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Moving forward towards Sustainability!



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We are currently facing very difficult and challenging times.

The world is just recovering from the Covid-19 pandemic, during which many lives were sadly lost and millions of people lost their jobs. Moreover, we are witnessing many unprecedented social and environmental events: global warming, resource scarcity, drought, famine, migration, and social conflict – all caused primarily by human pressures on natural resources and the planet.

This has resulted in increasing inequalities both between industrialized and developing countries as well as between social classes. With such intense human pressures, scientists believe that the Earth has entered a new era called the *"Anthropocene Epoch"*, an unofficial unit of geological time, used to describe the most recent period in Earth's history when human activity started to have a significant impact on the planet's climate and ecosystems, as per the National Geographic's definition. This new era means that *"We are the first people to live in an age defined by human choice, in which the dominant risk to our survival is ourselves"* (UNDP Human Development Report, 2020).

This is extremely significant for Madagascar. According to an article published by CIRAD in 2019, *"Madagascar has lost 44% of its natural forests since the 1950s and the rate of deforestation is increasing,"*¹ threatening Madagascar's unique biodiversity and the livelihoods of millions. Moreover, the impact of the Covid-19 pandemic resulted in a recession in 2020 comparable to that of the 2009 political crisis and the reversal of close to a decade of progress in poverty reduction, plunging nearly 1.4 million people into extreme poverty due to loss of jobs and incomes (World Bank, 2020), not to mention the drought and famine in the South of the Island.

It is a critical moment for changing behaviors and calling into question our modes of production and consumption because economic and human activities have, as direct consequences, the loss of community livelihoods and the loss of resources that companies need in their production. This weakens the economy and the development of the entire country.

In the face of such challenges, the question remains: What path are we

1. <https://www.cirad.fr/les-actualites-du-cirad/actualites/2019/science/deforestation-a-madagascar-concilier-developpement-et-biodiversite>. The World Bank, « Madagascar Economic Update: Navigating Through the Storm », 27 May 2022.

going to take in order to build a better future and to ensure Madagascar's sustainable development?

Everyone has a role to play; however, companies remain a central actor in economic and social development. Indeed, as economic actors, enterprises are not only the first providers of employment and social value, but are also corporate citizens contributing to sustainable development. It is for this reason that the *Salon RSE & IDD* was initially developed; the October 2022 event will mark the seventh edition of this annual event.

Corporate Social Responsibility (CSR) is a concept whereby "Companies voluntarily integrate social and environmental concerns into their business operations and in their interactions with stakeholders. In other words, CSR is the contribution of companies to sustainable development issues. A company that practices CSR will seek to have a positive impact on society while being economically viable." (European Commission).

Businesses are becoming increasingly aware that companies and communities constitute a single entity, as one cannot survive without the other. It is difficult for a company to survive in a hostile and risky environment just as it is difficult for a country to develop without a strong and resilient private sector. Thus, by integrating social and environmental objectives into its strategy, a company is able to build its own sustainability.

In Madagascar, various studies and a current analysis of trends show a rather disparate practice of CSR, often determined by the sector of activity, the size of the company, and the level of knowledge and expectations of these companies' stakeholders.

In industries having a strong social impact, for instance, CSR is largely determined by environmental and social compliance, in conjunction with risks and impacts combined with the implementation of approaches and actions that meet the expectations of stakeholders such as local communities, investors and civil society.

For companies that export their products, commitment is generally motivated by certification, which is a condition for access to markets. Other companies that require an abundant, quality workforce direct their actions towards the development of human capital and professional training. This is the case, for example, in sectors such as textiles and new information and communications technology, where a company's sustainability and the achievement of its objectives depend on a quality workforce in sufficient quantities.

Other companies are going further by integrating the Sustainable Development Goals into their core business. We are talking more often about companies having a mission and about social companies, mainly driven by a new generation of entrepreneurs who want to bring value to the country while generating profit.

Often seen as a communications and risk management tool, CSR could and should contribute to building social cohesion within a company and with its stakeholders, to establishing a dynamic and motivating work environment for employees, and especially to strengthening a company's competitiveness. For the most committed, a CSR approach contributes to stimulating and inspiring a change in behavior and production

methods within an entire value chain or in the sphere of influence.

Regarding the question as to whether or not CSR is outdated, let's ask ourselves instead how we can go beyond the way we perceive CSR and how we can consider it as an approach to creating value, improving competitiveness, and being a vector for social change.

Despite very timid beginnings, the path to sustainability is definitely well outlined for Madagascar. CSR and sustainable development have managed to find their way into debates and exchanges, but more importantly, into the center of various parties' concerns and into companies' core business.

During these difficult and challenging times, we cannot take our planet and our resources for granted. We must transform our differences in order to think together about common solutions to these problems. By putting business at the center of economic development through the creation of decent jobs, safe and dignified working conditions, and by creating solutions or technologies that address our daily challenges, we each have our roles to support these initiatives and to take positive and transformative actions that contribute to achieving the Sustainable Development Goals (SDGs) of the 2030 Agenda.

Let's move forward together towards sustainability, since we have reached the point of no return. The power is in our hands!



By **Ulrichia RABEFITIAVANA**,
**CSR and Social Specialist & Social
Entrepreneur, Ur-CSR Consulting**

Corporate Social Responsibility: What about Madagascar?



Sustainable development is currently at the center of global concerns. Due to climate change, the rapid deterioration of the environment, and the depletion of natural resources, many country leaders are working to find suitable ways to better preserve resources and the climate. As major consumers of natural resources, especially raw materials, companies are among the stakeholders involved in environmental commitment and sustainable development.

This brings us to recall the definition of Corporate Social Responsibility (CSR) and to assess the implementing provisions as well as the level of commitment of Malagasy companies to CSR. How is the Economic Development Board of Madagascar (EDBM) promoting CSR? What are the directions of the National CSR Strategy (*SN RSE*) in Madagascar?

CSR: Towards Social, Economic, and Environmental Performance

According to the ISO 26000 standard, CSR proposes the right course of action to adopt for businesses and organizations committed to operating in a socially responsible way. The standard defines Social Responsibility as the responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that:

- Contributes to sustainable development, including the health and the welfare of society.
- Takes into account the expectations of stakeholders.

- Is in compliance with applicable law and is consistent with international norms of behaviour.
- Is integrated throughout the organization and practiced.¹

In his research articles, Professor Dimby Ramonjy Rabedaoro, a teacher-researcher in CSR strategy, defines CSR as "a deep transformation of the company's business model and the company's realignment to the issues of contemporary society."² Thus, companies that want to take this approach must seek extra-financial and global performance, beyond achieving a turnover. It mainly includes social, economic and environmental performances.³

ISO 26000 Standard to Help Companies Implement a CSR Approach

International frameworks, standards and references, including ISO 26000, the Global Compact and the SDG Compass, help us to explore the different components of a CSR/Sustainable Development approach, its purpose, and the implications of such a commitment on the company. It is therefore up to each company to adopt the approach that best suits its nature, size and sector of activity.

In order to engage and empower companies in the Sustainable Development Goals (SDGs), the International Standard Organization (ISO) has initiated actions to involve them by developing the ISO 26000 standard. Closely linked to CSR, ISO 26000 provides guidance to companies on social responsibility and assists them in



Verohanitra Andriambolanoro,
Investment Manager EDBM

contributing to sustainable development. The standard helps companies integrate good practices on CSR by defining their obligations towards individuals or partners when the parties are not bound by any contract or regulation. CSR involves a dialogue with stakeholders.

First examples that lead the way

In 2021, a study on the *"Inventory and Analysis of Good Practices in CSR in Madagascar"* was conducted. The study identified and highlighted positive examples of CSR actors and practices in Madagascar, and pointed out that "CSR is an important lever for the development of Malagasy companies."⁴ However, the level of commitment of Malagasy companies to CSR is still in its development phase: "Today, if CSR as defined by ISO 26000 has emerged in Madagascar, it is partly due to large foreign investments and internationally-oriented companies that seek to express their social accountability to stakeholders and meet the requirements

1. ISO 26000 standard official website: <https://www.iso.org/fr/iso-26000-social-responsibility.html>.
 2. La responsabilité sociétale de l'entreprise ? Un projet stratégique ! Cahier du Management, Août 2021.
 3. <https://midi-madagasikara.mg/2017/05/16/demarche-rse-les-entreprises-doivent-chercher-une-performance-extra-financiere-et-globale-selon-le-dr-dimby-ramonjy-rabedaoro-enseignant-chercheur-de-lirsi-groupe-sup-de-co/>.
 4. Etats des lieux et Analyses des Bonnes Pratiques en matière de RSE à Madagascar, décembre 2021.

of their international investors and customers.”⁵

However, the regional *SN RSE* consultations that were carried out demonstrates the private sector’s strong interest in the topic. Many companies are taking these issues into consideration by engaging in CSR actions in order to strengthen their performance (seriously affected by the Covid-19 health crisis) and to enhance their reputation and image. They are keenly aware that CSR is an important step for a company’s long-lasting success which mainly revolves around governance. Let us take a few examples:

■ A textile company that is the first company in Madagascar to be awarded the CSR Committed Label: “*Engagé RSE, niveau confirmé*”. The company values ecology and economy by successfully reducing its energy dependence. The company has acquired a new generator that reduces its fuel consumption by half, and regularly replaces its machinery with more energy-efficient equipment. The company is also experimenting with the installation of a photovoltaic power plant that should eventually provide 20 to 25% of its electricity needs. In addition, paper and cardboard are sorted and recycled, compacted and then transformed into logs to fuel the wood boiler. In addition to composting organic waste, the company also recovers plastics which will be later used as raw materials by a Malagasy association to manufacture interlocking paving stones.

■ As a way to fight poverty, an industrial company in the sugar industry was revived, creating jobs and reducing imports to Madagascar. With its agricultural potential, Madagascar could become a sugar exporting country.

■ A telecommunications company received a “Best Humanitarian Actor” award from the United Nations System, following its involvement in the preparation, assessment and early recovery phases of disaster risk management.

CSR is therefore part of these companies’ major lines of action for sustainable development. It is essential to involve a greater number of companies to make CSR a tool for social and economic value creation, and to establish and implement a CSR policy.

A national CSR strategy in the making

CSR is a cross-cutting notion, and its promotion requires collaboration and a favourable institutional environment. To support the private sector in Madagascar in its sustainable and inclusive development initiatives, and to achieve positive economic growth, the Ministry of Environment and Sustainable Development (MEDD), the USAID Hay Tao Project, and the Economic Development Board of Madagascar (EDBM) have sealed a partnership to support the promotion of CSR through, among other things, the development of the National CSR Strategy (*SN RSE*).

The National CSR Strategy aims to: “promote CSR by providing all stakeholders with a common basis, a harmonized language, and a guideline that enhances information, education, facilitation, support and involvement of all actors to make CSR a performance lever and a tool for competitiveness and commitment to the preservation of the environment and natural resources for sustainable development.”⁶

As an Investment Promotion Agency (IPA), the EDBM promotes sustainable investments in line with the Sustainable Development Goals, seeks to attract quality Foreign Direct Investment (FDI),

and strives to make the country known as a more attractive destination for “sustainable” FDI. The agency plans to accompany different private sector stakeholders in the establishment of a conducive business environment for the benefit of society, and to grant Malagasy companies a better territorial anchorage, a social acceptability, as well as a better international competitiveness.

The EDBM alongside Companies

The EDBM’s commitment to CSR has taken on another dimension since 2020. That year, a Sustainability and CSR Officer was appointed in the Investor Services Department and the agency also participated in the *Salon RSE & IDD* in Madagascar. Thanks to the tripartite agreement between the MEDD, USAID and the EDBM, great strides have been made in terms of promoting CSR in Madagascar. At the EDBM level, summary sheets of practices by sector have been integrated into the E-toolia platform and shared with investors who consulted EDBM’s Investment Managers. E-toolia also provides information on how to implement CSR activities within companies (www.etoolia.edbm.mg).

Moreover, the EDBM has contributed to various regional consultations as part of the development of the National CSR Strategy and has been able to gather stakeholders’ expectations and to design an appropriate, relevant strategy that takes into account regional specificities. The *SN RSE* is expected to be launched in the near future.

Lastly, a sustainable development component has been factored into the reform of the Investment Law which is currently underway.

 By **Verohanitra Andriambolanoro**,
Investment Manager EDBM

5. Etats des lieux et Analyses des Bonnes Pratiques en matière de RSE à Madagascar, décembre 2021.

6. SN RSE – National CSR Strategy – mid-term report, June 2022.

Inventory and Identification of Best CSR Practices

The Ministry of Environment and Sustainable Development (MEDD), the USAID Hay Tao project and the Economic Development Board of Madagascar (EDBM), co-conducted a survey to draw up an inventory of Corporate Social Responsibility (CSR) and to identify the best CSR practices in Madagascar. The survey was carried out to promote CSR as a tool for the sustainable management of natural resources and as a tool for competitiveness and promotion of sustainable and responsible investments.

A Multisectoral Survey

The survey results come from 92 private companies (out of 199 targeted) and 16 organizations (business associations, ministries and other public institutions). The sample was made up of companies which are more likely to know and/or practice, or should be involved in CSR, based on their size, activities, and social and environmental impacts.

The report shows that agribusiness, mining, textile, and exporting companies have a higher level of commitment to CSR. 74.16% of respondents affirm that they know and practice CSR. However, many of them admit that the concept is still unclear and often mistaken for the practice of sponsorship, patronage, philanthropy, or legal obligations. Nevertheless, most respondents recognize four CSR major issues: social (91.76%), environmental (84.71%), economic (77.65%) and governance (37.65%).

62% of respondents set up a CSR management system

Among companies with a CSR management system (62% of respondents), over 60% allocate an annual budget for CSR, in accordance with the guidelines of the United Nations Global Compact standard ISO 26000 or the MECIE decree (*Mise en Compatibilité de l'Investissement avec l'Environnement*). One third of the companies do have one or more certifications (Fair for

How familiar to CSR are Malagasy companies?



life, For life, Global Organic Textile Standard or GOTS, Sustainable Aquaculture, etc.). Two thirds have a monitoring and evaluation process. The survey finds that companies are implementing CSR activities to contribute to sustainable development, to manage risks, to mitigate the impacts of their activities, and to create economic and societal values.

The remaining 38% that do not have a CSR management system explain that even if their approach is not structured, they are involved in CSR activities (supporting community and social projects, sponsorship policy) or are on the way of setting up a formal system. They identified the lack of skills, resources, incentives, and recognition as the main barriers that prevent their full commitment to a structured CSR management system.

14 Best Practices and 7 Models of Raising Awareness Identified

Based on the governance of the practice, its social impact, and its feasibility and adaptability, the MEDD, the USAID Hay Tao and the EDBM selected 14 best practices of 14 companies, divided into three categories: Environmental, Social and Economic.

To raise awareness among companies, seven CSR models are proposed in the report along the above three axes. Regarding the environmental component, the report recommends two models of raising awareness about (1) including effective and efficient reforestation and (2) industrial waste management. At the social level, two models are proposed: a first model related to working conditions; and a second one related to the development and steering of a community development project. When it comes to the governance and economic component, the survey proposes three models on (1) CSR governance, (2) responsible governance of the sector, and (3) responsible tourism.

Key Recommendations

Three recommendations emerged from the survey: (1) to reinforce awareness through accompaniment, publication of practical guides, and training; (2) to encourage partnerships and combined efforts of private companies; and (3) to strengthen institutional support and commitment to ensure that the private sector is properly framed and that their objectives contribute to the sustainable development of the country.



By **Maherintsoa Andrianiaina**

Source: **Inventory and Identification of CSR best practices (December 2021)**

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Romy Andrianarisoa: “SDGs as Key Performance Indicators for Businesses”



We are less than two months away from the Indian Ocean Conference on Sustainable Development (IOC-SD) that will be held in Antananarivo in early November. Hosting the regional conference demonstrates Madagascar’s commitment to reaching the Sustainable Development Goals (SDGs) by 2030 by involving both the public and the private sectors.

Entrenching SDGs in our Industrial Policy

UN agencies reaffirm that industrialization is a key element in sustainable development. Today, the Malagasy industrial system is based upon an industrial policy which clearly does not consider sustainable development goals and optimal management of natural resources. Following the UN’s recommendations, many signatory countries have entrenched SDGs in their industrial policies. Indian Ocean countries must march to the beat of the same drum.

Romy Andrianarisoa, President of the Sustainable Development and Business Ethics Commission within the GEM (*Groupement des Entreprises de Madagascar*), ambitions to draft a regional industrial policy for Indian Ocean (IO) countries in order to make progress at the same pace. More broadly, industries and businesses of all sizes must consider SDGs as Key Performance Indicators (KPIs), above and beyond the legitimate aim of maximizing profits and return on investment. Social and environmental impacts, decent work, and women and youth involvement are among the criteria to be taken into account. “*Big Malagasy*



Romy Andrianarisoa, President of the Sustainable Development and Business Ethics Commission, Groupement des Entreprises de Madagascar

firms have managed to integrate SDGs into their corporate policies, which is not the case for smaller structures, and even some big companies,” Ms. Andrianarisoa notes. She adds that such innovation is hard to build without the expertise and involvement of UN agencies such as the United Nations Development Programme (UNDP), the International Labour Organization (ILO) and the United Nations Industrial Development Organization (UNIDO).

Ms. Andrianarisoa explains that IO countries will build on existing experience and cases of best practice in other countries. The IOC-SD will be an opportunity for 30 business promoters to get technical support and act as real actors for sustainable development, but also for any other company to attend the event and understand the whole mechanism.

IOC-SD: the Public and Private Sectors Side by Side

The IOC-SD will be presided and hosted by Madagascar on November 4 & 5, 2022. 200 companies from seven islands (Madagascar, Mayotte, Comoros, Mauritius, Seychelles, Reunion and Maldives) and ten delegations from these islands and three partner countries (Morocco, the United Arab Emirates, India) will be involved in the IOC-SD. Delegations include companies and investors, financial and technical partners, ministers, experts, academia, and media.

The first phase of the project (pre IOC-SD) was launched right after the COP26 conference in Glasgow last year. 30 projects focussing on three main themes (Blue Economy, Carbon Offset, and Global Warming) from the seven islands will be presented to potential investors. Ms. Andrianarisoa reports that Madagascar is now screening the projects, including projects from different regions. They will be implemented by 2030, and their progress will be measured on an annual basis. One by one, each of the seven IO islands will host an annual conference between 2022 and 2028. The closing conference will be hosted in Madagascar once again in 2029.

Madagascar is committed to fighting against climate change through the National Climate Adaptation Plan. The President of the Republic of Madagascar and different Malagasy ministries have praised and are supportive of the IOC-SD initiative which is co-led by TF261 agency (the organizing team) and UNDP.

 Prepared by **Kenny Raharison**

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Unleashing the Power of the Private Sector as an Agent of Sustainable Development



"We need [the private sector] more than ever to help us change course, end fragility, avert climate catastrophe and build the equitable and sustainable future we want and we need."

So said UN Secretary-General António Guterres to the Davos Agenda gathering of the World Economic Forum in January 2021. This was not an attempt by the UN Secretary-General to shift responsibility for people, planet and prosperity solely onto the private sector; it was a bold recognition of the pivotal role of the private sector in the partnership upon which the 2030 Agenda for Sustainable Development depends. This role is as critical in Madagascar as anywhere else in the world.

The 2030 Agenda – that global agenda adopted unanimously by all 193 UN Member States back in 2015 and made actionable by the 17 inter-linked Sustainable Development Goals (SDGs) – presents an inspiring vision of what our world could look like by the end of this decade if we all work together to eradicate poverty in all its forms and dimensions, reduce inequality and protect the planet, leaving no one behind.

The huge aspiration embedded in the 2030 Agenda demands an unprecedented transformation in the way all countries and all actors think and behave. It rests on the premise of collaborative partnerships that capitalize the strengths, capacities and approaches of different actors.



Issa SANOGO, United Nations Resident Coordinator in Madagascar

Governments alone do not have the reach or the resources needed for the 2030 Agenda to succeed. With a shortfall estimated, at one point, at USD2.5 trillion per year in developing countries, reaching the scale and ambition of the SDGs requires not only an increase in financial flows but the realignment of domestic and international, public and private investment towards sustainable development. Hence the call to use the billions channeled through official development assistance to catalyze trillions in private capital.

Although still below overseas development assistance, private

financing for sustainable development is on an encouraging upward trend. According to the Organisation for Economic Co-Operation and Development, mobilized private finance for development reached on average close to USD50 billion in 2018-20 – 18 per cent of it in least developed and low-income countries.

Shocks such as the socio-economic crisis brought about by Covid-19, the current global food, fuel and financing crisis exacerbated by the war in Ukraine, and the climate crisis have only come to widen the SDG financing gap and underscore the urgency for all actors to align with the goals.

So, what role can the private sector, ranging from micro-enterprises to big multinationals, concretely play in achieving the SDGs, we ask ourselves

The traditional private sector contributes in many known ways to a country's economic development. It contributes, among others, through investment; the stimulation of economic growth; innovation and technology transfers; the creation of employment opportunities; the supply of goods and services. At the same time, it generates tax revenue to finance the provision of health and education, the construction of infrastructure and other public goods and services.

There is indeed a gap between traditional investing and the vision

of the 2030 Agenda. Around the world we see private sector economic activity creating wealth but at the same time maintaining or increasing inequalities, sustaining bad governance, disregarding human rights, contributing to climate change.

Maximizing profit and contributing to the SDGs are not incompatible, however, and economic activity does not have to undermine other components of sustainable development. Closer alignment of business models with the SDGs is the key to unleash the private sector's huge potential as an ally of the 2030 Agenda. Supportive policies are important to reduce obstacles and attract more private SDG financing, but the gap needs to be ultimately reduced through informed dialogue and the promotion of a shared vision.

This is already happening, and private sector actors everywhere are increasingly "making global goals local business", as put by the UN Global Compact. The private sector is finding ways of balancing financial priorities and broader societal concerns, including through socially responsible investments; environmental, social and governance investment strategies; impact investing; and philanthropy. The sector is thus becoming a key player in areas ranging from the expansion of renewable energy solutions and the transition to sustainable production and consumption patterns, to the creation of decent jobs and the elimination of child labour.

Despite a large informal economy, Madagascar's private sector is not lagging

Several SDG-centred projects have already been successfully implemented by the UN with the private sector in Madagascar in areas such as energy and agro-processing,

which could be considered for scaling up. An exciting current example is a project funded by the Joint SDG-Fund that seeks to mobilize different actors around the SDGs by introducing innovative finance instruments and leveraging upwards of USD80 million in public and private financing for the energy sector.

Good practices are also evident on the humanitarian side, with the private sector humanitarian platform engaging fully in humanitarian planning and activities, and in disaster risk reduction. Its contribution to disaster preparedness and response has increased to more than 1 million from USD300,000 in 2013. The initiative aims at the same time to reinforce resilience to protect private sector investments against the effects of disasters through durable infrastructure, respect of anti-cyclone norms and the development of business continuity plans. Created in 2015, the platform has become globally recognized and is a member of the Connecting Business Initiative.

The event on Corporate Social Responsibility and Sustainable Development Initiatives, slated for October 2022, will be an opportunity to exchange experiences, challenges and progress made by the private sector with other stakeholders to contribute to the SDGs. This event will be key for sharing good practices on emerging economic business models that integrate sustainability.

The Indian Ocean Conference on Sustainable Development (IOC-SD), organized by the *Groupement des Entreprises de Madagascar* (GEM) with the support of *Fivondronan'ny Mpandraharaha Malagasy* (FIVMPAMA) and the UN System, to take place in November 2022, is another promising initiative that reveals the private sector's

growing commitment to sustainable development in Madagascar. The event aims to mobilize the private sectors of countries in the Indian Ocean to identify and create business opportunities to contribute to the SDGs. Many projects in areas such as agribusiness, water and decarbonization, and reflecting a balance between creating employment and generating profit while contributing to Madagascar's sustainable development, will be presented.

To further such initiatives, a joint declaration of intent was signed between the UN System in the country, the *Groupement des Entreprises de Madagascar* (GEM) and the *Conférence des Travailleurs de Madagascar* (CTM) in June 2022 to establish a platform for dialogue and outline a framework of cooperation. This declaration demonstrates the interest of the UN, workers and employers alike to shape a common vision and build spaces of cooperation around joint priorities. Several potential areas of engagement have been pre-identified and include employment opportunities for youth, persons with disabilities and women; social protection; innovative financing; and many others.

The 2030 Agenda is a call to the private sector and other actors to coalesce around a shared vision and align with the universally adopted principles of sustainable development. The private sector's field presence, reach, expertise, resources, initiative, and research and development capacity put it in a unique position to apply its creativity and innovation for sustainable development solutions. Madagascar counts on the immense power of its vibrant private sector to get back on track to reach the SDGs.

Ambatovy: A Commitment to Responsible Mining



According to the United Nations, "sustainable development" is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It encompasses the inter-related dimensions of social well-being (people), environmental stewardship (planet), and inclusive growth and a just economy (prosperity).

At Ambatovy, our goal is to be a producer of high quality nickel and cobalt that creates lasting value for all stakeholders and that contributes to sustainable development in Madagascar. Indeed, the long-term success of our company requires that sustainability be integrated into all aspects of our business and that it be core to our planning and decision-making. This includes engaging stakeholders and benefiting communities, operating ethically and responsibly, striving to meet the highest standards, providing a safe and rewarding workplace, and demonstrating responsible environmental stewardship. Through our actions, Ambatovy aims to have significant, positive and lasting impacts in the communities where we operate, and hopes to set an example for responsible mining and provide a new industry benchmark for sustainability performance.

Ambatovy plays an important role in catalyzing the economic development and social well-being of local communities through job creation and training, the purchase of local goods and services, community investments, and the payment of royalties and taxes. For example, our total workforce as of December 2021 was 11,609 personnel, including 7,870 contractors and 3,739 direct employees (approximately 91% are Malagasy); more than \$ 225 million US was spent on the local procurement of goods and services from local suppliers in 2021; we constructed five primary schools and continued to support the fight against Covid-19 at national and regional levels during the year; and we paid approximately \$ 25.8 million US in various royalties and taxes to the Government of Madagascar last year.

The United Nations' Sustainable Development Goals (SDGs), a follow up to the Millennium Development Goals, consist of 17 ambitious targets to address global issues, and to ensure a sustainable and resilient future for the world by 2030. The success of the SDGs depends on the participation of a range of actors – governments, communities, donors, UN agencies, non-governmental organizations and businesses.



Ambatovy constructed five primary schools in 2021.



Ambatovy provided extensive support for the relief efforts after the cyclones and heavy flooding in early 2022.

The nature of the work of the natural resources sector has social, economic and environmental impacts on the jurisdictions where projects and operations are located. As a responsible company working in both a biological hotspot and a nation with challenging socio-economic conditions, we aim to ensure that the potential negative impacts of our activities are minimized and mitigated to the greatest extent possible, while also focusing on actions that positively impact local communities and Madagascar. Through our overall business approach, through our extensive investments in social and environmental activities, and through our commitment to supporting the growth of Malagasy industry and promoting small businesses, Ambatovy seeks to contribute to Madagascar's development and to the country's achievement of these globally recognized sustainability targets.

AXIAN Foundation , For a more inclusive and sustainable *development*

AXIAN Foundation is the philanthropic foundation of AXIAN Group which counts more than 6,000 employees in the Indian Ocean and Africa. It works in the fields of **education, health, social empowerment, humanitarian aid, environment and sustainable development**, as to improve the living conditions of vulnerable people in the countries where AXIAN Group companies operate. **19 programs are now deployed in Madagascar, Togo, Senegal and the Comoros.** They all contribute to the building of a more inclusive and fair society.



“ *The Akany Iarivo Mivoy homeless center gave to my 3 children and I a shelter, food and hope for the future. My kids now study at the neighborhood's public primary school and the center offered me a “nanny” training at the Kids Academy in Alarobia, where I'm currently employed. Thanks to the activities initiated by the center, I've been well prepared to face the future , find a job and take my own decisions.*

Mamisolo - resident of the Akany Iarivo Mivoy homeless center, class of November 2021

The Akany Iarivo Mivoy center is co-managed by the AXIAN Foundation and the City of Antananarivo since April 2020. It currently hosts and trains 170 residents.

Achievements



100

public schools built in the **23** regions of Madagascar



6

health centers / dispensaries built and **1** mother & child-health mobile clinic operated



2

public multisports fields built in unprivileged urban areas of Antananarivo



18

vegetable gardens and **2** hen houses set up in public schools and social centers

Impacts



+20 000

children enrolled in our public schools



+62 000

beneficiaries of our health centers and dispensaries



+400

people sheltered, supported and trained at our homeless center



+20

local associations and NGOs supported by our partnership program

Rio Tinto QMM's commitment to corporate social responsibility and

Rio Tinto QMM supports education to contribute to SDG 4

Building school infrastructure

Soon after its establishment in Fort Dauphin, Rio Tinto QMM recognized how essential supporting education was. The company started building infrastructure across the Fort Dauphin school district (CISCO). 15 public primary schools, 1 junior high school and 1 high school were fully restored.

The Rio Tinto Scholarship Education (RISE+) program

Launched in 2012, the RISE+ program aims to improve access to quality education, health, safety, environment, and youth employment and entrepreneurship. Driven by the slogan: "from education to employability", RISE+ also seeks to improve education and employment governance, monitor beneficiaries, document and disseminate lessons learned and best practices on education, access to employment and youth centers. The program grants merit-based and support scholarships.

In 10 years, 2,220 scholarships have been awarded to young people in the Anôsy region. Each year, RISE+ scholarships go to the most deserving students in public junior high schools, high schools, and universities in eligible fields such as engineering sciences and polytechnics (civil engineering, industrial engineering, mechanics, electricity, electronics, computer science, mining, geology, tourism, marine sciences, agronomy, and environmental management).



The American Corner

Launched in 2016, the American Corner is hosted by Rio Tinto QMM in its premises in the CNaPS building in Fort Dauphin. The center allows the local population to learn and strengthen their knowledge of English language. This year, in partnership with the US Embassy, Rio Tinto QMM undertook major renovations to the center and provided high-speed internet connection. We now have an American Corner twice as large as the original that offers a wider range of programs.

Visitors can learn about shared American-Malagasy values, participate in discussions, explore educational opportunities, and acquire or improve English skills. American Corner Fort Dauphin is one of three American Corners in Madagascar and is part of a network of over 700 similar centers run by the US government around the world.



The Teza Tanora Center, a space for exchange

The Teza Tanora center was created in 2018. Rio Tinto QMM and its partners opened it to help young people from Fort Dauphin to find jobs. The center hosts a multipurpose room that can accommodate trainings, forums, and conferences. Another room equipped with computers provides members free access to internet. Also equipped with a library, Teza Tanora Center now counts more than 400 members. The center was created to help grade 12 students to prepare for the baccalaureate exam and university students for their research and final dissertation. The center receives 20 people per day on average.



and initiatives for sustainable development of its host region

Rio Tinto QMM pledges to protect biodiversity and the environment and to run a safe and responsible business in line with SDGs 12 and 13

Rio Tinto QMM's environmental program was launched in the mid-1990s with the aim to best manage biodiversity and minimize the impact of mining activities on the environment. Rio Tinto QMM operates in the district of Fort Dauphin, in the extreme Southeast of Madagascar. In view of its great fauna and flora diversity, the region is considered a "biodiversity hotspot". With that in mind, the local population and communities, strongly rely on the region's natural resources.

Here are the 4 stages of mitigation: avoidance, minimization, ecological restoration, ecological compensation or "offset".

Avoidance: QMM is the first mining company to promote protected areas

To mitigate the impact of mining activities on biodiversity, QMM's first step was the establishment of the conservation zones as defined in its specifications. QMM quickly took the initiative to convert them into category V protected areas according to the International Union for Conservation of Nature (IUCN). **Over time, QMM has set up three category V protected areas : Mandena (430 ha), Ambatoatsinanana in Sainte Luce (1365 ha,) and Petriky (300 ha).** These are the first protected areas in Madagascar managed by a mining company. They are co-managed with different committees including COGEMA for Mandena, FIMPIA for Ambatoatsinanana, and FIMPIAP for Petriky. At the national level, the management of these protected areas is defined by the Law 2015-005 on the Management Code for Protected Areas (COAP).

Minimization: Sustain the fauna and flora

The second stage of mitigation includes measures to minimize the impacts through various activities such as the transplantation of priority flora species before undertaking any mining operation. In other words, threatened or endemic plants are transplanted into the protected areas. Transferring endemic and threatened fauna to a safe place is also part of the minimization step. Finally, to limit disruption risks to a minimum, a plant screen has been designed, with continuous operational control including the lights orientation, noise or dust attenuation, etc.

Restoration and rehabilitation: QMM goes beyond its legal obligations

In each exploitation area and after each mining operation, QMM is required to restore the vegetation in the mining area to its initial conditions. Wetlands, sources of natural resources for communities will be restored. Neighboring affected surfaces will be restored with natural native species as part of ecological restoration, while another part will be rehabilitated with fast-growing species. For Mandena, QMM's current site 782 ha out of 1,500 ha have already been rehabilitated. This represents 52% of the target set by regulations applied to QMM. Regarding off-site reforestation, Rio Tinto QMM has already gone above the target of 500 ha. The company has planted trees on an area of more than 700 ha outside its mining site, representing 140% of the initial objective.

QMM offsets among the few protected areas with zero anthropogenic pressure

Outside the three protected areas around the QMM mining sites, we record two other protected areas: Mahabo Analazaha (2,500 ha), located some 300 km north of Fort Dauphin, in the Vangaindrano district, in the Atsimo Atsinanana region, managed by Missouri Botanical Garden (MBG) in collaboration with the Madagascar Foundation for Protected Areas and Biodiversity (FAPBM); Bemangidy – Tsitongambarika which extends over 4,000 ha, located 70 km from Fort Dauphin, managed by Asity Madagascar.

Rio Tinto QMM is committed to becoming a sustainable mine

QMM's sustainable mine vision started to be implemented 2 years ago and relies on:

Carbon neutrality by 2023:
use of renewable energy
and additional offsets

Improved water
management

Increased investment
in flora and fauna
conservation and littoral
forest preservation

Resilient and sustainable
communities through support
to regional/local economic
development

Permanent dialogue with
stakeholders, particularly
with our communities

RioTinto

Discover other AmCham Members' Different CSR Approaches and Sustainable Development Initiatives

Malagasy companies have different ways of showing their commitment to the society and the environment and different approaches to contribute to the achievement of SDGs. Three companies, members of AmCham, share their initiatives.

Groupe Filatex – Education for the Development of Madagascar

Education is now considered as a crucial vector for development and one of the most powerful tools for reducing poverty rates in the world. Lao Tseu, an ancient Chinese philosopher, said "Give a man a fish, and you feed him for a day; teach a man to fish, and you feed him for a lifetime."

Today more than ever, education is a critical need to foster development, because in addition to stimulating a country's long-term economic growth, it also contributes to social stability. According to UNESCO, 244 million children between the ages of six and 18 are still not in school. Yet, education is a fundamental right that we must uphold for all.

In order to thrive in a world that continues to advance and evolve, future generations deserve to be given the required knowledge to prosper in an increasingly changing and

demanding world of work. While the right to education is fundamental, access to it remains a challenge in developing countries. By investing in quality education, emerging countries will help ensure that the younger generation has the skills to lead the Africa of tomorrow.

Groupe Filatex Works to Promote Education for All in Madagascar

At Groupe Filatex, investing in quality education is essential for the socio-economic and sustainable development of Madagascar. The group supports the future generation by ensuring that they have more opportunities to grow and succeed.

Through social projects, Groupe Filatex builds and renovates public elementary schools (EPP) in the Capital, providing decent learning facilities to thousands of school children each year, namely in Ivandry, Talatamaty, Andrefan'Ambohijanahary and Ambatolampy Tsimahafotsy. These four public elementary schools were renovated with artistic frescoes made by young renowned Malagasy artists such as Mat Li, Clipse, Maherisoa Rakotomalala, Richianny Ratovo or Miranto Rafanomezantsoa; art being an efficient way to perfect a quality education today.

In addition to the construction and rehabilitation of schools, a school nutrition program has been launched, feeding thousands of children each year, so that they have all the resources to succeed.

The Groupe Filatex's contributions to education include the provision of desks, educational and recreational books, and a scholarship program. Each year, 20 deserving students from these four EPPs receive scholarships that include school fees, school uniforms and school supplies. It goes without saying that encouraging success through meritocracy is also a sure way to promote success and learning.

By responding to the needs of children and schoolchildren, Groupe Filatex is committed to contributing to a better education for Malagasy people, in order to leave them a positive and lasting legacy. If knowledge is power, education is key to the power of knowledge.

 By **Groupe Filatex**



Groupe Filatex renovated the Public Elementary School of Andrefan'Ambohijanahary with artistic frescoes.

FedEx Express – CSR at the Heart of the Business



With "FedEx cares", the FedEx kicked off the reforestation campaign earlier this year.

Environment is a large and sensitive topic for Madagascar. Its degradation has a negative impact on the lives of the Malagasy population. Thus, preserving the environment plays a key role in the development of our country. FedEx Express was the first company to open the reforestation campaign in the Analamanga Region this year.

FedEx reforested a 2,000 m² area in the Itasy Region and planted 2,000 tapia trees (endemic species to Madagascar). Not only do tapia trees contribute to the preservation of the environment, but they also provide direct economic benefits for the population. Tapia trees help protect water resources and the soil against the sheer force of erosion, and they help maintain soil fertility.

Endemic species of wild silkworm called "*landibe*" primarily feed on tapia leaves. Local communities rely heavily on the *landibe* to produce wild silk commonly used for clothing.

FedEx is also involved in several CSR projects including:

- The installation of garbage bins in the neighborhood of Ankorondrano, where the company is headquartered;
- Volunteer work in collaboration with the Rotary Club;
- Donations of school supplies across the Analamanga Region and in Anjozorobe.

FedEx takes CSR very seriously and supports causes we hold close to our hearts.

 By **FedEx**

Mioty Voajanahary – Supporting Local Communities



Planting trees in the Itasy region is part of Mioty Voajanahary's missions to support local communities and preserve the environment.

Mioty Voajanahary is a company that grows and harvests *Aloe macroclada*, a medicinal plant also known as Vahona, in the villages that we work with. At the same time, we support these local communities by contributing to education in the villages that grow *Aloe macroclada* for us with the payment of teachers' salaries, the provision of books and the construction of classroom buildings. We also support schools around the processing facility by providing food for the school canteens and supporting teachers' salaries.

Education matters to *Mioty Voajanahary*. The company trains dozens of farmers to sustainably grow and harvest *Aloe macroclada*. We share our research and knowledge of *Aloe macroclada* with the University of Antananarivo and with the Ministry of Environment and Sustainable Development, and support graduate students doing research on *Aloe macroclada* towards their thesis projects.

Mioty Voajanahary has established associations in each village the company works with to supply *Aloe macroclada* leaves, and has provided accounting, banking and recordkeeping training to villages to help them better manage their associations.

At the level of the company, *Mioty Voajanahary* pays above minimum wages to our employees, and has provided training on safety and health regulations, and on better water management and land use. Very importantly, our property also remains open to host community events.

 By **Mioty Voajanahary**

The Private Sector Humanitarian Platform: Towards the Achievement of the SDGs



While Governments maintain the overall responsibility for responding to humanitarian emergencies, local communities and private sector networks also play crucial roles in disaster preparedness, response and recovery. Towards that end, the Private Sector Humanitarian Platform (PSHP) is a business association that brings together companies that are interested in strengthening their contributions to emergency preparedness and response efforts in Madagascar, in collaboration with national and regional authorities and with traditional humanitarian actors. The Platform was created in 2014 with the support of the UN Office for the Coordination of Humanitarian Affairs (OCHA) and the National Office of Disaster Risk Management (BNGRC), as part of the preparations leading up to the UN's World Humanitarian Summit that took place in Istanbul in 2016. Formalized as an Association in 2017, the PSHP's mission is to increase the effectiveness of the private sector's contributions to preparedness,

relief, recovery and resilience efforts before, during and after disasters and emergencies; to facilitate and coordinate the humanitarian contributions of its members; to build synergies and complementarities with the authorities and with traditional humanitarian actors; to contribute to improved access to basic social services for the local population; and to promote Corporate Social Responsibility (CSR) amongst its members.

The PSHP of Madagascar also contributes to the achievement of the Sustainable Development Goals, notably through:

- Fight against the Covid-19 pandemic, with the establishment of a vaccination center in Antananarivo, considered a reference center in Madagascar by the WHO (24,000 doses administered, with the involvement of more than 60 companies).



- Response to the drought and food insecurity situation in the *Grand Sud*, through a water supply project and donations of food from PSHP members.
- Support for Disaster Risk Reduction (DRR), through the construction of a bridge to improve access for rural, isolated communities; an international partnership with the *Fondation Terre Plurielle*; and flood risk prevention activities.
- Contributions to the emergency response during the 2021-2022 cyclone season (logistical support, in-kind donations of members, etc.).



Become a Sponsor of AmCham's Thursday Morning Roundtable (TMRT)

AmCham is pleased to welcome Taptap Send as a Sponsor of AmCham's TMRT.

The **Thursday Morning Roundtable** is AmCham members' traditional monthly breakfast. It is an occasion to meet, exchange, and network while discussing a particular topic with a guest speaker.



Sponsoring companies will be offered an interesting visibility package and granted free access to AmCham's monthly TMRTs all year long.

For more information, please contact us:
E-mail : kenny@amcham-madagascar.org
Phone : **(+261) 33 15 004 74**

Glossary of CSR-related terms¹

Brundtland Report: The publication officially entitled "Our Future" written in 1987 by the UN World Commission on Environment and Development, chaired by Gro Harlem Brundtland of Norway; uses the term "Sustainable Development" for the first time.

Charity: The voluntary giving of help to those in need; an action by a company or an individual to provide assistance to someone or a group of people in a selfless manner, inspired by a desire to improve the living conditions of one's fellow man.

Corporate Social Responsibility: A way of describing how companies measure and control their impact on society, including a company's contributions – both positive and negative – to the economy, the environment and the greater community.

Environmental, Social, and Governance (ESG): A collection of corporate performance evaluation criteria, often used by socially conscious investors to screen potential investments; companies that adhere to ESG standards agree to act responsibly and to conduct themselves ethically in these three areas.

Greenwashing: A term used to describe a false, misleading or untrue action or set of claims made about the positive impact that a company, product or service has on the environment; a form of advertising, public relations or marketing that gives the impression that an organization's products, aims and policies are environmentally friendly.

Philanthropy: A form of altruism that consists of "private initiatives, for the public good, focusing on quality of life".

Shared Value: A concept defined as "policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates."²

Social license to operate: The social acceptance of a company by stakeholders and the general public, based on credibility, good relations and trust; different from a legal license granted by the State.

Sponsorship: An arrangement under which a company supports a person, an organization or an activity in exchange for benefits such as the promotion of the products and services of the sponsoring company or for communications purposes (visibility, enhanced reputation, image building).

Sustainable development: Development that meets the needs of the present without compromising the ability of future generations to meet their own needs, while ensuring a balance between economic growth, environmental care and social well-being.

Triple Bottom Line: A concept that maintains that companies should focus as much on social and environmental issues as they do on profits, and that they should commit to measuring their social and environmental impact—in addition to their financial performance—rather than solely focusing on generating profit, or the standard "bottom line." Includes the "three Ps": People, Planet and Profit (or Prosperity).

 Compiled by **Winifred Fitzgerald**

1. Source: Wikipedia and extracts adapted from *De l'Entreprise Responsable à l'Entreprise Durable : Un Guide Pratique de la Responsabilité Sociétale des Entreprises* by the Ministry of Industry and Private Sector Development, UrCSR and UNICEF Madagascar, 2018.

2. Shared Value, as defined by Professor Michael E. Porter of Harvard Business School and Mark Kramer, co-founder of FSG, in their 2011 *Harvard Business Review* article, "Creating Shared Value".



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AmCham's Third Quarter Quick Activity Report



Let us take a look back at some of the events that happened at AmCham from July to September 2022.

AmCham's Thursday Morning Roundtable (TMRT)

Just as a quick reminder, the TMRT is AmCham members' monthly breakfast and networking event that gathers dozens of business leaders and representatives of the US Embassy. At each TMRT, AmCham receives guest speakers to openly discuss a relevant and timely topic. It is also a great pleasure for AmCham to welcome Taptap Send as a new sponsor of our TMRTs for one year.

TMRT with the Ministry of Industrialization, Trade and Consumption (MICC): On August 11, three staff members of the Ministry gave a presentation on behalf of Minister Edgard RAZAFINDRAVAHY:

- Mr. Isidore RAZANAKOTO, Director General of Trade and Consumption, and President of the Inter-Ministerial Committee for the African Growth Opportunity Act (AGOA);
- Mrs. Adriannie TAMOHA, Director of Partnerships and Projects, within the MICC;
- Mr. Rindra ANDRIAMAHEFA, Projects Analyst within the Department of External Trade, responsible for AGOA (MICC).



The presentation and discussions were centered around the AGOA which is set to expire in 2025, and what could support an investment climate that works equally for all stakeholders.

TMRT with Mrs. Diane Maurice : On September 8, Mrs. Diane Maurice, resident advisor in coordination with the International Office of Technical Assistance within the US Department of Treasury. She is currently providing technical assistance to the Ministry of Economy and Finance and the Central Bank of Madagascar. Mrs. Maurice focused her finance-oriented presentation on domestic debt and on how important it is to expand the investor base. She also shared best practices in terms of domestic debt management.

FMFP-funded Trainings in Business English and Social Media

Social Media training: From August 8 to August 12, 17 employees from four companies, all members of AmCham, were given an intensive social media training provided by Formation Akanga 2.0 at Sakamanga Hotel Ampasamadinika. The four beneficiary companies were Rema Tip Top, Pharmacie de la Digue, Transcontinents, and Moringa Wave.



Business English training: From August 9 to September 6, 83 employees from six companies (Pharmacie Metropole, DHL International Madagascar, Raketa SARL, Pricewaterhouse Coopers (SARL / Tax & Legal / Conseil) completed a Business English training provided by English Speaking Facilitators SARL. The sessions took place at SKILLZ Ambodivona and ESTI Antanimena.

Both trainings were funded by the FMFP (*Fonds Malgache de Formation Professionnelle*).



Welcoming New Members

The AmCham is pleased to introduce its newest members:

AmCham, Platinum Sponsor of the *Salon RSE & IDD*

This year, AmCham supports the *Salon RSE & IDD* which is co-hosted by Ur-CSR and Buy Your Way at Novotel Alarobia on October 6-7 as a Platinum Sponsor. Three AmCham members will be present at the AmCham booth during the two days of exhibition; several other members will also have their own stands.

AmCham's Introductory Meeting with US Ambassador Claire A. Pierangelo

On September 8, the AmCham Board and Executive Team held a virtual introductory meeting with the new US Ambassador Claire Pierangelo, with the support of Julianna Kim, Political, Economic, and Commercial Section Chief, and Paul Colombini, Economic and Commercial Officer at the US Embassy Madagascar. We are looking forward to further collaborations with the US Embassy in Madagascar.

 By **Kenny Raharison**

Charter and Sponsoring member :



Sponsoring member :



Company/ Organization:	Activity:	Location:	Leadership:	Contact:
KINGA	Construction, Handicrafts	Ankadikely Ilafy, Antananarivo	Mampianina Andrianantsifonantsara (Mrs)	kinga@netcourrier.com
EL Bissap Mada (EBM)	Hibiscus value chains, inclusive market consultancy services	Andohanimandroseza, Antananarivo	Hantalalao Eliane Rakotondranivo (Mrs)	ebm.elbissapmada@gmail.com
Cabinet d'Etudes, de Conseil et d'assistance à la Réalisation "ECR"	Consulting firm	Ankadivato, Antananarivo	Georges Ramanoara (Mr)	direction@cabineteocr.com
Executive Development Africa (EDA)	Performance coaching and Business consulting	Antsakaviro, Antananarivo	Roger Dago (Mr)	roger.dago@eda-consulting.net
Syndicat Malgache de l'Agriculture Biologique (SYMABIO)	Organic agriculture	Nanisana, Antananarivo	Gregory Rabeson (Mr)	de.symabio@gmail.com

CSR, Emergence of New Dynamics



The Evolution of Corporate Social Responsibility in Madagascar

Until a few decades ago, both companies and other actors in Madagascar still had a misconception about Corporate Social Responsibility (CSR). CSR was understood as simply a communications tool like so many others.

Companies tended to develop one-time social actions with no clear and long-term strategy. That approach started to change slightly in the early 2000s when large mining companies began operating in Madagascar and adopted more mature approaches to CSR since they are subject to strict obligations towards the society and the environment. Other exporting companies, especially textile, followed the same path. To meet the requirements and expectations of their international customers which take their duty of care very seriously, those exporting companies have managed to develop more strategic CSR approaches by improving the working conditions of their employees.

Towards the Promotion of CSR among Malagasy Businesses

The idea of the *Salon RSE & IDD* (an annual conference dedicated to the topic of CSR and Sustainable Development Initiatives) emerged in 2016 to promote the practice of CSR within private Malagasy companies. Today, the *Salon RSE & IDD* has become an essential meeting and exchange platform for CSR professionals and other actors involved in this constantly evolving ecosystem. Following the trends of CSR at the international level, Madagascar has gained a broader understanding of the concept and has begun to adopt and implement more mature CSR programs, with the mobilization of stakeholders at all levels.

The private sector has become increasingly aware of the key role it plays in promoting sustainable development in the country. Business coalitions around CSR have emerged. These include, for example, the creation of sustainable development commissions within private business groups and clusters such as the GEM (*Groupement des Entreprises de Madagascar*), the FIVMPAMA (*Groupement du Patronat Malagasy*) and the Chamber of Mines of Madagascar

(CMM). The main purpose of these initiatives has been to help companies deepen their understanding of CSR approaches and meet the challenges and the requirements of the international market by promoting more responsible business practices. Today, the private sector aims to acquire more knowledge through trainings and exchanges on best practice, and seeks to strengthen the capacity of its workforce in terms of CSR.

Involvement of all Stakeholders

The Malagasy Government has demonstrated a real commitment and leadership to develop a reference framework for CSR in Madagascar through the National CSR Strategy which is expected to be unveiled in the coming months.

Donor agencies also actively play their part in these dynamics. They fund development projects, capitalize on best practices, provide technical assistance, and build the capacities of all CSR actors in order to help them contribute to Madagascar's achievement of the Sustainable Development Goals (SDGs).

 By **Ur-CSR** and **BuyYourWay** – Indian Ocean

Salon RSE & IDD Quick Stats

Since its first edition, the **Salon RSE & IDD** has brought together:

+230	speakers at professional conferences	+12,000	visitors
+3,900	conference attendees	+110	partners and sponsors
+700,000	people reached on social media (Facebook and LinkedIn)	+230	exhibitors

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Hay Tao Helps Madagascar Preserve Its 'Natural Capital' Through Support to Corporate Social Responsibility



Madagascar is a country full of unique biodiversity and rich in natural resources. This natural capital is the lifeblood of the country – it is vital to many parts of the economy – including the tourism and agribusiness industries.

In the midst of this natural bounty, rapid population growth and a lack of adherence to regulations on extracting natural resources, such as timber or seaweed, are putting immense pressure on the natural environment – creating an urgent need for improved responsible natural resource management and environmental protection.

The US Agency for International Development (USAID) is responding to this urgent need by partnering with the Malagasy government and local and international businesses through the USAID Hay Tao project to develop a Corporate Social Responsibility (CSR) strategy and framework to guide local and international businesses that are interested in investing in activities that have a positive social or environmental impact. This CSR strategy – supported by the Ministry of Environment and Sustainable Development and the Economic Development Board of Madagascar – encourages private firms to identify needs in the communities where they operate

and then to implement CSR activities that help address these specific social, environmental, health, or other needs.

“Corporate Social Responsibility is a way that businesses in Madagascar can give back by compensating for their greenhouse gas emissions or funding social or educational programming to benefit local communities,” said Jean Solo Ratsisompatrarivo, Chief of Party of USAID Hay Tao. “Most companies here are eager to contribute to the sustainable development of the country and give back – they just need help figuring out the best way to do this without affecting their bottom line. That’s where our policy work can help.”

In 2021, USAID Hay Tao funded a study on CSR best practices in Madagascar to support local companies with CSR projects that comply with national regulations. The study showed that companies in Madagascar engage in CSR to contribute to the country’s sustainable development and mitigate their company’s negative impacts on the environment. Factors that discourage companies from engaging in CSR include a lack of relevant skills, inadequate resources, and lack of incentives for including CSR in their work.

Environmental Advocacy through CSR: DHL ‘ahead of the game’

In Madagascar, DHL, the international logistics and transport company, is ahead of the game and is considered a model company for CSR. To offset its carbon emissions, it implements social and environmental programs, such as the GoTeach GoGreen initiative launched in 2021 in the Analamanga Region.

GoTeach GoGreen provides environmental education to a national audience in collaboration with USAID Hay Tao, the Ministry of Education, the social enterprise Bôndy, and the association SOS Village d’Enfants. GoTeach GoGreen has trained and raised awareness on environmental protection for more than 1,000 students and supervisors in participating schools in the Analamanga, Vakinankaratra, Menabe, Atsinanana and Analanjirifo Regions.

DHL also collaborated with USAID Hay Tao to promote the #SaveMenabe campaign on the national televised morning show called “*Karakory antsika jiaby*” which features local



Signing of the collaboration agreement between USAID Hay Tao (right) and DHL (left) on training in agro-ecology and eco-actions in schools, in the DHL Office in Ankorondrano.
Credit: USAID Hay Tao



USAID Sustainable Environment and Economic Development Office Director, Agathe Sector, is interviewed for a segment promoting conservation on the "Karakory antsika jaby" program as part of the DHL/USAID Hay Tao CSR partnership.

Credit: USAID

influencer Lorah Gasy. DHL funds this morning show, and devoted all of its May 2021 programming to the USAID Hay Tao-supported #SaveMenabe or #VonjeoMenabeAntimena environmental advocacy campaign. This campaign highlights environmental issues facing the famed Menabe Antimena Protected Area in western Madagascar that stem from the illegal cultivation of corn in protected areas, deforestation, and a breakdown in environmental governance.

The campaign featured representatives from USAID, the Ministry of Environment, Transparency International Initiative Madagascar, Durell, and local civil society organizations, such as Alliance Voahary Gasy and Sehatra Iombona hoan'ny Fanantany (SIF). Advocacy campaigns such as this are critical to educating people about environmental threats and inspiring change.

Social Conservation Enterprises vs Corporate Social Responsibility

In addition to supporting businesses' CSR activities and government policy, USAID Hay Tao supports the development of social and conservation enterprises (SCE). Unlike CSR, which is more of a compensation mechanism adopted by for-profit businesses who continue to maximize profits for external shareholders, SCEs apply commercial strategies to maximize improvements in human and environmental well-being - so improving biodiversity, human well-being are a part of their bottom line.

Examples of SCEs include agribusiness companies that work with local cooperatives and associations to develop transparent and sustainable green value chains, or ecotourism

companies that invest in communities around protected areas while supporting biodiversity conservation and environmental education.

USAID works with the Ministry of Trade to promote a national platform for SCEs, bringing together the public and private sectors with civil society to establish a legal framework for social conservation enterprises, which includes tax incentives. For businesses looking to go beyond CSR and incorporate social and environmental benefits into their bottom lines - the SCE route is an attractive option.

Boosting Tourism with Sustainability Certification

Travel restrictions due to the Covid-19 pandemic severely hurt Madagascar's tourism industry, and now that borders have opened up, the tourism sector is in need of a boost. USAID Hay Tao is responding to this need by supporting hotels and tour operators in earning Green Globe Certifications - internationally recognized sustainability certifications that can help attract tourists who prefer environmentally friendly businesses, and even allow these businesses to charge higher prices for their services.

To obtain the internationally-recognized Green Globe certification, tourism businesses must comply with strict standards on environmental sustainability, protection and promotion of cultural heritage, and promotion of diversity and inclusiveness.

In the Menabe Region, Hay Tao helps hotel staff and managers implement these strict measures to obtain the Green Globe certification. To obtain the certification, these hotels are adopting practices, such as more responsible waste sorting, increased use of recyclable materials, partnerships with eco-responsible tour operators, use of green energy, and promotion of sustainability through communications materials at the hotels.

On the "doing good" business spectrum, obtaining Green Globe Certification falls between CSR and being a SCE. It is a badge of honor for the tourism and hospitality sector. But more importantly, more efficient operations, whether in water or energy, saves the companies money in the long run and attracts visitors to their hotels.

Given the importance of tourism to Madagascar's economy, USAID Hay Tao is committed to supporting the "greening" of the sector to protect the environment, boost the local economy, and allow both domestic and international tourists to enjoy the unique biodiversity of Madagascar in a responsible way.

 By USAID Hay Tao



The Malagasy 2022 Mandela Washington Fellows Share their YALI Experience

11 young Malagasy people have successfully completed their six-week leadership training in different US universities. They are now back in Madagascar, more committed than ever. Here is what they learned last summer.



Sophie Raharinoely
Leadership in Public Management, Bridgewater State University

I have learned a new approach to Leadership in Law enforcement: being a Leader is beyond the command, it is more a behavior. I have also developed communication skills and enlarged my network. The Professional Development Experience allowed me to build a professional relationship with the first black woman Commissioner in Philadelphia, Danielle Outlaw, and I will share my skills with the Police Leadership at the National Police Academy upon my return. Furthermore, I will also work with American Organizations to promote young female teenagers to become Policewomen.



Mirado Fitiavana Rakotoharimalala
Leadership in Public Management, Arizona State University

Through the Fellowship, I got a big picture of how the Federal system works, which is opposite to what we have in Madagascar. I also learned how US citizens are devoted to community services. Since my track at Phoenix ASU was more political-oriented, the experience has helped me prepare for the 2023 national board soccer

election. This upcoming election is just a step as my main goal is to get a high-responsibility public position within the industry. This approach is the best way to improve national sports governance and community development, which is one of the most underestimated in the country.



Natoa Razakasoavina
Leadership in Business, Clark Atlanta University

As my brother fellow from Lesotho said during our closing ceremony in Atlanta: "We came here to know American people but, in the end, we come back home knowing more about ourselves". Due to the Mandela Washington Fellowship, my vision for life and business has never been so clear. I know what my strengths are and how to maximize them and I am more committed to my mission which is to improve the quality of life in Malagasy cities.



Fidy Manantsoa Randrianarivelo
Leadership in Civic Engagement, University of Delaware

YALI Mandela Washington Fellowship is first and foremost a personal development opportunity. Personally, the fellowship has given me more confidence and pragmatism in what I do. The opportunity to work closely with Americans has given me a different way of thinking and acting. Through YALI MWF, I have made many professional connections related to my field of

deafness and sign language. Thus, I plan to contribute to the promotion of our association of Malagasy sign language interpreters, to the recognition of this language in Madagascar, and to invest quantitative data in my academic research



Felana Andrianantenaina Razakamahefa
Leadership in Public Management, Syracuse University

Overall, my MWF experience has been an incredible resource for networking with American institutions and with all Young African leaders with whom I shared the six weeks of leadership training hosted by Maxwell School of Citizenship and Public Affairs at Syracuse University New York. Not only did I discover a new approach to leadership based on global perspectives of equality, but also, I have developed my relational skills and increased my self-awareness on the way to unfold my leadership style. Confident in unity with my fellow leaders, we plan to carry out a pan-African project focusing on unlocking youth potential by creating pathways to work and enabling youth access to employment and economic opportunities.



Romeo Rajaonarimalala
Leadership in Business, Rutgers University

Lectures and site visits during the MWF program allowed me to learn from the efforts American farms and food

companies deploy to run sustainably in this era of climate and health fragility. I also discovered the processes US Greentech companies use to turn waste into green energy in the framework of sustainability. Now back home, I work to implement some farming techniques that will allow me to optimize the quality and quantity of the crops sustainably. And I plan to work with Malagasy technicians to adapt green energy solutions processing from the US to the local means and contexts.



Ony Andriamasinoro
Leadership in Public Management, Texas Tech University

From the six weeks fellowship in the US within MWF, I have gained new perspectives on how a developed country is and how to become so. I have realized that we are the ones who can bring solutions to our situations. More than ever, I am convinced that Madagascar has huge potential and can be a prosperous country. My will to take an active role in the political field in Madagascar increases to bring a positive, effective, and sustainable change, and I will do so to make a footprint for the equal and equitable development of my country.



Rindra Rakotoarisoa
Leadership in Civic Engagement, Appalachian State University

The Mandela Washington Fellowship is so relevant for me and my career because it helped me to gain new orientations and visions. I developed my skills to match various situations and experiences. I got to improve my knowledge of what leadership in civic engagement is. The training allowed me to expand my international network to a level up to pursue

new opportunities. It enhances my confidence to reach my goal I would like to establish a sustainable approach in the Madagascar Tourism industry through women empowerment.



Ny Anjara Rafalimanana
Leadership in Business, the University of Texas at Austin

The YALI Mandela Washington Fellowship program opened perspectives that will help me grow my organization. I also understood that life is a huge challenge and that it is a business in itself; also, despite the problems and difficulties we encounter, it's our resilience that will make it through and will lead us to make a difference. As a Non-Profit, it is often complicated to manage activities without having enough funding to carry them out. The Fellowship, through the courses I took at UT, allowed me to understand the entrepreneurship environment in which my organization finds itself and it also allowed me to formulate the mission and the exact vision of my organization: Yfomac Initiatives. Being part of the program helped me to shape a new Social Business Model that will allow Yfomac to set up income-generating activity projects to give more opportunities to girls to play football and more opportunity for us to make a more positive impact within the community. We are shaping the next generation of female sports leaders in Madagascar and Africa. The Fellowship was also an opportunity to connect with other fellows from the African continent and we made important connection with businesspeople in the US. who could potentially work with us to set up our project on creating the first women's football training center in Madagascar. At Yfomac Initiatives, we believe that girls and women in sports deserve a

bright future, and we are working to help them achieve their goals.



Kimmerling Razafindrina
Leadership in Civic Engagement, University of Georgia

I gained a lot from Mandela Washington Fellowship, but I specifically learned from the leadership curriculum how important conflict transformation, a strength-based approach, and embracing diversity and inclusion are to achieve organizational goals. The Community of Practice also taught me the importance of mentoring mindset and youth-adult partnership in youth development. I will use the knowledge, lessons learned, and best practices to improve my work, and develop my association, especially to achieve my project goals. I will also use this experience to inspire and empower youth in my community, and to strengthen the leadership skills of the members of my association.



Lanto Robivelo
Leadership in Public Management, Bridgewater State University

Yali MWF inspired me to be confident in striving for excellence in service of those most vulnerable and to use setbacks as a catalyst for learning. I gained encouragement by standing shoulder to shoulder with my African brothers and sisters, and a sense that we were one voice for change in so many areas. My final focus project for YALI will become the foundation of my work of service over the next five years, like a pencil sketch of a new horizon of hope for vulnerable children. I now look forward to watching the colors of the painting unfold.



Collected by **US Embassy Madagascar**

Peace Corps Volunteers: More than 60 years of Service

During his campaign for the Presidency, the then Senator John F. Kennedy gave an address to about 10,000 students at the University of Michigan in Ann Arbor on October 14, 1960. Nobody expected him to advance the ambitious idea of creating an international volunteer agency that would later deploy thousands of volunteers all around the world. After his election, President Kennedy signed an executive order, officially establishing the Peace Corps on March 1, 1961, to be led by the agency's first Director, R. Sargent Shriver. The same year, the first Peace Corps Volunteers (PCVs) were sent to five countries.

The Peace Corps is an independent agency and program of the US Government. Its mission is to promote world peace and friendship by fulfilling three goals: 1) to help the people of interested countries in meeting their need for trained persons; 2) to help promote a better understanding of Americans on the part of peoples served; and 3) to help promote a better understanding of other peoples on the part of Americans. The Peace Corps gathers US citizens, aged 18 or older, who are ready to bring about change, serve communities abroad, and work alongside partners on locally prioritized projects that address communities' most pressing challenges.

Since its establishment in 1961, the Peace Corps has trained and deployed more than 241,000 Volunteers in 141 different countries worldwide.

1,574 PCVs have served in Madagascar

The Peace Corps began its program in Madagascar in 1993. Since then, 1,574 PCVs have served local communities all over the country in three main priority fields: agriculture (including nutrition), education, and health. In 2020, PCVs all over the world, including those in Madagascar, were sent back to the United States because of the Covid-19 pandemic; the program here has recently resumed after a break of more than two years. In the meantime, the Peace Corps staff in country were actively involved in the rollout of Covid-19 vaccines in different regions of Madagascar.

In August 2022, two volunteers returned to Madagascar to resume their service as English teachers in secondary schools. Just recently, in early September, 22 new volunteers arrived from the United States to support projects in education and nutrition, bringing the current total to 24 active Volunteers in the country. The newcomers' two-year service starts with Malagasy language and technical training, as well as cultural immersion, before they move to their sites throughout Madagascar to begin their assignments. One group of Volunteers will support the Malagasy people by teaching English, while another



22 new Peace Corps Volunteers arrived in Madagascar last September.

will promote climate-smart vegetable gardening to address malnutrition. Country Director Brett Coleman says that the Peace Corps is thrilled with their arrival: "For two and a half years, our local staff have done incredible work to maintain Peace Corps' operations and to maintain our relationships with local communities in preparation for this day. A key aspect of our staff's work has been to work with local leaders to identify the communities' own priorities for development, which our Volunteers will support in partnership with the communities."

Mr. Coleman announced that 35 more PCVs are expected to arrive in Madagascar in February 2023 to work on strengthening local health initiatives, bolstering maternal and child health, and supporting water, sanitation, and hygiene projects. Peace Corps Madagascar aims to achieve its pre-pandemic level over the next two years, with 150 volunteers spread across the country.

Returned Peace Corps Volunteers (RPCVs)

The third goal of the Peace Corps mission is to help Americans better understand the world by bringing Volunteer experiences home to the United States. Many Returned Peace Corps Volunteers, or RPCVs, keep serving and remain actively engaged in other ways throughout their lives and careers, well beyond their Peace Corps service. There are many RPCVs currently living and working in Madagascar. They served as Volunteers in the Democratic Republic of Congo, Senegal, Niger as well as Madagascar and other countries, and are working in the fields of diplomacy, international development, mining, education, public health, agriculture and rural development, and so on.



Edited by **Winifred Fitzgerald** and **Kenny Raharison**
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