

# INDRI

INITIATIVE POUR LE DEVELOPPEMENT  
LA RESTAURATION ECOLOGIQUE  
ET L'INNOVATION

# Strategic plan

2025-2030

## MADAGASCAR

Collective intelligence / New solutions



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# Letter from the Director



Dear friends and partners,

I've been working on ecological issues in Madagascar for the past 10 years. This adventure has taken me through breathtaking landscapes and introduced me to incredibly resilient communities. However, I've also witnessed immense and often daunting challenges. Together with 13 Malagasy leaders from civil society and the private sector, I co-founded INDRI with the conviction that we needed to work differently.

We identified two major problems to address: the dispersion of actions and a marked weakness in advocacy and public policy development. **Despite the hundreds of initiatives, each of which brings hope, they are often isolated, diluting their potential impact.** It is clear that without convergent strategies and robust public policies, even the most commendable efforts will remain insufficient.

In just four years, INDRI has brought about a radical change in the way environmental issues are tackled in Madagascar.

With the Alamino greening initiative, INDRI is showing that collective intelligence and advocacy are not just empty words, but powerful levers for change. By bringing together more than 300 organizations, we have initiated an unprecedented movement, transcending the barriers between government, civil society, business, experts and funders.

These efforts are already driving major progress. Thanks to INDRI, Madagascar finally has a Forest Fire Strategy, approved by the President of the Republic. Similarly, the 10 Principles for Successful Reforestation in Madagascar are now a standard adopted by a majority of stakeholders, enabling a significant improvement in quality in this crucial area.

We are proud to demonstrate that our approach, based on expertise, collective intelligence and advocacy, can lead to effective and implemented public policies. However, our mission has only just begun. **Major challenges must be met for Madagascar to restore its terrestrial, marine, and urban landscapes as well as adapt to global warming.**

Today, more than ever, your support is crucial to enhancing our impact. I therefore invite you to join us and contribute, in your own way, to our common cause. Together, let's continue to make INDRI a catalyst for change that we can all be proud of.

With gratitude and hope,

Jean-Philippe Palasi

A handwritten signature in black ink, reading "J. Palasi". The signature is fluid and cursive, with a small dot at the end.



## INDRI overview

The Initiative for Development, Ecological Restoration, and Innovation (INDRI) is a «think-and-do-tank» founded in 2020 by 14 leaders from civil society and the private sector committed to changing Madagascar. INDRI is an independent and apolitical local entity serving Madagascar and all its stakeholders. INDRI is an independent, non-political structure governed by local law, at the service of Madagascar and all its stakeholders. Indri is also the name of Madagascar's largest lemur, a species revered in local legends as an ancestor and wise spirit of the forest. This animal is capable of sounding the alarm when necessary, with a cry that carries for several kilometers.

INDRI acts as a strategic expertise center and a collective intelligence mobilization and advocacy body. INDRI aims to bring about large-scale change in terrestrial, marine, and urban environments. Our work draws on national and international best practice as well as consultation among stakeholders (authorities, civil society, researchers, private sector, NGOs and funders) with the aim of proposing high-impact strategies and facilitating their implementation.

## Vision



“Madagascar is emerging as an environmental leader, where civil society, the private sector and public authorities join forces to build a prosperous future for the terrestrial, marine and urban landscape.”

## Mission



“We mobilize collective expertise, intelligence and courage to foster effective public policies across Madagascar's terrestrial, marine, and urban landscapes.”

## Values

### Courage

We are determined to tackle the challenges facing Madagascar's landscapes. We have the courage to address difficult topics, engage in necessary conversations, analyze our own mistakes, and confront important issues through authentic dialogue.

### Innovation

We value innovation as a means of overcoming obstacles, whether in our internal management, the mobilization of collective intelligence, or the promotion of technical solutions for the benefit of Madagascar.

### Commitment

We are committed to making a difference in the field of environmental conservation in Madagascar, to keeping our promises to the people who put their trust in us, and to doing everything in our power to turn the country's ecological situation around.

### Sharing

We work with a spirit of generosity and mutual assistance. We prioritize pooling efforts, ideas, know-how, and data, in close collaboration with communities and all local and international stakeholders.



## Board of Directors



**Barijaona Ramaholimihaso**

INDRI Chairman,  
Advisor to the General  
Director,  
BNI Bank Madagascar



**Sandrina Randriamananjara**

INDRI Treasurer,  
President of the Association  
of Urban  
Planning Professionals of  
Madagascar (APUM)



**Karine Rabefaritra**

INDRI Secretary,  
Co-founder of the agencies  
Solutio  
and Dujardin Delacour & Co.



**Claude Fanohiza**

INDRI Advisor,  
Secretary General,  
Presidency of Madagascar

## Other co-founders, members of the General Assembly



**Fredy Rajaonera**

Deputy General Director of  
Chocolaterie Robert,  
Chairman of the  
Miarakap fund



**Nanie Ratsifandrihamanana**

Country Director,  
WWF Madagascar



**Ndranto Razakamanarina**

President,  
Alliance Voahary Gasy



**Vaotosoa Rakotondrazafy**

Regional Coastal and Ocean  
Governance Manager, IUCN



**Jean-Philippe Palasi**

Environmentalist,  
Executive Director  
INDRI



**Mbolatiana Raveloarimisa**

Founder of Wake Up  
Madagascar,  
Executive Secretary of the  
Radio Coalition



**François-Xavier Mayer**

Administrator of the  
Madagascar Tourism  
Confederation,  
Scientific Director of NGO  
Cétamada



**Sahondra Rajoelina**

Environmentalist,  
Former Country Director  
of a Conservation NGO



**Gaëtan Etancelin**

Chief Sustainability Officer,  
SOPRAL



**Guy Suzon Ramangason**  
(† 30 AVRIL 2020)

Former Director,  
Madagascar National Parks



## Team



**Jean-Philippe Palasi**

Executive Director  
INDRI



**Rova Barinirina**

Head of Advocacy and  
Partnerships



**Linjsoa Rakotomalala**

Head of Terrestrial  
Landscapes and Forests



**Malalâtiana Andriambololona**

Operations and  
Events Officer



**Andoniaina Ramasindraibe**

Communication Officer



**Victor Lauret**

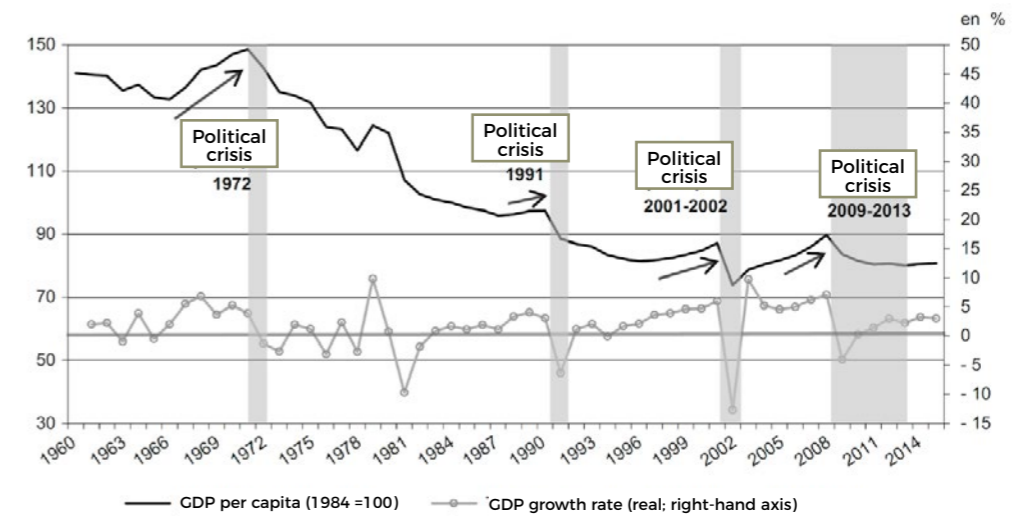
Communication and  
Strategy Support Consultant

# Strategic analysis



## “The enigma and paradox” of Madagascar

Madagascar is facing a chronic multifactorial crisis that will continue to worsen unless major structural changes are rapidly implemented. The country is both an **enigma**, being the only one in the world to have seen its wealth decline since its independence despite the absence of war, and a **paradox**, as its growth phases are always interrupted by political crises. As a result, the country suffers from significant delays and a lack of faith in the future and its ability to act. Economists M. Razafindrakoto, F. Roubaud, and J.-M. Wachsberger explain this situation by what they call a “**fragility trap**”.



**Figure 2**  
The Malagasy paradox: growth and socio-political crises, 1960-2016  
Sources: INSTAT (2014) World Development Indicators (2014); authors' calculations.  
Constant GDP per capita in MGF (Malagasy Franc) for 1984.

## The urgency

Madagascar is in a state of emergency, with a combination of circumstances forming a destructive spiral:

### Extreme poverty

The COVID-19 pandemic has further exacerbated an already critical situation, raising the extreme poverty rate to 80.7%. This world record is a result of weak economic growth and a rising demography.

### Climate risks

Madagascar has been ranked among the top ten most vulnerable countries to climate risks by the Global Climate Risk Index 2020. These risks include worsening cyclones, droughts, and aridity, which is already severely affecting the south.

### Aridification

Madagascar has already lost 92% of its original terrestrial ecosystems. Each year, 200,000 hectares of forests are lost, equivalent to 19 times the surface area of Paris. Aridity is on the increase, and soil erosion and degradation are hindering food security and development.

### Fragile marine resources

Madagascar boasts a 5,600-kilometer coastline, making it the longest in Africa. However, although marine resources are abundant, they are largely overexploited, threatening marine biodiversity and the livelihoods of 500,000 community fishermen and their families.

### Unsanitary urban areas

The cities of Madagascar face major challenges. In Antananarivo, the capital city, waste management is inadequate, and fine particle pollution frequently reaches 25 times the WHO recommended threshold.



### Population pressure

Madagascar fertility rate remains high (4 children per woman). Although reduced by 28% since 2000, this rate still remains high. According to forecasts, the country's population is likely to double by 2050, which will intensify existing challenges in many areas such as education, health, food security, transportation, and the environment.

### Madagascar: a fragile nation at a crossroads

Madagascar has ten years to choose its destiny: whether to emerge with a sustainable model or plunge like Haiti into a spiraling ecological, social, economic, and political crisis.

### Increased risks due to global political instability

With populism on the rise around the world, and political regimes rejecting scientific facts about the environment, civil society faces difficulties in influencing political decisions. Madagascar is not immune to these trends. It is therefore crucial to mobilize stakeholders on the basis of scientific facts, and to undertake courageous, professional, and effective advocacy actions.

### The challenge: leveraging the country's strengths

Madagascar has significant strengths: abundant natural resources, fertile land, unique ecosystems, tourism potential, access to marine resources and maritime trade, as well as the absence of armed conflicts. Most importantly, numerous stakeholders are developing solutions that need to be coordinated and promoted.

### A culture of consensus exploited by the political system

Known as "fihavanana", Madagascar's culture of mutual aid and consensus is now used by the elite to prevent any opposition. Political leaders tend to overlook the dialogue component that lies at the heart of this culture, relying instead on the attachment to respect and social harmony to impose their views and prevent any challenge to the established order. This makes civil society fragile and reluctant to raise critical issues.

### Dispersion of actions

Poor public debate leads to a lack of shared vision. Instead, all that remains are "projects", funded by foreign stakeholders and carried out in silos. This approach only brings about sporadic and isolated progress. Even worse, these projects become a trap, generating dependency, opportunism, and an income that further reinforces the status quo. Civil society becomes fragmented, with leadership often absorbed in the opportunistic pursuit of funding to maintain ongoing projects.

### Systematic destruction of natural capital

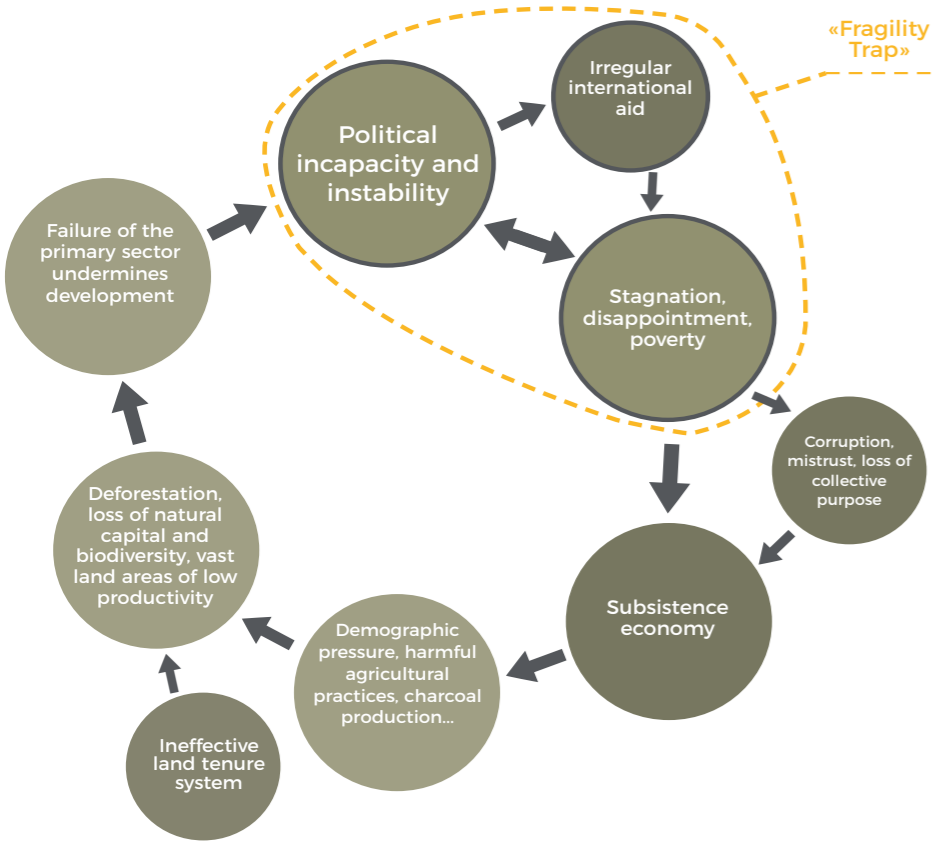
The lack of a development strategy forces the population to rely on natural resources for survival, leading to unprecedented ecological pressure. In a context of poor governance, part of the elite exacerbates the problem by organizing the plundering of high-value natural resources, leaving the rest of the population in a cycle of poverty closely linked to the overexploitation of ecosystems.

## The root causes

Madagascar is caught in a "fragility trap" To implement appropriate strategies, it is essential to understand its causes:

"It is time to move away from linear and piecemeal solutions that only address symptoms. We must make the effort to collectively seek disruptive, game-changing solutions."

Alex Dehgan, founder of Conservation X Labs, former Chief Scientist of USAID, forest management specialist in Madagascar



### The weight of a hierarchical social structure

The elite enjoy a nearly sacred position of superiority, persisting since the era of royalty. This is reflected both nationally and within organizations, hindering debate and innovation.

### An elite pact based on the status quo

This closed-off elite, passed down from generation to generation, favors maintaining the status quo by appropriating resources rather than pursuing development actions that might disrupt this system. Other countries (India, Rwanda, Ethiopia) have shown that elites can evolve and embrace development, but this transition remains in its early stages in Madagascar.



# Why INDRI?

## The key problem we aim to address

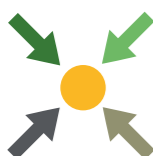
The terrestrial, marine, and urban landscapes of Madagascar are continuously degrading. Their viability is hindered by fragmented initiatives, a fragile civil society, as well as weak public debate and government policies.

Given the situation, it is essential to develop unifying strategies locally that bring together the authorities and all key stakeholders. To achieve this, the following is required:



### Strategic use of information.

Madagascar is one of the most extensively studied countries in terms of the environment, but the documentation is scattered and poorly used. INDRI consolidates data and produces clear summaries, serving as a foundation for collective work. INDRI also leverages new technologies to organize and make ideas and contacts accessible.



### Moving from the “Project” trap to a clear and shared vision.

All the components already exist: resources, stakeholders, ideas, and initiatives. However, due to the dispersion of efforts, nothing really works. INDRI plays a crucial role in bringing stakeholders together and developing a shared vision for each major challenge.



### Conducting effective advocacy.

Advocacy is essential to turning vision into reality. In recent years, civil society has become stronger, but does not always have the opportunity to play its full role. INDRI plays a vital role in reinforcing the collective practice of advocacy in Madagascar.

INDRI aims to trigger a national movement, renew decision-making processes, and achieve solid and genuinely implemented sustainable development policies.

## The landscape approach

The landscape approach promotes integrated management of natural resources, meeting socio-economic and environmental objectives in a coherent manner. Additionally, it allows the mobilization of stakeholders around shared, tangible goals with the potential for visible outcomes that can boost public action.

Focusing our efforts on Madagascar’s terrestrial, marine, and urban landscapes enables us to address closely related challenges. For example:

- **Air pollution in Antananarivo** is caused by urban factors (road traffic, etc.) but also by bushfires that decimate terrestrial ecosystems.
- **Food insecurity and flooding** are exacerbated by the capital’s urban expansion, particularly through large-scale rice field embankments.
- **Charcoal** production impacts both terrestrial forests and mangroves. 15% of Madagascar’s mangroves have already been converted to charcoal.

By promoting **cross-sectoral collaboration**, this approach offers a promising path to tackle these issues in a comprehensive way, preserving natural resources, and improving the living conditions of the population.

# Landscape approach: terrestrial, urban and marine



## 1. Terrestrial landscapes

### Issues:

- Forest fires
- Charcoal
- Deforestation...

### Landscape objectives:

- Large-scale quality reforestation
- Energy transition for clean cooking
- Zero fires in protected areas...

## 2. Urban landscapes

### Issues:

- Air pollution
- Transport congestion
- Flooding...

### Landscape objectives:

- Reduction in fine particulate matter
- Alternative transport
- Urban planning...

## 3. Seasapes

### Issues:

- Mangrove destruction
- Overexploitation of resources
- Climate peril...

### Landscape objectives:

- Protection and restoration of mangroves
- Transparency in the fishing sector
- Resilient blue economy...



The ultimate goal is for Madagascar to become a leader in the **green and blue economy**, accelerating its emergence by relying on protected and restored natural capital. To achieve this, we help the State and all stakeholders make informed choices, particularly through the co-construction of relevant strategies.

## Impact and achievements

### A powerful and unprecedented collective movement:

- **Creation of the Alamino initiative** for the greening of Madagascar, bringing together 300 organizations: civil society, local communities, NGOs, funders, spiritual leaders, the army, experts and researchers, public authorities, and more than 70 companies.
- **40 workshops in Antananarivo and on the ground, using collective intelligence techniques** new to the country, now recognized and adopted by others.

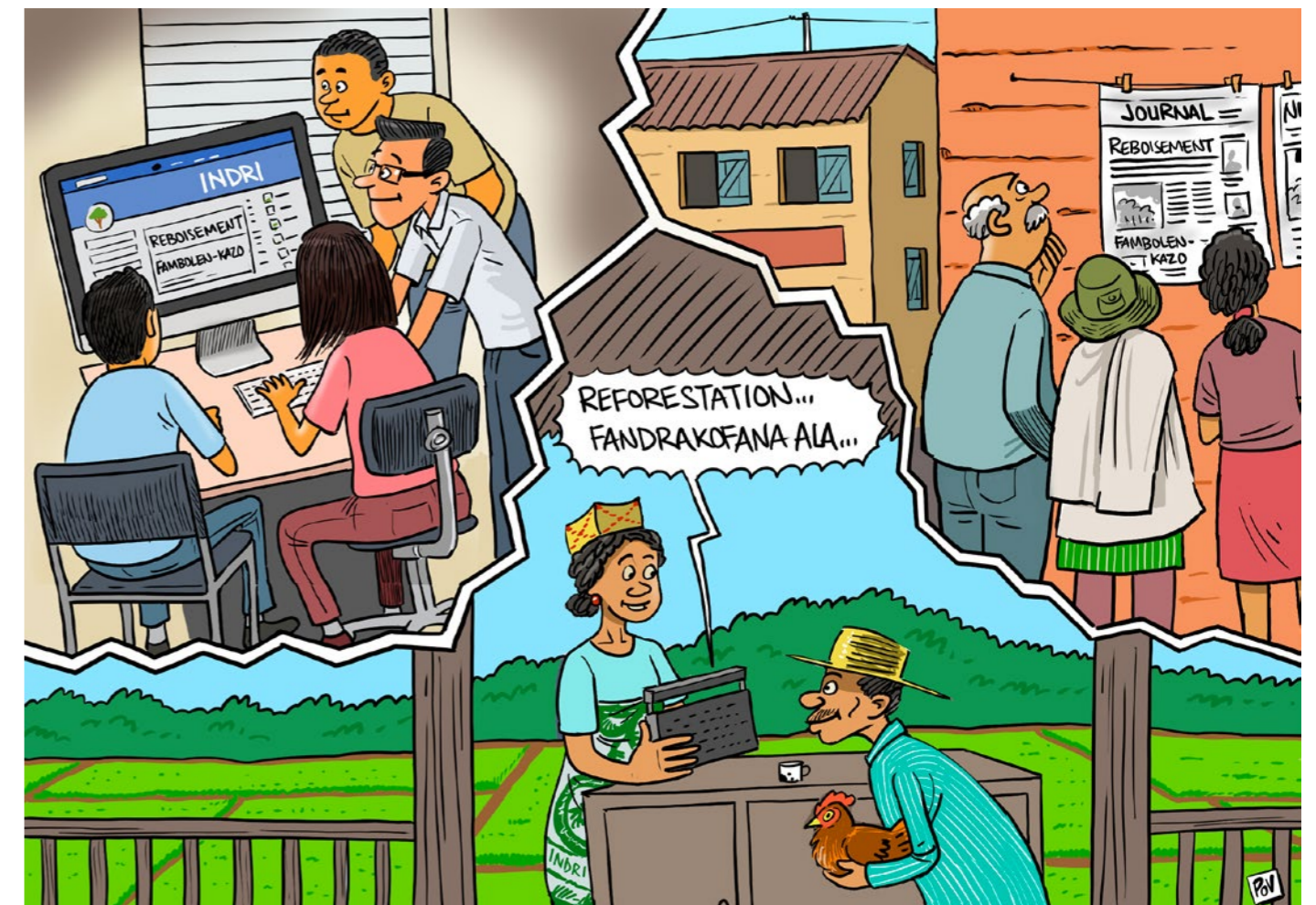
### Concrete and significant influence on public policies:

- **8 Conditions for Successful Regreening of Madagascar:** Published in 2020, supported by 68 leaders from the private sector, civil society, and the public sector.
- **1st National Strategy for Combating Forest Fires:** Published in 2022, in collaboration with the state after a year-long consultation involving 150 stakeholders.
- **6 Proposals on Fires Adopted by the President:** Announced in October 2022, leading to a noticeable reduction in fires in 2023.
- **10 Principles for Successful Reforestation in Madagascar:** Published in 2023, developed with 130 stakeholders and adopted as a standard by the government and the majority of organizations in the field.

### National and international communication and awareness campaigns:

- A community of **32,000 people** follows INDRI's Facebook page <https://www.facebook.com/solutions.indri>
- Some publications viewed over **3 million times**.
- **More than 35 articles** in national and international media.
- **Awareness raised** on the link between vegetation fires, air pollution, and public health, putting this issue on the political agenda.
- **Increased political attention** to forest fires, leading to a series of presidential announcements on 12 October 2022.

Special attention is systematically given to ensuring that all our communications are **inclusive, attractive, and accessible**. They are bilingual in French and Malagasy complemented by illustrations by Pov, a Malagasy caricaturist, and regularly broadcast on the radio to cover rural areas.



“What makes INDRI unique is its ability to bring together a diverse range of stakeholders, facilitate courageous conversations crucial to the country's future, and make significant progress through advocacy support. It truly addresses an urgent need.”

Nanie Ratsifandrihamanana, Country Director, WWF Madagascar

# Theory of change

## The INDRI method

For each of the major challenges facing terrestrial, marine and urban landscapes, we undertake a four-step process that has an impact on a national scale.



### 1. Conduct preliminary strategic analysis



We act as a center of expertise, gathering and analyzing information. For each challenge, we build on past experiences and lessons learned. We identify bottlenecks to be resolved and solutions from various sources: authorities, the private sector, NGOs, civil society, in Madagascar and other countries. We produce a synthesis that serves as the foundation for collective work.

### 2. Mobilize collective intelligence



We mobilize all stakeholders in a highly dynamic, inclusive process. This boosts creativity, breaks the status quo, and ensures everyone embraces a shared vision. Ideas are submitted to all and evaluated for feasibility, cost effectiveness, and large-scale impact potential. We co-create and synthesize the results into a strategy which is then shared broadly.

### 3. Communicate to raise awareness and mobilize



Communication is essential to promote a vision and raise alerts when necessary. Our collective and collaborative effort provides a foundation of legitimacy and courage that facilitates effective communication. Our messages are designed to overcome the economic, cultural, and linguistic barriers hindering the country's progress. We reach the elite, the general public, and all involved stakeholders.

### 4. Successful advocacy to ensure implementation



Institutional advocacy is key to effective implementation.

For each major challenge, we publish a widely recognized roadmap with a clear, ambitious, and realistic vision that mobilizes stakeholders. The advocacy includes a list of contributors and supporters. We follow up with the relevant ministers and the Presidency. This advocacy is facilitated by involving the State early in the development of proposals, allowing them to take ownership.



In support of institutional advocacy, we mobilize influencers within the political system. These key individuals include INDRI founders, leaders of our working groups, and diplomats. Everyone who contributed to the collective reflection is solicited to champion the results.

## Why focus on collective intelligence?

Collective intelligence is the ability of a group to collaborate and pool their knowledge, experiences, and skills to solve problems, innovate, or make decisions more effectively and creatively.

This is essential in Madagascar. INDRI works with Dreamocracy, an agency specialized in providing creative solutions for key political processes. Dreamocracy trains our team on techniques successfully tested in other countries and helps us adapt them to the local context.

Four major advantages of collective intelligence:

- 1. Legitimacy:** Balanced and open consultation ensures a transparent and fair process, leading to more legitimate proposals.
- 2. Quality of Results:** Participatory exchanges where contradiction and creativity are encouraged significantly improve the relevance of the solutions found.
- 3. Emotional Buy-In:** Psychological safety is essential. It allows everyone to express themselves openly, creating an empathetic environment that fosters group ownership and acceptance of decisions.
- 4. Facilitation of Advocacy:** It is easier to promote collectively-thought-out policies than those imposed by the State, particularly if a critical mass of stakeholders has already adopted them. The collaborative process of developing proposals results in a large number of ambassadors motivated to support them.



# Strengths, weaknesses, opportunities, threats

## Our next challenges

### Strengthening INDRI

The coming years must enable us to reach a new organizational milestone.

**Sustainable funding.** It's crucial to back our innovative approach with flexible, long-term support, avoiding a time-consuming cycle of calls for tenders targeting "projects" that do not align well with our mission.

**Team development.** To fulfill its mission across the three landscapes, INDRI needs to grow and mobilize additional talent in both technical areas and in collective intelligence and advocacy.

**Being even more innovative and disruptive.** The successes of the past four years have required significant effort. We now better understand the inertia of the political system. We are determined to innovate in multi-stakeholder advocacy, integrating and overcoming political and cultural constraints.

### Supporting stakeholders

INDRI must be able to rely on strong relationships with solid stakeholders.

**Whistle-blowers.** We will continue to defend environmental whistle-blowers and work with the State to enact a law ensuring their protection.

**Civil society funding.** We will continue our dialogue with donors to improve support mechanisms for civil society and the private sector.

**Information access tools.** Nous We will launch and manage INDRIconnect, an online database to identify and mobilize all key stakeholders and documentation.





## Our strengths

### Ability to unite

We have proven our ability to bring together stakeholders from diverse backgrounds and facilitate meetings in an innovative and efficient manner. This helps develop common visions and legitimate, effective advocacy. We have built a national and international network that allows us to quickly mobilize the right stakeholders for each challenge.

### Dedicated, committed, and courageous team

Our team is our greatest strength. We are bound by trust and commitment. We have demonstrated that much can be achieved with few resources in a short time. Courage is at the heart of our culture. We communicate authentically about the real issues and play a key role in public debate.

### High-impact communication

From the very beginning, we have maximized Facebook's potential as the only mass media in Madagascar. More than 32,000 people follow our communications, and some posts exceed 3 million views. We managed to reach millions of people with clear, courageous, popularized messages to further awareness and mobilization.



## What we need to strengthen

### Refining our purpose

We have noticed that the concept of a "think-tank" is new in Madagascar, and there are doubts about their purpose. We now prefer to define ourselves as a research, collective intelligence and advocacy organization. It is crucial that the purpose and methods of INDRI are clearly explained to all stakeholders.

### Access to flexible and sustainable funding

Accessing funding has not been easy for INDRI. We are not a simple «project» that can define easily quantifiable «outputs.» The processes of change we are engaged in are long-term and delicate. It is sometimes challenging to stay on course without falling into the time-consuming cycle of calls for proposals that do not align with our mission. We seek more stable and flexible sources of funding, so as to focus our energies on impact.

### Being more responsive

We underestimated the centralized and hierarchical nature of governance, which shows little interest in participatory democracy. Cultivating collective intelligence and shared leadership gives us good legitimacy, but it remains a slow process. We need to be more responsive to changing situations that require adapted communication and advocacy approaches.

## Threats

### Relations with the government

We face an unstable and stagnant political situation where resource grabbing takes precedence. Relationships with the government can quickly shift from constructive collaboration to inertia or even hostility. These changes frequently impact how we must conduct our advocacy.

### Fragility of civil society

So far, the context has made it difficult for civil society to establish productive relationships with the State. Too often, civil society initiatives are limited to «projects» funded by funders focused on short-term interventions. The lack of stable funding suitable for advocacy is acutely felt. Consequently, society remains fragile and fragmented.

## Our opportunities

### Refining the mobilization model

In three years, the Alamino initiative has demonstrated our ability to unite stakeholders to coordinate strategies and actions. We are now ready to learn from this experience and improve the model, particularly by strengthening the role of participants in advocacy and implementation, as well as giving more space to local stakeholders and communities.

### Mobilizing for both urban and marine landscapes

Lessons learned through Alamino are ready to serve as a springboard for strategies adapted to urban landscapes, and then to seascapes, which present major challenges.

### Expanding our communication channels

In our commitment to innovative communication, we must consider precise methods to reach our target audiences, especially in a context where authoritarianism is gaining ground in Madagascar. In addition to Facebook, which remains a very effective tool in the country, we will establish partnerships with independent media and civil society organizations to spread our message through alternative channels such as community radio broadcasts.

# Our objectives for greater impact



## Objective n°1

### Gather information and use it strategically

INDRI conducts all necessary research to provide an indisputable factual basis, and fuel multi-stakeholder approaches.

#### Indicators

- Number of synthesis carried out for each landscape
- Launch of the INDRICoconnect online platform

### 1.1 Sub-objective: Strengthen the expertise foundation of the Alamino initiative

INDRI is pursuing its efforts to provide Alamino with a solid scientific and technical foundation, on which to build strategies for Madagascar's landscapes. Based on national and international research and interviews with stakeholders, INDRI compiles data on the most pressing topics. This research also contributes to developing our network of experts and key contacts in Madagascar and beyond.

### 1.2 Sub-objective: Launch approaches for urban and marine landscapes

Building on Alamino's success, INDRI initiates similar projects for urban landscapes, followed by seascapes. We conduct research and strategic syntheses on priority themes to provide stakeholders with a solid working base, leveraging the best available data in Madagascar and internationally.

### 1.3 Sub-objective: Facilitate access to key documentation and key contacts for the three landscapes

To combat the fragmentation of efforts and information, INDRI launches and manages a database named INDRICoconnect. This resource will be available to all stakeholders in Madagascar (public sector, private sector, civil society, etc.) involved in the effective management of terrestrial, marine, and urban landscapes. It will be a collaborative library that gathers essential documentation and key contacts, with user-friendly navigation through filters and an interactive map.



## Objective n°2

### Mobilize the collective intelligence of stakeholders

Our ability to gather stakeholders distinguishes us and gives us strong legitimacy among stakeholders. INDRI ensures that working groups for Madagascar's landscapes are even more motivating, inclusive, and better structured to generate more results and legitimacy.

#### Indicators

- Number of local communities involved
- Number of decision makers involved
- Participant satisfaction level
- Publications and other tangible products of collective intelligence

### 2.1 Sub-objective: Mobilize the right stakeholders for each landscape and be inclusive

INDRI will conduct thorough work to identify and mobilize relevant stakeholders for each key challenge to be resolved. This involves engaging a wide range of stakeholders, from local communities and stakeholders to authorities and international participants. The goal is to convince them to engage in authentic, courageous, and productive exchanges.

### 2.2. Sub-objective: Facilitate ideation and collective intelligence

INDRI will develop an inspiring, mobilizing national strategy for each key challenge, supported by a critical mass of stakeholders. This involves clearly defining roles and responsibilities, as well as using highly dynamic and effective facilitation techniques. Additionally, creating accountability mechanisms ensures that all stakeholders who participated in the process contribute to communication and advocacy efforts.

### 2.3. Sub-objective: Train the Team in Collective Intelligence Methods

Our team will continue training with our partners, particularly Dreamocracy, to incorporate the best techniques for generating ideas and gaining buy-in for a shared vision. We will develop kits adapted to Madagascar's context, designed to drive change.



**Objective n°3**

**Communicate to maximize impact**

Communication tools are essential for INDRI's work to contribute to broader public debate and lead to favorable public decisions. INDRI will amplify its impact by expanding its presence on communication channels.

**Indicators**

- National audience level on Facebook
- Number of radio broadcasts
- Number of distribution channels

**3.1 Sub-objective: Publish accessible and attractive syntheses**

The environmental strategies resulting from collective processes will be translated into attractive and accessible documentation in Malagasy and French. The writing will be simple, concise, and suitable for all audiences, enhanced with infographics and humorous illustrations.

**3.2 Sub-objective: Strengthen our influence on social media**

We will further expand our communication impact on social media, particularly Facebook, the main mass media in Madagascar. We will publish highly engaging bilingual content to foster public debate and accelerate awareness among the population and decision makers.

**3.3 Sub-objective: Launch national radio campaigns**

To reach a broader and more diverse audience, we will launch national radio campaigns in partnership with the Coalition of Radios. These campaigns will educate listeners on the issues and concrete actions they can take, and also solicit feedback. Messages will be broadcast in Malagasy and local dialects to ensure greater community engagement.



**Objective n°4**

**Successful institutional advocacy**

This is essential, as Madagascar currently suffers from weak environmental advocacy. INDRI aims to ensure the concrete implementation of its proposals and also to convince the government to rectify harmful projects, such as the proposed Antananarivo-Toamasina highway that would cut through a major forest corridor. In both cases, INDRI seeks to contribute to renewing the culture of environmental advocacy in Madagascar.

**Indicators**

- One concrete proposal adopted per year
- One key document becoming a standard every two years

**4.1. Sub-objective: Mobilizing our networks of influence**

We are part of a network of decision makers and leaders capable of acting or influencing. Therefore, we will continue to hold frequent meetings with our contacts to maintain positive momentum for implementing strategies derived from collective intelligence. This is crucial in the specific context of Madagascar's political system.

**4.2. Sub-objective: Mobilizing stakeholders into effective informal coalitions**

Depending on the needs, we will propose that our partners engage in informal coalitions to bring very specific requests to the attention of the government. These coalitions will draw on a range of tools: co-creating public policies, high-level meetings, open letters, petitions, events, etc. The aim is to denounce when necessary but, more importantly, to promote solutions derived from collective intelligence.

**4.3. Sub-objective: Contributing to the development of effective public policies**

We will keep on contributing to the development of public policies. We will provide clear recommendations based on scientific facts and collective intelligence. We will participate in government task forces and commissions, and work directly with decision-makers. Our aim is to ensure that policies are relevant, adapted to local realities and effectively implemented, in response to Madagascar's ecological and social emergencies.

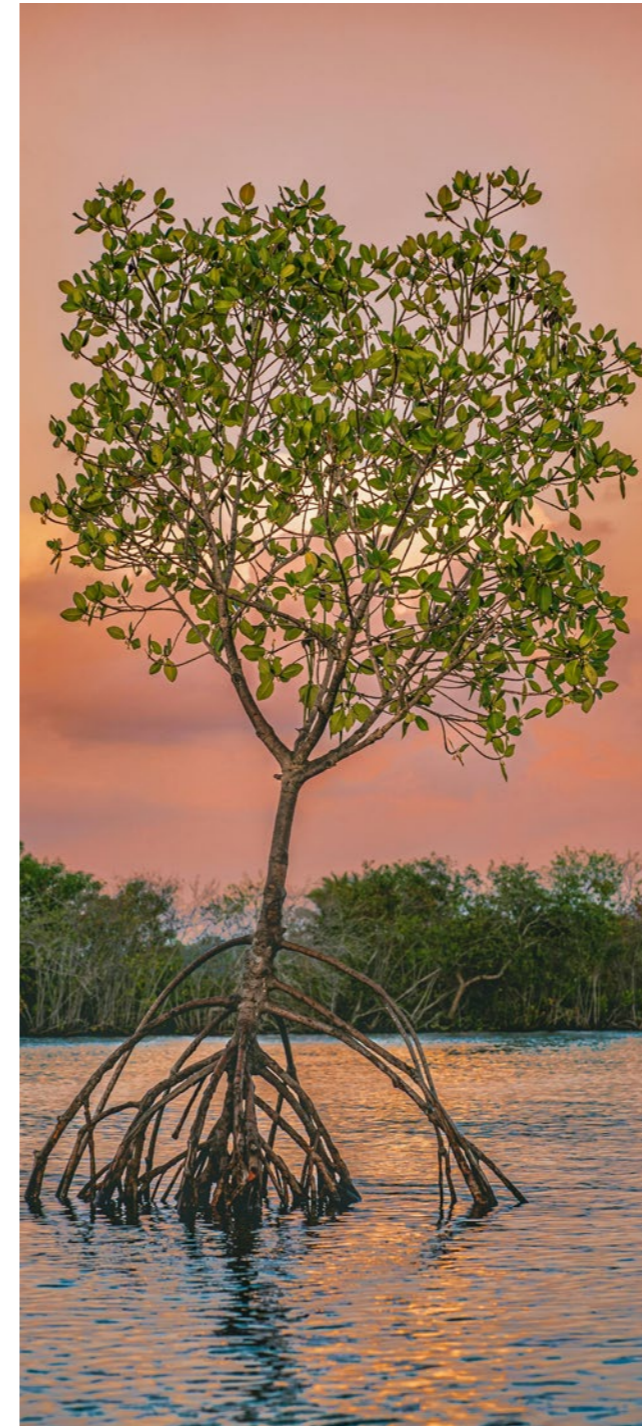
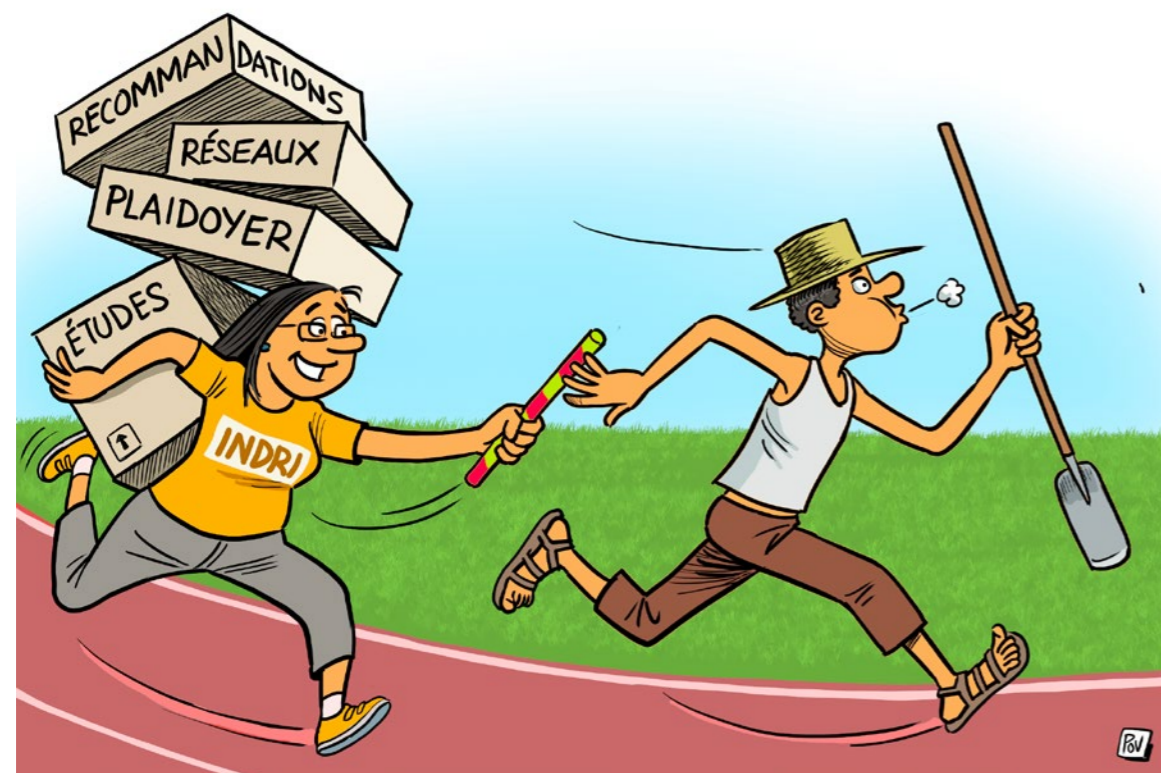
# What we do / Do not do

## What we do

- INDRI combines knowledge, mobilizes stakeholders, coordinates recommendations, and promotes necessary actions for sustainable terrestrial, marine, and urban landscapes in Madagascar.
- INDRI offers its strategic analysis services in a more targeted manner when it helps advance collaborative environmental solutions.
- INDRI communicates on ongoing challenges in the three landscapes, and addresses pressing, ad hoc issues to foster public debate as they arise.
- INDRI supports causes that intersect the three landscapes, such as protecting whistleblowers, transparency, and advocating for the importance of the environment within the government, etc.

## What we do not do

- INDRI is not an organization that carries out projects in the field, and does not take charge of the implementation of recommended actions.
- INDRI does not prioritize challenges that fall outside the scope of the landscape approach (such as health, education, or security). These are addressed only in the context of integrated landscape challenges.
- Despite our expertise in these areas, INDRI is not a training organization for collective intelligence or an event management agency. The innovative practices we implement have an impact and promote good practices, but are not an end in themselves within our strategy.



# Resources

We need support to:

## Expand our team

We are currently a team of five courageous and visionary individuals who have already succeeded in turning the tide of advocacy in Madagascar. We know that managing our growth healthily is essential to our success. We are already considering less founder-centric leadership and implementing more robust systems and procedures to institutionalize our work culture. Additionally, our team will receive ongoing training to acquire the necessary skills for our mission, which requires exceptional human qualities and technical skills.

## Strengthen our operations

We will recruit a deputy director to strengthen our operations and implement the necessary systems and procedures for our growth. This position will particularly support the director in fundraising efforts and fostering relations with the board of directors.

## Enhance our technical expertise on the three landscapes

We will expand our team as needed, in support of collective work on the three landscapes. In the field of terrestrial landscapes and forests, our Alamino initiative is already well underway but requires an increasing volume of research. We are therefore recruiting an assistant to strengthen our expertise. For urban and marine landscapes, we will develop teams of experts capable of mobilizing stakeholders and supporting the processes of collective intelligence and proposal formulation.

## Boost communication and advocacy

These two aspects of our work are closely linked. We aim to become more strategic by integrating them into deliberate and highly professional influence strategies, with a deep understanding of our target audiences and clear guidelines for our advocacy campaigns. Our expertise and team in this area will need to be strengthened to achieve growing impact.

## Financial projections

	2024	2025	2026	2027	2028	2029	2030	
<b>Terrestrial landscapes</b>	170 000€	216 450€	186 800€	210 000€	256 550€	303 450€	350 000€	
<b>Urban landscapes</b>	0€	66 600€	116 750€	150 000€	183 250€	216 750€	250 000€	
<b>Coastal and seascapes</b>	0€	0€	93 400€	150 000€	183 250€	216 750€	250 000€	
Operating expenses	30 000€	49 950€	70 050€	90 000€	109 950€	130 050€	150 000€	
<b>Total</b>	<b>200 000€</b>	<b>333 000€</b>	<b>467 000€</b>	<b>600 000€</b>	<b>733 000€</b>	<b>867 000€</b>	<b>1 000 000€</b>	
Assets	200 000€	192 000€	107 000€	0€	0€	0€	0€	499 000€
<b>Still to be mobilized</b>	<b>0€</b>	<b>141 000€</b>	<b>360 000€</b>	<b>600 000€</b>	<b>733 000€</b>	<b>867 000€</b>	<b>1 000 000€</b>	<b>3 701 000€</b>

## Our partners



AFD is a public financial institution that implements France's development policy to combat poverty and promote sustainable development.



Critical Ecosystem Partnership Fund (CEPF) is a joint initiative of AFD, Conservation International, the European Union, the Global Environment Facility, the Government of Japan, and the World Bank. Its goal is to engage civil society in biodiversity conservation.



Maliasili is an NGO that supports high-potential local organizations to accelerate the benefits they bring to people, ecosystems, and the fight against climate change.



The Darwin Initiative is a UK government grant program that helps conserve biodiversity and support nearby communities through local projects around the world.



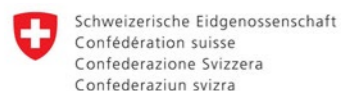
Founded by a group of renowned conservation scientists together with Leonardo DiCaprio and combining more than 35 years of conservation impact, Re:wild is a force multiplier that brings together Indigenous peoples, local communities, influential leaders, nongovernmental organizations, governments, companies, and the public to protect and rewild at the scale and speed we need.



Dreamocracy is an organization specializing in collective intelligence methods for administrations and elected officials, founded by Stephen Boucher, author of *Petit manuel de créativité politique – Comment libérer l'audace collective* (2017).



The Swiss National Science Foundation (SNSF) is the main Swiss funding organization dedicated to supporting scientific research across all disciplines. Its objective is to promote high-quality research to advance knowledge and innovation.



The Swiss Agency for Development and Cooperation (SDC) is the Swiss international cooperation agency responsible for humanitarian aid and development assistance. Its goal is to reduce poverty and promote sustainable development worldwide.





**INDRI**

Cité Planton, Ampahibe  
Antananarivo 101, Madagascar  
Tel : +261 34 30 314 84 - e-mail : [info@indri.solutions](mailto:info@indri.solutions)