application.**

**Contract/Project 1 Title** Agora of Landscapes and Forests of Madagascar (Alamino)

**Contract value/Project budget (include currency)** XXXXXXXXXX

**Duration (e.g. 2 years, 3 months)** 2 years

---

**Role of organisation in project** - Lead the entire initiative.  
- Mobilise the full range of stakeholders in a collective strategy setting and advocacy effort.

---

**Brief summary of the aims, objectives and outcomes of the project** The Agora of Landscapes and Forests of Madagascar (also known as Alamino) mobilises the collective intelligence of all stakeholders involved with terrestrial landscapes and forests: NGOs, civil society, local communities, private sector, donor agencies and malagasy authorities.  
Specifically, the initiative was set up to:

- Provide a forum for dialogue to avoid the dispersion of efforts and generate a shared national vision.
- Define a national roadmap to achieve the goal of restoring 4 million hectares by 2030.
- Identify and jointly resolve the pain points preventing implementation.
- Provide the government with actionable proposals to guide public policies.

---

**Client/independent reference contact details (Name, e-mail)** Critical Ecosystem Partnership Fund - CEPF  
Peggy Poncelet, pponcelet@cepf.net

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**Contract/Project 2 Title** Agora des paysages et des forêts de Madagascar (Alamino)

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**Contract value/Project budget (include currency)** ██████████

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**Duration (e.g. 2 years, 3 months)** 2 years

---

**Role of organisation in project** - Lead the entire initiative.  
- Mobilise the full range of stakeholders in a collective strategy setting and advocacy effort.

---

**Brief summary of the aims, objectives and outcomes of the project** Alamino was set up to:

- Provide a forum for dialogue to avoid the dispersion of efforts and generate a shared national vision.
- Define a national roadmap to achieve the goal of restoring 4 million hectares by 2030.
- Identify and jointly resolve the pain points preventing implementation.
- Provide the government with actionable proposals to guide public policies.

AFD funding specifically supported advocacy work, and in particular the dialogue with the Minister of Environment and the Presidency that led to some of our proposals on fires and reforestation being officialised and translated into public policies.

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**Client/independent reference contact details (Name, e-mail)** French Development Agency - AFD  
Danielle Rabenirina, rabenirinad@afd.fr

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**Contract/Project 3 Title** Agora des paysages et des forêts de Madagascar

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**Contract value/Project budget (include currency)** ██████████

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**Duration (e.g. 2 years, 3 months)** 2 years

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**Role of organisation in project** INDRI was co-applicant to the funding alongside the ONG Fanamby and had the role of coordinating the Agora of landscapes and forests of Madagascar, also called the Alamino Initiative.

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**Brief summary of the aims, objectives and outcomes of the project** The Agora of Landscapes and Forests of Madagascar is a governance tool at the service of all stakeholders. Its objective is to bring out a systemic and shared vision allowing massive and coordinated investment in landscape restoration, forest protection and reforestation. The outcomes of the project were the establishment of the Agora as a consensual national platform, and the production of collective work that fed into government policies and stakeholder action, particularly on fires and reforestation.

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**Client/independent reference contact details (Name, e-mail)** The Fanainga Fund (Multi-Donor Support Fund for Malagasy civil society)  
Carlo Merla, carlo.merla@giz.de

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**Have you provided the requested signed audited/independently examined accounts?**

**If yes, please upload these on the certification page. Note that this is not required from Government Agencies.**

Yes

## Section 17 - Certification

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### Q36. Certification

**On behalf of the**

Trustees

**of**

INDRI

**I apply for a grant of**

██████████





**I certify that, to the best of our knowledge and belief, the statements made by us in this application are true and the information provided is correct. I am aware that this application form will form the basis of the project schedule should this application be successful.**

(This form should be signed by an individual authorised by the applicant institution to submit applications and sign contracts on their behalf.)





- I have enclosed CVs for key project personnel, a cover letter, letters of support, a budget logframe, theory of change, Safeguarding Policy and project implementation timetable.
- Our last two sets of signed audited/independently verified accounts and annual report (or other financial evidence - see





Financial Guidance) are also enclosed.





Checked





<b>Name</b>	JEAN-PHILIPPE PALASI
<b>Position in the organisation</b>	Executive Director
<b>Signature (please upload e-signature)</b>	 <a href="#">INDRI - Signature Jean-Philippe Palasi</a>  07/11/2022  21:25:51  pdf 27.56 KB
<b>Date</b>	07 November 2022

**Please attach the requested signed audited/independently examined accounts.**





 [INDRI - Financial statements 30.06.21 - FR](#)  
 07/11/2022  
 23:12:44  
 pdf 1.05 MB

 [INDRI - Financial statements 30.06.21 EN](#)  
 07/11/2022  
 23:12:44  
 pdf 500.71 KB

 [INDRI - Financial statements 2020 - FR docx](#)  
 07/11/2022  
 23:12:44  
 pdf 479.06 KB

 [INDRI - Financial statements 2020 - EN docx](#)  
 07/11/2022  
 23:12:43  
 pdf 127.04 KB

**Please upload the Lead Partner's Safeguarding Policy as a PDF**

 [INDRI - Safeguarding policy](#)  
 07/11/2022  
 21:27:52  
 pdf 104.32 KB

## Section 18 - Submission Checklist

### Checklist for submission

<b>I have read the Guidance, including the "Guidance Notes for Applicants", "Monitoring, Evaluation and Learning Guidance", "Risk Guidance" and "Finance Guidance".</b>	Checked
<b>I have read, and can meet, the current Terms and Conditions for this fund.</b>	Checked
<b>I have provided actual start and end dates for my project.</b>	Checked
<b>I have provided my budget based on UK government financial years i.e. 1 April – 31 March and in GBP.</b>	Checked
<b>I have checked that the budget is complete, correctly adds up and I have included the correct final total at the start of the application.</b>	Checked

<b>The application has been signed by a suitably authorised individual (clear electronic or scanned signatures are acceptable).</b>	Checked
<b>I have attached the below documents to my application:</b>	Checked
<ul style="list-style-type: none"> <li>• my completed <b>logframe</b> as a PDF using the template provided</li> </ul>	
<ul style="list-style-type: none"> <li>• my 1 page <b>Theory of Change</b> as a PDF which includes the key elements listed in the guidance</li> </ul>	Checked
<ul style="list-style-type: none"> <li>• my <b>budget</b> (which meets the requirements above)</li> </ul>	Checked
<ul style="list-style-type: none"> <li>• my completed <b>implementation timetable</b> as a PDF using the template provided</li> </ul>	Checked
<ul style="list-style-type: none"> <li>• <b>1 page CV or job description for all the Project Staff</b> identified at Question 32, including the Project Leader, or provided an explanation of why not.</li> </ul>	Checked
<ul style="list-style-type: none"> <li>• a <b>letter of support</b> from the Lead Partner and partner(s) identified at Question 33, or an explanation of why not.</li> </ul>	Checked
<ul style="list-style-type: none"> <li>• a <b>cover letter from the Lead Partner</b>, outlining how any feedback received at Stage 1 has been addressed where relevant.</li> </ul>	Checked
<ul style="list-style-type: none"> <li>• a copy of the <b>Lead Partner's safeguarding policy</b>, which covers the criteria listed in Question 29.</li> </ul>	Checked
<ul style="list-style-type: none"> <li>• a signed <b>copy of the last 2 annual report and accounts</b> for the Lead Partner, or provided an explanation if not.</li> </ul>	Checked
<b>(If copying and pasting into Flexi-Grant) I have checked that all my responses have been successfully copied into the online application form.</b>	Checked
<b>I have been in contact with the FCDO in the project country(ies) and have included any evidence of this. If not, I have provided an explanation of why not.</b>	Checked
<b>I have checked the Darwin website immediately prior to submission to ensure there are no late updates.</b>	Checked
<b>I have read and understood the Privacy Notice on the Darwin Initiative website.</b>	Checked

### **We would like to keep in touch!**

**Please check this box if you would be happy for the lead applicant (Flexi-Grant Account Holder) and project leader (if different) to be added to our mailing list. Through our mailing list we share updates on upcoming and current application rounds under the Darwin Initiative and our sister grant scheme, the IWT Challenge Fund. We also provide occasional updates on other UK Government activities related to biodiversity conservation and share our quarterly project newsletter. You are free to unsubscribe at any time.**



Checked

### **Data protection and use of personal data**

Information supplied in the application form, including personal data, will be used by Defra as set out in the **Privacy Notice**, available from the [Forms and Guidance Portal](#).

This **Privacy Notice must be provided to all individuals** whose personal data is supplied in the application form. Some information may be used when publicising the Darwin Initiative including project details (usually title, lead partner, project leader, location, and total grant value).

Project Title:

**Guidance – please delete before submitting**

Provide a **Project Implementation Timetable** that shows the key milestones in project activities. Complete the following table as appropriate to describe the intended workplan for your project. Quarters are based on UK FYs (**1 April – 31 March** - Q1 therefore starts April 2023). Please add/remove columns to reflect the length of your project. For each activity (add/remove rows as appropriate) indicate the number of months it will last, and shade only the quarters in which an activity will be carried out. The activity numbers should correspond to the activities in your logical framework (logframe). The workplan can span multiple pages if necessary. This template covers multiple Biodiversity Challenge Funds schemes, so ensure you check the eligible dates/project length for the scheme you are applying to and feel free to delete later years if not applicable for your project.

	Activity	No. of months	Year 1 (2023/24)				Year 2 (2024/25)			
			Q1 April > June	Q2 July > Sept	Q3 Oct > Dec	Q4 Jan > March	Q1 April > June	Q2 July > Sept	Q3 Oct > Dec	Q4 Jan > March
<b>Output 1</b>	<b>A broadly supported and actionable strategy</b> is designed, to enable the private sector to act faster and at greater scale towards the greening of Madagascar	24								
1.1	By March 2024, at least 50 relevant stakeholders join a dedicated working group, draft and refine the strategy.	15								
1.2	By September 2024, at least 100 senior (heads of organisations or programmes) decision makers publicly endorse the strategy.	6								
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.	6								
<b>Output 2</b>	<b>A charter</b> of social and environmental best practices for private investments impacting land use in Madagascar is elaborated, ensuring that strong standards and safeguards are respected.	15								

Project Title:

	Activity	No. of months	Year 1 (2023/24)				Year 2 (2024/25)			
			Q1 April > June	Q2 July > Sept	Q3 Oct > Dec	Q4 Jan > March	Q1 April > June	Q2 July > Sept	Q3 Oct > Dec	Q4 Jan > March
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.	6								
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.	6								
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.	6								
<b>Output 3</b>	<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.	24								
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.	12								
3.2	From January 2024 onwards, the library is increasingly used by corporations, the majority of which give positive feedback.	15								
<b>Other activities, funded my the MITSIRY programme :</b>										
	30-35 private companies receive training from INDRI on biodiversity, landscape management and poverty alleviation.	24								
	2 SMEs & 2 start-ups receive more regular mentoring by INDRI staff and Banjinala stakeholders	24								

Project Title: **The Banjinala Initiative for private investment in regreening Madagascar**

Project Summary	SMART Indicators = Specific, Measurable, Achievable, Relevant and Time-bound	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>  <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.</b>	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>Outputs:</b> <b>1. 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 : - 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. By March 2024, 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 programmes) decision makers publicly endorse 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.	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.  1.3. A survey of the stakeholders identified measuring their commitment towards the strategy, and regular monitoring of public statements.	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.  A critical mass of private sector players will show appetite for this collaborative process.

Project Title: **The Banjinala Initiative for private investment in regreening Madagascar**

<p><b>2. 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 2025, 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 2025, 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>2.1. 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>3. 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 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.</p> <p>3.2. From January 2024 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 regreening.</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>