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INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT
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REPORT AND RECOMMENDATION OF THE PRESIDENT

TO THE EXECUTIVE BOARD ON A PROPOSED LOAN TO THE

REPUBLIC OF MADAGASCAR

FOR THE

UPPER MANDRARE BASIN DEVELOPMENT PROJECT - PHASE II



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CURRENCY EQUIVALENTS

Currency Unit	=	Malagasy Francs (MGF)
USD 1.00	=	MGF 6 700
MGF 1.00	=	USD 0.000149

WEIGHTS AND MEASURES

1 kilogram (kg)	=	2.204 pounds (lb)
1 000 kg	=	1 metric tonne (t)
1 kilometre (km)	=	0.62 miles (mi)
1 metre (m)	=	1.09 yards (yd)
1 square metre (m ²)	=	10.76 square feet (ft ²)
1 acre (ac)	=	0.405 ha
1 hectare (ha)	=	2.47 acres

ABBREVIATIONS AND ACRONYMS

LISF	Local Initiatives Support Fund
M&E	Monitoring and Evaluation
MFI	Microfinance Institution
NGO	Non-Governmental Organization
PMO	Project Management Office
TA	Technical Assistance

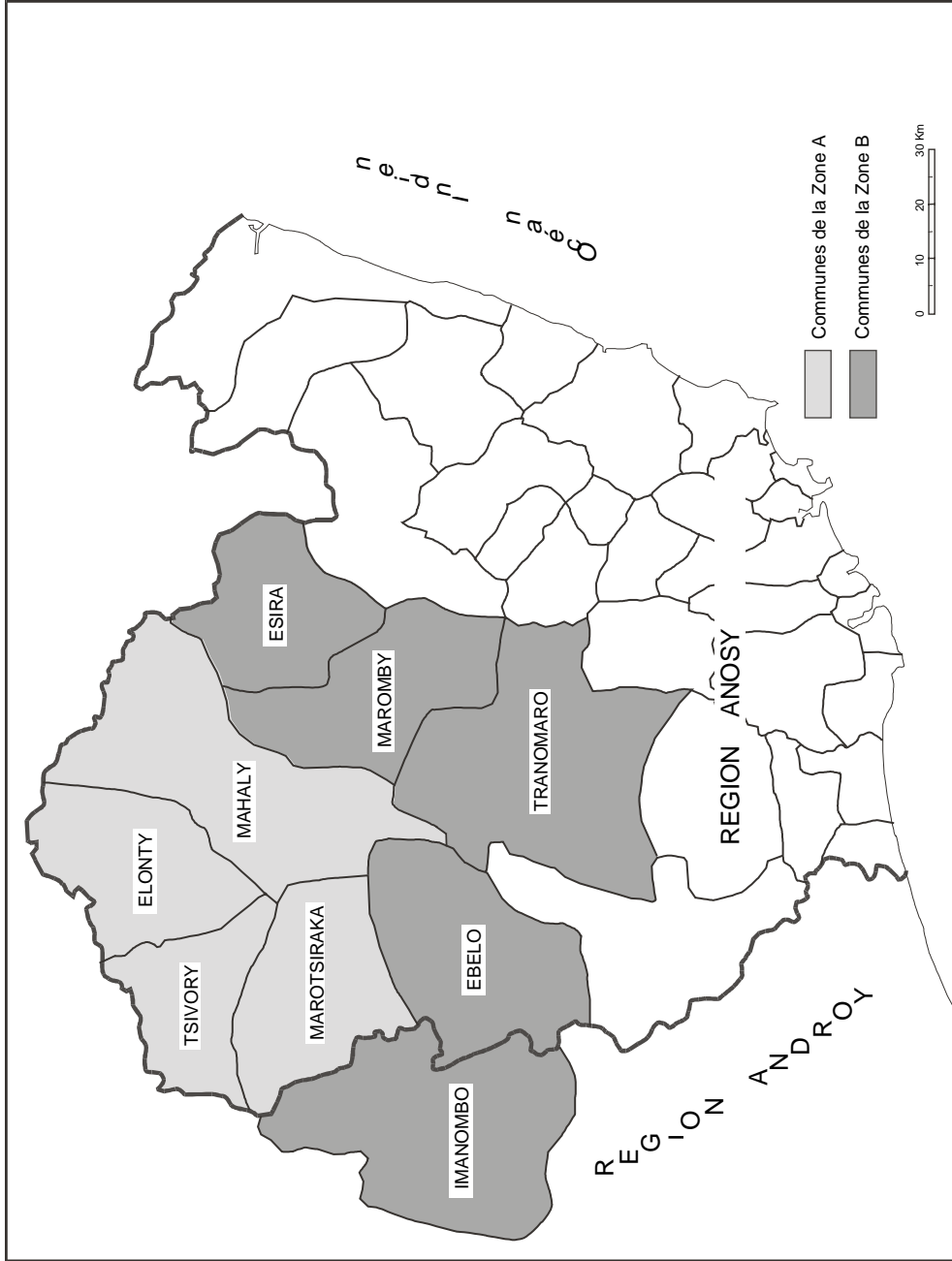
GOVERNMENT OF THE REPUBLIC OF MADAGASCAR

Fiscal Year

1 January - 31 December



MAP OF THE PROJECT AREA



Source: IFAD Appraisal Report.

The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.



REPUBLIC OF MADAGASCAR

UPPER MANDRARE BASIN DEVELOPMENT PROJECT - PHASE II

LOAN SUMMARY

INITIATING INSTITUTION:	IFAD
BORROWER:	Republic of Madagascar
EXECUTING AGENCY:	Ministry of Agriculture
TOTAL PROJECT COST:	USD 23.14
AMOUNT OF IFAD LOAN:	SDR 9.85 million (equivalent to approximately USD 12.59 million)
TERMS OF IFAD LOAN:	40 years, including a grace period of ten years, with a service charge of three fourths of one per cent (0.75%) per annum
COFINANCIERS:	International Development Association (IDA)
AMOUNT OF COFINANCING:	USD 3.59 million
CONTRIBUTION OF THE BORROWER:	USD 5.17 million
CONTRIBUTION OF THE BENEFICIARIES:	USD 1.79 million
APPRAISING INSTITUTION:	IFAD
COOPERATING INSTITUTION:	United Nations Office for Project Services (UNOPS)



PROJECT BRIEF

Who are the beneficiaries?

The project's target group will encompass the entire population of the nine communes in the project area, or about 96 000 persons (17 400 families). Primary beneficiaries will be smallholder farming and cattle-herding households, including groups identified as particularly vulnerable. These include (i) sharecroppers or landless farmers who rent rice plots; (ii) owners of small rice plots (less than 0.25 ha); (iii) women and youths; (iv) predominantly pastoral households living in areas of lower potential for irrigated rice cultivation; and (v) households with less than 10 head of livestock or with small ruminants only.

Why are they poor?

The numerous causal factors of poverty in rural areas of Madagascar are mainly attributable to lack of access to inputs, geographic isolation from services and markets owing to poor infrastructure, and low farm productivity due to limited productive assets. Uncertain climatic conditions in the project area and isolation from major supply and consumer centres have serious repercussions on health, education, financial services and the supplies of agricultural tools and inputs.

What will the proposed project do for them?

The principal economic benefits of the project will come from the rehabilitation of productive infrastructure and the intensification and diversification of agricultural production. Other benefits will stem from project activities to support: (i) formation and strengthening of peasant organizations and technical assistance (TA) to overcome bottlenecks to improved crop and animal production; (ii) improvement of drinking water and basic health facilities; (iii) literacy campaigns and training to improve skills to manage production and marketing; (iv) rehabilitation of roads; and (v) development of marketing and financial services that will improve market efficiency and result in reduced transaction costs and better and more stable prices to producers.

How will the beneficiaries participate in the project?

Beneficiaries will participate through their groups and associations to be established/strengthened with project support. The project will adopt a participatory approach to respond to the priorities identified by the village communities. With assistance from contracted non-governmental organizations (NGOs), peasant organizations will articulate their priorities in village development plans. A local initiatives support fund will be established to provide funds that will complement resources mobilized by the groups in the form of labour, materials or cash. The project will support the establishment of communal development committees in each of the nine rural communes, with an appropriate representation of beneficiaries to help plan and monitor activities so as to ensure that they reflect local priorities.



**REPORT AND RECOMMENDATION OF THE PRESIDENT OF IFAD
TO THE EXECUTIVE BOARD ON A PROPOSED LOAN TO THE
REPUBLIC OF MADAGASCAR
FOR THE
THE UPPER MANDRARE BASIN DEVELOPMENT PROJECT - PHASE II**

I submit the following Report and Recommendation on a proposed loan to the Republic of Madagascar of SDR 9.85 million (equivalent to approximately USD 12.59 million) on highly concessional terms to help finance the Upper Mandrare Basin Development Project - Phase II. The loan will have a term of 40 years, including a grace period of ten years, with a service charge of three fourths of one per cent (0.75%) per annum. It will be administered by the United Nations Office for Project Services (UNOPS) as IFAD's cooperating institution.

PART I - THE ECONOMY, SECTORAL CONTEXT AND IFAD STRATEGY¹

A. The Economy and the Agricultural Sector

1. Madagascar is an island state with a total land area of 587 841 km². In 1998, its population was estimated at 14.6 million and growing at about 3% annually, leading to a doubling of the population every 25 years. During the last 25 years, Madagascar has experienced a severe decline in real per capita income, which fell by more than 40% between 1970 and 1995. The country's social indicators are among the lowest in the world and it ranks 150 out of 174 countries on the Human Development Index of the United Nations Development Programme (UNDP). The return of political stability in 1994-95 allowed the Government to progressively establish conditions to relaunch economic growth through a comprehensive programme of economic reforms. Annual growth in gross domestic product (GDP), which was 3.9% in 1998, was estimated at 4.5% for 1999 and is expected to rise to 5.3% in 2000. The public finance situation has improved markedly over the last six years; the budget deficit dropped from more than 8% of GDP in 1994 to 1.3% in 1997. This financial stability has also been reflected in the control of inflation, which dropped from 61% in 1994 to less than 5% in 1997, and in the exchange rate, which has remained fairly stable since 1996.

2. Nearly 75% of the population lives in rural zones and derives most of its income from small farms of less than 1.5 ha on average. Madagascar has excellent irrigation potential compared with most other African countries; areas with water control are estimated at 1.09 million ha (72% of the irrigation potential of 1.50 million ha), 0.90 million ha of which are effectively irrigated. With nearly 50% of farmland cultivated for rice, the production of this crop constitutes the main activity for the majority of the rural people. However, technologies make little use of inputs, and as a result yields are low and overall food production does not keep pace with population growth.

3. The use of better technologies is not sufficient by itself to remove constraints to increased production and income. The road network has a low density, is very unevenly distributed among regions and is heavily degraded owing to the lack of maintenance. This is aggravated by market imperfections that lead to inequitable conditions for exchanges between small producers and traders. The rural financial system is precarious. While the financial restructuring and privatization of state-owned banks will improve the strength of the banking sector, it is expected to lead to further contraction of the limited coverage of formal financial services in rural areas. The Government recognizes the need for, and

¹ See Appendix I.



supports efforts to, expand the access of the poor to financial services by establishing networks of savings and credit institutions throughout the country. Different models are being tested, all aimed at the introduction of financial services on commercial terms. However, all are dependent on donor support, and the coverage of rural areas remains limited.

B. Lessons Learned from Previous IFAD Experience in Madagascar

4. Since 1979, IFAD has participated in the financing of eight development projects in Madagascar for a total of SDR 49.15 million. Five of these projects are closed and three are ongoing. Initially, IFAD concentrated its efforts on increasing food production and raising self-sufficiency rates, especially with regard to rice and meat. Until 1996, projects suffered serious implementation delays due to insufficient and untimely counterpart funding, slow procurement procedures, over-estimation of beneficiaries' capacities to contribute to rehabilitation and maintenance works and from insufficient capacity of government agencies to provide required services. From 1997 onwards, timely provision of counterpart funding and, especially, the adoption of outsourcing services to the private sector and non-governmental organizations (NGOs) translated into significant improvements in the pace of project implementation.

5. Among the lessons to be drawn from the experience of IFAD's Madagascar portfolio are the following: (a) beneficiaries and their institutions need to be at the centre of any poverty-reduction efforts and fully involved in the definition and implementation of development projects; (b) subcontracting arrangements with private structures and NGOs can improve project efficiency and performance substantially; (c) the traditional extension approach has not produced the desired effects, and new technological dissemination models should be developed based on producer demands, local characteristics and a division of tasks between the Government, farmers' organizations, NGOs and the private sector; (d) support for financial services will be provided according to modalities that build up from the beneficiary level to ensure sustainability without continuing outside assistance; (e) community-based development requires a long-term effort and flexibility in planning and implementation schedules for developing participation processes and for encouraging a sense of ownership on the part of the beneficiaries; and (f) more efficient coordination of approaches and actions by the Government, donors and NGOs is required to ensure coherence and complementarity among the various operations.

C. IFAD's Strategy for Collaboration with Madagascar

Madagascar's Policy for Poverty Eradication

6. About 75% of the population of Madagascar live below the poverty line², while 63% is extremely poor.³ Eighty per cent of the rural population, most of whom work in agriculture, is considered poor, as against 51% of the urban population. Since almost 80% of the country's population live in rural areas, this means that about 84% of the poor and 90% of the extremely poor live in these areas. It is clear, therefore, that poverty eradication in Madagascar should focus on rural zones.

7. The Government is drawing up a Poverty Reduction Strategy Paper (PRSP) in consultation with civil society and donors. An interim version of the paper should be ready towards the end of 2000 and the final version by the end of 2001. That version will stress four major strategic lines of action in poverty eradication:

² The poor are defined as those whose total expenditure is insufficient to purchase a food ration of 2 133 calories per day as well as indispensable non-food items (clothing, etc.).

³ This category covers those whose total expenditure allows them to purchase only the reference food basket of 2 133 calories. Since they in fact also buy non-food items, they cannot buy all the essential food needed and therefore consume less than the required minimum.



- establishment of an economic, institutional and legal framework favourable to growth and poverty reduction. This will entail three major strategic thrusts: continuation of efforts to re-establish macroeconomic balances through the economic restructuring programme in effect since 1997; restructuring and decentralization of government services, and continuation of the policy of state withdrawal; and revitalization of the private sector so that it acts as the motor of economic growth;
- acceleration of economic growth, involving the poor in this process through: growth in agricultural productivity, especially that of small farmers; promotion of microenterprises and informal sector activities; improvement of basic economic infrastructures, particularly roads and transport; and environmental protection, including bush fire control and reduction in slash-and-burn agricultural practices;
- development of human capacities and reduction of inequalities within society: guaranteed access to education by the poor; guaranteed health services and drinking water supplies for the poor; and acceleration in the demographic transition, which means a reduction in fertility levels through an increase in the standard of education and in family planning activities among women and girls; and
- strengthening of safety nets and establishment of a social security system for the most underprivileged groups, focusing on three types of action: food security and nutrition programmes and the adoption of labour-intensive methods for public works; establishment of a disaster-prevention system, which will also provide support to disaster-stricken groups; and promotion of collective solidarity mechanisms and direct support to the underprivileged through charitable works.

8. The PRSP will act as the framework for all poverty-radication policies, strategies and activities within the country's sector-development programmes. In the sphere of rural and agricultural development, the strategy is laid down in the Rural Development Action Plan, the aims of which are: improvement of agricultural policy; identification of infrastructure and other key investments to be directly or indirectly implemented by the Government; and redefinition and/or clarification of the roles and responsibilities of all the actors in rural development. The Government has laid down the following priority lines of action: (i) continued financing of research and extension programmes; (ii) privatization of veterinary services; (iii) stimulation of a greater supply of inputs by the private sector; (iv) implementation of programmes to establish land ownership; (v) rehabilitation of irrigation systems and feeder roads; and (vi) development of financial services in rural areas.

IFAD's Strategy in Madagascar

9. The present IFAD strategy in Madagascar is derived from the view that, given the population pressure and the fact that approximately 80% of irrigable land is under water management, future IFAD operations in the country should continue to promote the intensification of irrigated crop production, which constitutes the main activity of most poor rural farmers. However, irrigated rice alone would not significantly improve the nutritional status and income of the rural poor. Interventions should also support a broad range of other crop, livestock and non-farm enterprises selected by smallholders in response to nutrition/food security requirements and to market opportunities. The improvement in food security and income brought about by the intensification of irrigated rice production and the diversification of crop and animal production and off-farm opportunities will also lead to more rational exploitation of rainfed crops on the hill-side areas (*tavy*) and thus a reduction in environmental degradation.

10. The main thrusts of IFAD's strategy in Madagascar lie in: improved access by the rural poor to technologies through support for the development of new technological dissemination models based on producer demands, local characteristics and a division of tasks between the Government, farmer



organizations, NGOs and the private sector; recapitalization of farms through the development and improved maintenance of irrigation infrastructure and more emphasis on animal traction and farm mechanization; improvement of rural transport infrastructure and local infrastructure for storage and processing of agricultural produce; organizational capacity-building support to producer organizations; support to the development of rural financial services; gender focus to help address constraints faced by women; and support to decentralized public administration bodies.

Rationale and Strategy for the Proposed Project

11. **Rationale.** The first phase of the project confirmed the validity of the decision to give priority to the rehabilitation of irrigated rice cultivation and animal husbandry through investments in productive infrastructures, and to the formation and strengthening of farmers' organizations capable of assuming a growing responsibility in the operation and maintenance of infrastructures. The associations formed have not yet, however, reached a sufficient degree of autonomy to allow suspension of support to them at this stage. Some categories of the population, particularly the most marginalized groups (landless peasants, women and young people), have not benefited sufficiently from investments during the first phase. The second phase will lay major emphasis on reaching the poorer members of the population and putting communities, farmers' organizations and local representatives in a position to assume fuller responsibility for planning, decision-making and implementation of development activities.

12. **Gender considerations.** Despite their vital role in production and food security, women in the Mandrare area have very few rights and privileges, and their aspirations and interests were insufficiently taken into account during the first phase. During the second phase, the project will therefore lay heavy emphasis on women's activities and their integration into the life of farmers' organizations, while raising men's awareness of the importance of women's role and the need to improve their status and reduce their working hours.

PART II - THE PROJECT

A. Project Area and Target Group

13. The project will be implemented in the crystalline zone of the south of Madagascar crossed by the Mandrare river. It will cover all the 133 *fokontany* (villages and clusters of villages) of the four communes of the first phase and of five other neighbouring communes with similar potential and constraints. This will involve about 96 000 persons (17 400 families), practically all of whom live in poverty due to food insecurity caused by uncertain climatic conditions and to the isolation of the zone. All the population will benefit, as was the case in the first phase, from horizontal activities such as road rehabilitation, literacy training, improvement of health services and support to marketing. Primary beneficiaries will be smallholder farmers and cattle herders, including groups identified as particularly vulnerable: sharecroppers; owners of small rice plots (less than 0.25 ha) who run the risk of becoming sharecroppers; women, particularly widows and heads of household, and youth; and in predominantly pastoral areas, those with less than 10 head of livestock or who possess only small ruminants and poultry.

14. Targeting will be an integral part of the planning process. Interactive village meetings will be followed by more intensive working sessions to determine the priorities of the different interest groups, including women, youth and other segments that often do not have an adequate voice. The techniques used will include participatory rural appraisal, rapid rural appraisal and other qualitative instruments that aim at facilitating active target group involvement in the definition of relevant opportunities and needs. The objective will be to ensure that the "menu" of activities selected for project support in a particular community fully responds to target group needs; that the participation of the poorer members of the communities is encouraged; and that there are no barriers to participation in the groups. Participation and impact of activities on vulnerable groups will be



monitored and the two project reviews will include an assessment of beneficiary participation and of how the different segments of the rural population are affected by project activities.

B. Objectives and Scope

15. **Project objectives.** The overall objective of the project is to increase the agricultural and non-agricultural incomes of the rural population in the project area, in particular for the most vulnerable groups, to improve their general living conditions and to contribute to food security in the southern region of the country. This will be achieved through five intermediate objectives: (i) fostering local development planning and implementation capacities targeting primarily grass-roots farmer organizations whose initiatives constitute the core element of the project; (ii) supporting local initiatives directed at increased crop and animal production and diversification of income-generating sources; (iii) promoting the development of sustainable resource management systems; (iv) opening up the project area by removing road infrastructure constraints thereby enabling improved access to markets and a reduction of transaction costs; and (v) facilitating access to financial services by the rural population.

C. Components

16. The project will consist of five components: (i) local capacity-building (ii) support to local initiatives; (iii) support to financial services; (iv) opening up the project area; and (v) project management and coordination.

Local Capacity-Building

17. This component is intended to develop the planning, management and negotiating skills of rural communities and the main private and public actors, in order to create favourable conditions for a sustainable local development process. The strategy will consist of building up the capacity of (i) grass-roots communities, so that they can draw up and implement their own development plans and projects; (ii) economic grass-roots organizations, including unions and federations, so that they can manage themselves and ensure their financial independence and continued existence; and (iii) local government (communes), decentralized government services and the private sector, so that they can better meet needs expressed at the grass-roots level. It will also foster greater consultation and coordination between the local population and government services at both local and regional levels, thus helping to improve governance and create conditions in which the rural poor can make their voices heard.

18. A first group of activities focuses on support for the identification and planning of priority activities that respond to primary needs of the communities, with the participation of all levels of society, particularly the underprivileged. Such actions will be incorporated into community development plans and be the object of microprojects implemented with project support and financed either by the Local Initiative Support Fund (LISF) set up by the project or by other partners (programmes supported by other donors or financial institutions). Communities will be encouraged to form associations capable of managing their own activities and economic infrastructures and of defending their interests vis-à-vis the authorities and the private sector. The project will also provide support to: training, exchanges between smallholder groups, study visits and workshops bringing together project staff, members of farmers' organizations and representatives of local rural development coordination and planning structures; literacy training, an indispensable activity in view of the high illiteracy rate in the project area (between 75 and 90%); and improvement in health and nutrition, especially among isolated rural families, specifically targeting women and children.

Support to Local Initiatives

19. Support will be provided to: establish selection, approval and financing mechanisms for priority activities identified in community development plans; jointly finance, with the beneficiaries, selected activities through the LISF; and ensure technical support and coordination. Priority microprojects will be submitted for examination by communal development committees according to eligibility



criteria laid down in the implementation manual of the LISF. Inasmuch as the project is based on a participatory approach, it is clearly impossible at this stage to predict the precise nature and scope of the microprojects that will be identified. Even so, on the basis of the area's potential and its agro-environmental constraints, as well as activities carried on during the first phase and the results of participatory assessments undertaken during preparation of the second phase, priority requests will likely focus on: rehabilitation of irrigation schemes; realization of the potential of rehabilitated irrigated areas, including the practice of intercropping with rice; diversification of rainfed crops; integrated insect and disease control; labour-saving productivity enhancement and natural resources conservation techniques; improvement of local access roads and tracks; and social and socio-economic infrastructures (health centres, schools, drinking water supplies, sites for markets, slaughtering facilities, etc.).

Support to Financial Services

20. The project will provide assistance to facilitate the establishment of locally-based microfinance institutions (MFIs) created and run by the beneficiaries. The model adopted will incorporate the following principles: assumption of full responsibility by the beneficiaries in creating their MFIs, in defining products and services, and in approving loans; acquisition of management skills by the beneficiaries through a major training thrust in order to ensure rapid organizational autonomy; minimization of establishment, operating and technical support costs, so that the MFIs can quickly attain financial autonomy; establishment of controls at various levels – internal control by members, external supervision and training by national and local experts (with technical assistance (TA) for a limited period) and annual auditing; and ensuring access by the poorer, while encouraging the better-off members of society to participate in order to increase the resources available for recycling in the form of loans. A rapid financial survey will be carried out in the project area in order to obtain a fuller picture of traditional savings and loan practices, needs in terms of financial services and willingness to participate in savings and loan funds. A review of the performance of the existing microfinance networks in Madagascar and their impact on the IFAD target group will also be undertaken in preparation for establishment of the microfinance network.

Opening Up of the Project Area

21. This component is intended to open up the project area so as to allow for the supply of inputs and outward delivery of agricultural produce, as well as to ensure that inhabitants receive administrative, educational and health services. The project will therefore support the improvement of about 120 km of provincial roads linking the project area with the main trunk road, as well as 65 km of local roads and tracks in the five new communes in the project area. It will also support the establishment of structures and mechanisms for road infrastructure management and upkeep.

Project Management and Coordination

22. The project will be managed by a project management office (PMO) comprising a limited number of professional staff of high calibre. Since most of the activities will be carried out by contracted operators, the main responsibilities of this office will be planning, coordination, supervision and monitoring and evaluation (M&E). An M&E system will be established to support the collection, analysis and dissemination of data needed for decision-making and to evaluate the project's impact on the beneficiaries. In line with the participatory approach of the project, communities will participate in the definition of indicators, which will then be adjusted and updated in close collaboration with the various parties involved. M&E activities will include the establishment and regular updating of data bases, impact case studies and beneficiary evaluations, and two reviews to be carried out in the third and fifth years of the project. In order to ensure financial control and efficient management of financial and procurement-related matters that have to be handled in the capital city, the project will continue to finance the support unit established under phase I within the Ministry of Agriculture.

D. Costs and Financing

23. Total project costs over seven years will be about USD 23.14 million, including contingencies. Support to local initiatives is the largest component, accounting for USD 9.70 million (46% of base costs); opening up the project area is the second largest at USD 6.09 million (29% of base costs); while project management and coordination is estimated at USD 2.67 million (13% of base costs), local capacity building at USD 1.62 million (8% of base costs) and support to financial services at USD 0.97 million (5% of base costs). The overall foreign exchange requirement is USD 7.09 million, or 31% of programme costs.

24. The project will be financed by the Government, the beneficiaries, IFAD and other development projects financed by international donors through partnership agreements. IFAD will provide a loan of USD 12.59 million (54% of project costs) and cofinanciers USD 3.59 million (16%). Collaboration has been established with two projects financed by the International Development Association (IDA): the Transport Sector Programme, to finance rehabilitation of provincial roads; and the Intervention Development Fund to finance socio-economic infrastructure. The Government's contribution, in the form of taxes and duties, amounts to USD 5.17 million. The contribution of the beneficiaries is estimated at USD 1.79 million (8% of the total cost) and corresponds to contributions in cash, kind and labour to carry out microprojects. The project financing plan is summarized in Table 2.

TABLE 1: SUMMARY OF PROJECT COSTS^a
(USD '000)

Components	Local	Foreign	Total	% of Foreign Exchange	% of Base Costs
A. Local capacity-building					
1. Animation and participatory planning	1 061	265	1 327	20	6
2. Functional literacy	143	24	167	14	1
3. Staff capacity building	38	2	40	5	-
4. Community capacity building	65	18	83	21	-
Subtotal	1 308	309	1 617	19	8
B. Support to local initiatives					
1. Microprojects	5 880	1 339	7 219	19	34
2. Technical coordination support	1 189	852	2 041	42	10
3. Cross-cutting activities	403	38	441	9	2
Subtotal	7 472	2 229	9 700	23	46
C. Support to financial services					
1. Marketing and impact studies	59	15	73	20	-
2. Support to MFIs	265	76	340	22	2
3. Support to microfinance operator	94	382	477	80	2
4. Support to government agencies	79	4	84	5	-
Subtotal	497	477	974	49	5
D. Opening up of the project area					
1. Provincial roads	3 484	1 460	4 944	30	23
2. Communal roads	814	335	1 149	29	5
Subtotal	4 298	1 795	6 094	29	29
E. Project management and coordination					
1. Project management	809	714	1 522	47	7
2. Support unit	264	886	1 150	77	5
Subtotal	1 073	1 600	2 672	60	13
Total base costs	14 647	6 409	21 057	30	100
Physical contingencies	28	66	94	70	-
Price contingencies	1 374	612	1 986	31	9
Total project costs	16 050	7 087	23 137	31	110

^a Discrepancies in totals are due to rounding up of figures.

TABLE 2: FINANCING PLAN^a
(USD '000)

Components	IFAD		PST		FER		FID		Communes		Government		Beneficiaries		Total		Foreign Exchange	Local (Excl. Taxes)	Duties and Taxes
	Amt.	%	Amt.	%	Amt.	%	Amt.	%	Amt.	%	Amt.	%	Amt.	%	Amt.	%			
A. Local capacity-building																			
1. Animation and participatory planning	1 178	80.0	-	-	-	-	-	-	-	-	295	20.0	-	-	1 473	6.4	295	884	295
2. Functional literacy	159	89.5	-	-	-	-	-	-	-	-	19	10.5	-	-	178	0.8	25	134	19
3. Staff capacity building	43	95.0	-	-	-	-	-	-	-	-	2	5.0	-	-	45	0.2	2	40	2
4. Community capacity building	86	95.8	-	-	-	-	-	-	-	-	4	4.2	-	-	90	0.4	19	67	4
Subtotal	1 466	82.1	-	-	-	-	-	-	-	-	319	17.9	-	-	1 785	7.7	340	1 125	319
B. Support to local initiatives																			
1. Miniprojects	4 413	55.2	-	-	-	-	352	4.4	-	-	1 477	18.5	1 748	21.9	7 991	34.5	1 482	5 085	1 424
2. Technical coordination support	1 754	76.1	-	-	-	-	-	-	-	-	525	22.8	26	1.1	2 305	10.0	982	815	508
3. Cross-cutting activities	442	90.3	-	-	-	-	-	-	-	-	47	9.7	-	-	489	2.1	42	400	47
Subtotal	6 609	61.3	-	-	-	-	352	3.3	-	-	2 050	19.0	1 775	16.5	10 786	46.6	2 506	6 300	1 980
C. Support to financial services																			
1. Marketing and impact studies	66	80.0	-	-	-	-	-	-	-	-	16	20.0	-	-	82	0.4	16	49	16
2. Support to microfinance institutions	278	76.1	-	-	-	-	-	-	-	-	76	20.6	12	3.2	366	1.6	81	209	76
3. Support to Microfinance Operator	475	91.4	-	-	-	-	-	-	-	-	45	8.6	-	-	519	2.2	417	58	45
4. Support to government agencies	84	95.0	-	-	-	-	-	-	-	-	4	5.0	-	-	89	0.4	4	80	4
Subtotal	903	85.5	-	-	-	-	-	-	-	-	141	13.4	12	1.1	1 056	4.6	519	396	141
D. Opening up project area																			
1. Provincial roads	196	3.7	3 237	61.4	86	1.6	-	-	11	0.2	1 741	33.0	-	-	5 269	22.8	1 556	1 973	1 741
2. Communal roads	827	66.4	-	-	10	0.8	-	-	1	0.1	407	32.7	-	-	1 245	5.4	363	475	407
Subtotal	1 023	15.7	3 237	49.7	95	1.5	-	-	12	0.2	2 148	33.0	-	-	6 515	28.2	1 920	2 447	2 148
E. Project management and coordination																			
1. Project Management	1 367	80.7	-	-	-	-	-	-	-	-	328	19.3	-	-	1 695	7.3	803	564	328
2. Support Unit	1 222	94.0	-	-	-	-	-	-	-	-	79	6.0	-	-	1 300	5.6	999	223	79
Subtotal	2 589	86.4	-	-	-	-	-	-	-	-	406	13.6	-	-	2 996	12.9	1 802	788	406
Total Disbursement	12 590	54.4	3 237	14.0	95	0.4	352	1.5	12	0.1	5 064	21.9	1 787	7.7	23 137	100	7 087	11 056	4 994

^a Discrepancies in totals are due to rounding up of figures.





E. Procurement, Disbursement, Accounts and Audit

25. **Procurement** will be carried out in accordance with IFAD's guidelines and government procedures to the extent that these are acceptable to IFAD. Vehicles will be procured through international competitive bidding. Goods and equipment costing USD 30 000 or more and less than USD 100 000 will be procured through local competitive bidding procedures, while international or local shopping may be used for contracts costing more than USD 5 000 and less than USD 30 000. Items costing USD 5 000 or less may be acquired through direct purchase. Local bidding procedures will be used for the procurement of services to form and train farmers' organizations. Civil works costing USD 50 000 or more will be procured through local competitive bidding. Civil works costing USD 10 000 or more but less than USD 50 000 will be procured through local shopping. Direct contracting will be used for civil works costing less than USD 10 000. International TA and implementation support services will be engaged in accordance with cooperating institution procedures.

26. **Disbursement.** The IFAD loan will be disbursed over seven years. The Government will open a Special Account in United States dollars at a commercial bank acceptable to IFAD. Upon Government's request, IFAD will deposit USD 800 000 into the special account, which will be periodically replenished upon presentation of appropriate documentation. Disbursements for vehicles, equipment, studies, TA and contracts will require full documentation. Disbursement for civil works, microprojects, support to MFIs, salaries and operating costs will be made against certified statements of expenditure (SOEs). Original documentation in support of SOEs will be kept by the project and made available for review by auditors and supervision missions.

27. **Accounts and audits.** The Government will establish and maintain separate project accounts consistent with generally accepted accounting principles. Project accounts and financial statements will be audited annually by a recognized audit firm acceptable to IFAD. The auditing firm will issue a separate opinion on SOEs, the special account and the project's contracting procedures. Within six months of the end of the fiscal year, the borrower will submit the auditor's report to IFAD.

F. Organization and Management

28. The Ministry of Agriculture will have overall responsibility for the project and for ensuring complementarity between the project and other projects operating in the project area. It will approve annual workplans and budgets and ensure their inclusion in the Government's global budget. With assistance from the support unit, it will oversee the procurement process and be accountable for all expenditure and progress against the project's plans, budgets and objectives. The Ministries of Health and Education will ensure timely availability of staff required for rehabilitated clinics and schools. The Ministry of Public Works will ensure that road works follow government policy and will coordinate with the Road Maintenance Fund regarding the allocation of resources to road maintenance once project liability ends. Communal authorities will participate in the planning and implementation of public infrastructure and will play an active role in the maintenance of communal roads, among other things by allocating budgetary resources for maintenance.

29. **Project oversight.** A project steering committee (PSC) will be established under the auspices of the Ministry of Agriculture. It will comprise representatives of government departments, farmer associations, and the implementing agencies of cofinancier projects. The PSC will facilitate high-level coordination and consensus-building among concerned ministries and stakeholders; review plans and budgets, project reports and impact studies; and make recommendations on actions required to ensure achievement of project objectives.

30. **Project management.** Day-to-day management will be the responsibility of the PMO. The project will contract service providers to carry out most of the field activities in support of the target groups; these operators will come from the private sector, associations and other projects, or



sometimes from government services, depending on comparative advantages or special expertise. The main tasks of the PMO will be planning, coordination, selection of service providers, monitoring, supervision and evaluation of their activities, and promotion of coordination between these parties. Its staff will comprise a project director, assisted by five units: M&E; information and communications; sustainable agricultural development; rural infrastructure; and administration and accounts.

31. **Monitoring and evaluation.** The project will adopt a flexible approach based on the demand of rural communities and the subcontracting of most activities to operators or service providers, and must thus lay special emphasis on M&E. The M&E unit will be responsible for the definition and management of the project M&E system and will receive short-term TA. The basis for the monitoring system will be a reporting structure set against the logframe⁴, and the annual workplans and budgets organized by project component. The main weight of monitoring will fall on service providers executing contracts, who will regularly report to the project on their activities; contracts with these operators will include clauses covering the reports, laying down the nature and time frames of the indicators to be used, the format of monitoring forms, the format, content and timetable of reports, etc. Evaluation activities will include activity-specific impact case studies and external evaluations subcontracted to national consultants. Indicators and basic data for evaluation will be collected at the start of project interventions in each community, so that changes can be monitored. Two reviews will be carried out during the seven-year implementation period to assess programme progress against the established objectives and the performance of service providers. The reviews will identify key implementation issues and recommend solutions, including modifications to programme design, and scope and implementation arrangements required to ensure the achievement of programme objectives. The first review will be carried out in PY3; supervision reports will influence the timing of the second review, scheduled for PY5, that will focus on the detailed planning of the phasing-out period and on post-project sustainability concerns.

G. Economic Justification

32. The formation and strengthening of independent and self-managed grass-roots farmers' organizations, the establishment of locally-based financial services and the management of production infrastructures will allow for the generation and redistribution of income at the local level, thereby laying the foundations for a sustainable, self-governing development process. The project will generate a variety of economic benefits and types of impact: a reduction in transaction costs (thanks particularly to greater access to financial services and commercial information); an increase and diversification in agricultural production; an improvement in household nutrition and food security; an increase in investment capacities through a greater added-value remaining at the local level; better access to information, training and adapted technology, particularly for the most marginalized groups; a strengthening of women's situation and their participation in local development and the management of groups; improved natural resources management; and an increase in the literacy rate and the level of health and hygiene.

33. Over seven years, the project will affect about nine communes and 133 *fokontany*, or a total population estimated at 96 000. At least 70 local officials will have received training in the participatory approach and local development management. Over 8 000 rural people will be able to read, write and count, so that they can reap fuller benefits from their income-generating activities. At least 400 farmers' organizations will have been strengthened through the direct training of about 1 000 members, thus indirectly reaching at least 10 000 members. By the end of the project, the newly created locally-based MFIs should have 2 000-3 000 members (at least 30% of them women), who will have access to small, short-term emergency or trade loans; about one third of them will have access to short-term production loans and one tenth to medium-term loans granted directly by these institutions or by banking institutions.

⁴ See Appendix III.



34. **Impact on gender relations.** The project will help to rebalance social roles and promote greater participation of women in decision-making. The support women will receive in various spheres (motivation, animation, training, information, loans, etc.) will help reduce the constraints – essentially socio-cultural, educational and financial – that are at the source of the inequalities between them and men. Women will be encouraged and supported to undertake economic activities and increase their power of representation in family, community and public decision-making processes thus improving both their income and their social recognition within the community. Their participation in training (in the formation of farmers’ organizations, accounting, management, technical subjects, and social and health matters) will be encouraged and closely monitored. They will also constitute a major proportion of the beneficiaries of functional literacy activities.

35. **Impact on household nutrition and food security.** Access to credit and to improved and environmentally sound production techniques will allow an increase in agricultural production and thus in household food security, particularly that of the most underprivileged who are presently unable to meet their basic needs. Income diversification will also help improve food security by reducing households’ dependence on farm plots that are often too small to assure the essential minimum. Promotion of women’s income-generating activities and an increase in their incomes will have a direct impact on the nutrition and basic care of children and facilitate the latter’s access to education.

H. Risks

36. Three potential risks have been identified:

- **Reaching vulnerable groups.** The project is based on a participatory bottom-up approach to the identification of activities by the beneficiaries. The pressure to disburse, combined with the desire to show rapid results, may hasten the preparation of community development plans and microprojects with a risk that these crucial planning stages are carried out too fast and insufficient attention is paid to the weakest groups.
- **Effectiveness of service providers.** Since the success of the project will depend to a large degree on these operators, it is essential that they be well chosen through careful, and whenever possible, competitive selection procedures and closely monitored, supervised and evaluated.
- **Conflicts** between certain local administrative authorities and farmers’ organizations could delay or influence the choice of microprojects or even lead to the cornering of project benefits by local pressure groups.

I. Environmental Impact

37. The project will in general have a positive impact on the environment and has thus been classified as “B”. Project support to soil and water conservation, pasture management and other natural resources management improvement activities will contribute to control desertification, maintain bio-diversity and improve the environment. Irrigation investments will be limited to the rehabilitation of existing schemes; environmental impact assessments will be carried out in accordance with Malagasy regulations that have been updated recently under the Environmental Programme. Although rehabilitation of roads could have a negative impact in terms of deforestation and erosion, its direct impact in terms of reduced transaction costs and increased added-value at the local level should ease pressure on natural resources.

J. Innovative Features

38. While the proposed second phase of the project will adopt successful features of the ongoing phase I – such as outsourcing elements of project implementation to contracted service providers and emphasis on local capacity-building at the beneficiary level through the formation and strengthening of groups – it differs from previous IFAD’s interventions in Madagascar in a number of ways. First, the application of project investments to a flexible fund as a way of supporting local development



initiatives in a rapidly changing environment where there is need to respond to the demand of beneficiaries, rather than the project prescribing the services and resources it would supply. Secondly, support to the decentralization process by strengthening the capacities and expanding the decision-making authority of decentralized levels of local government at the commune level. Thirdly, in the efforts to develop partnerships with other donors and projects to complement IFAD's support to productive activities with financing to address health, education and transport issues and constraints.

PART III - LEGAL INSTRUMENTS AND AUTHORITY

39. A loan agreement between the Republic of Madagascar and IFAD constitutes the legal instrument for extending the proposed loan to the borrower. A summary of the important supplementary assurances included in the negotiated loan agreement is attached as an annex.

40. The Republic of Madagascar is empowered under its laws to borrow from IFAD.

41. I am satisfied that the proposed loan will comply with the Agreement Establishing IFAD.

PART IV - RECOMMENDATION

42. I recommend that the Executive Board approve the proposed loan in terms of the following resolution:

RESOLVED: that the Fund shall make a loan to the Republic of Madagascar in various currencies in an amount equivalent to nine million eight hundred and fifty thousand Special Drawing Rights (SDR 9 850 000) to mature on and prior to 15 August 2040 and to bear a service charge of three fourths of one per cent (0.75%) per annum, and to be upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board in this Report and Recommendation of the President.

Fawzi H. Al-Sultan
President

SUMMARY OF IMPORTANT SUPPLEMENTARY ASSURANCES INCLUDED IN THE NEGOTIATED LOAN AGREEMENT

(Loan negotiations concluded on 29 November 2000)

1. The Government of the Republic of Madagascar (the Government) shall, during the course of project implementation, provide the lead project agency with counterpart funds from its own resources for a total amount of USD 5 064 000 in accordance with customary national procedures for development assistance. To that end, the Government shall on the one hand assume responsibility for payment of import taxes and duties and value added tax in accordance with current national procedures, and on the other hand deposit an initial sum of 150 000 000 Malagasy francs into the project account for the first year of project implementation. The Government shall replenish the project account on a yearly basis by depositing into it in advance the counterpart funds called for in the annual workplan and budget for the project year in question.
2. As part of maintaining sound environmental practices as required by the General Conditions, the Government shall maintain appropriate pest management practices under the project. To this end, the Government shall ensure that pesticides procured under the project do not include any pesticide either proscribed by the International Code of Conduct on the Distribution and Use of Pesticides of the Food and Agriculture Organization of the United Nations, as amended from time to time, or listed in Tables 1 (Extremely Hazardous) and 2 (Highly Hazardous) of the World Health Organization's Recommended Classification of Pesticides by Hazard and Guidelines to Classification 1996-1997, as amended from time to time.
3. All project staff shall be insured against health and accident risks, in accordance with current national laws pertaining to working conditions.
4. Social and economic relations between women and men and the participation of women in the decision-making process concerning development and rural finance activities shall be incorporated into each stage of decision-making and project management. In order to avoid any exclusion of women, criteria shall be established to ensure their participation in the choice of priority mini-projects on the local level and allow them systematic access to project funding. Each of the parties to the project shall ensure that women are represented in project activities and reap the just benefits from these.
5. The following are specified as additional conditions to the effectiveness of the loan agreement:

 - (a) the project director shall have been nominated in accordance with the provisions contained in paragraph 3.3 of Annex 3 to the loan agreement;
 - (b) the project account shall have been opened and the counterpart funds necessary for implementation of the first year of the project shall have been deposited therein;
 - (c) generalist operators shall have been recruited; and
 - (d) a favourable legal opinion, issued by the competent legal authority and acceptable in both form and substance, shall have been delivered by the Government to IFAD.



6. The following are specified as conditions prior to disbursement of the proceeds of the loan:
 - (a) no withdrawals shall be made prior to approval by IFAD of the annual workplan and budget for the first year of the project, and of the draft implementation manual;
 - (b) no withdrawal shall be made for expenditure relative to the mini-project category prior to approval of the implementation manual of the LISF.

COUNTRY DATA

MADAGASCAR

Land area (km² thousand), 1997 1/	582	GNP per capita (USD) 1998 2/	260
Total population (million), 1998 1/	14.6	Average annual real rate of growth of GNP per capita, 1990-98 2/	-1.2
Population density (people per km²), 1998 1/	25	Average annual rate of inflation, 1990-98 2/	22.1
Local currency	Malagasy Franc (MGF)	Exchange rate: USD 1 =	MGF 6 700
Social Indicators		Economic Indicators	
Population (average annual population growth rate), 1980-98 1/	2.8	GDP (USD million), 1998 1/	3 749
Crude birth rate (per thousand people), 1998 1/	41	Average annual rate of growth of GDP 1/	
Crude death rate (per thousand people), 1998 1/	11	1980-90	1.1
Infant mortality rate (per thousand live births), 1998 1/	92	1990-98	1.3
Life expectancy at birth (years), 1998 1/	58	Sectoral distribution of GDP, 1998 1/	
Number of rural poor (million) (approximate) 1/	8	% agriculture	30.6
Poor as % of total rural population 1/	77	% industry	13.6
Total labour force (million), 1998 1/	6.9	% manufacturing	11.1
Female labour force as % of total, 1998 1/	44.7	% services	55.8
Education		Consumption, 1998 1/	
Primary school gross enrolment (% of relevant age group), 1997 1/	91.6	General government consumption (as % of GDP)	6.1
Adult literacy rate (% of total population), 1997 3/	47	Private consumption (as % of GDP)	88.6
Nutrition		Gross domestic savings (as % of GDP)	
Daily calorie supply per capita, 1996 3/	2 001	Balance of Payments (USD million)	
Prevalence of child malnutrition (height for age % of children under 5), 1992-98 1/	48.3	Merchandise exports, 1998 1/	538
Prevalence of child malnutrition (weight for age % of children under 5), 1992-98 1/	40	Merchandise imports, 1998 1/	693
Health		Balance of merchandise trade	
Health expenditure, total (as % of GDP), 1990-98 1/	2.1	- 155	
Physicians (per thousand people), 1990-98 1/	0.27	Current account balances (USD million)	
Percentage population without access to safe water, 1990-97 3/	74	Before official transfers, 1998 1/	- 377
Percentage population without access to health services, 1981-92 3/	35	After official transfers, 1998 1/	- 289
Percentage population without access to sanitation, 1990-97 3/	60	Foreign direct investment, 1998 1/	
Agriculture and Food		16	
		Government Finance	
Food imports as percentage of total merchandise imports, 1998 1/	15.2	Overall budget surplus/deficit (including grants) (as % of GDP), 1997 1/	
Fertilizer consumption (hundreds of grams per ha of arable land), 1995-97 1/	50	-1.3	
Food production index (1989-91=100), 1996-98 1/	108.7	Total expenditure (% of GDP), 1997 1/	17
Land Use		Total external debt (USD million), 1998 1/	4 394
Arable land as % of land area, 1997 1/	4.4	Present value of debt (as % of GNP), 1998 1/	89
Forest area (km ² thousand), 1995 1/	151.1	Total debt service (% of exports of goods and services), 1998 1/	14.7
Forest area as % of total land area, 1995 1/	26	Nominal lending rate of banks, 1998 1/	
Irrigated land as % of cropland, 1995-97 1/	35	27	
		Nominal deposit rate of banks, 1998 1/	
		8	

n.a. not available.

Figures in italics indicate data that are for years or periods other than those specified.

1/ World Bank, *World Development Report*, 2000

2/ World Bank, *Atlas*, 2000

3/ UNDP, *Human Development Report*, 1999

PREVIOUS IFAD LOANS IN MADAGASCAR

Project Name	Initiating Institution	Cooperating Institution	Lending Terms	Board Approval	Loan Effectiveness	Current Closing Date	Loan/Grant Acronym	Denominated Currency	Approved Loan/Grant Amount	Disbursement (as % of approved amount)
Mangoky Agricultural Development Project	World Bank: IDA	World Bank: IDA	HC	26 Mar 79	06 Mar 80	31 Aug 86	L-I-11-MG	SDR	5 000 000	100%
Second Village Livestock and Rural Development Project	World Bank: IDA	World Bank: IDA	HC	30 Mar 82	08 Mar 83	31 Dec 88	L-I-91-MG	SDR	7 000 000	49%
Highlands Rice Project	IFAD	World Bank: IDA	HC	21 Apr 83	21 Oct 83	31 Dec 89	L-I-119-MG	SDR	12 850 000	54%
Agricultural Development Programme in the Highlands	IFAD	UNOPS	HC	29 Nov 88	08 Dec 89	31 Dec 96	L-I-231-MG	SDR	9 900 000	72%
Midwest Development Support Project	IFAD	UNOPS	HC	04 Sep 91	02 Dec 92	31 Dec 99	L-I-286-MG	SDR	8 250 000	98%
Upper Mandrare Basin Development Project	IFAD	UNOPS	HC	12 Apr 95	29 Dec 95	30 Jun 01	G-I-162-AHM	USD	75 000	90%
							G-S-42-MG	USD	75 000	95%
							L-I-376-MG	SDR	3 550 000	85%
							L-S-45-MG	SDR	1 100 000	87%
North-East Agricultural improvement and Development Project	IFAD	UNOPS	HC	17 Apr 96	25 Nov 97	30 Jun 03	G-I-9-MG	USD	45 000	78%
							L-I-410-MG	SDR	8 050 000	25%
Second Environment Programme Support Project	World Bank: IDA	World Bank: IDA	HC	29 Apr 97	20 Mar 98	30 Jun 02	G-I-35-MG	USD	90 000	100%
							L-I-441-MG	SDR	5 650 000	28%

Note: HC = highly concessional
I = intermediate



CADRE LOGIQUE

RAPPEL OBJECTIFS PADR		RAPPEL ORIENTATIONS PADR	
<ul style="list-style-type: none"> • Assurer la sécurité alimentaire • Contribuer à l'amélioration de la croissance économique • Réduire la pauvreté et améliorer les conditions de vie en milieu rural • Promouvoir la gestion durable des ressources naturelles • Promouvoir la formation et l'information en vue d'améliorer la production en milieu rural 		<ol style="list-style-type: none"> 1. Assurer une bonne gestion du monde rural par la définition et la mise en oeuvre des Réformes (cadre institutionnel/environnement juridique) 2. Inciter l'émergence des acteurs économiques, partenaires du développement rural 3. Accroître et promouvoir la production agricole avec une utilisation optimale ainsi qu'une gestion durable des ressources et des infrastructures 4. Assurer une disponibilité alimentaire suffisante dans toutes les régions 5. Développer les infrastructures sociales en vue d'améliorer l'accès aux services sociaux 	
OBJECTIF GENERAL/PHBM		GROUPE CIBLE	
(i) Contribuer à la diminution de la pauvreté rurale ; (ii) Diversifier et accroître, de manière durable, les revenus des populations rurales, principalement celles les plus marginalisées; (iii) Améliorer la sécurité alimentaire des ménages ruraux; (iv) Contribuer à la restauration et à une gestion durable des ressources naturelles.		<u>Groupe cible</u> : petits exploitants et éleveurs : ~ 90,000 personnes <u>Couches plus vulnérables</u> : <ul style="list-style-type: none"> – Métayers ou paysans sans terre qui louent des parcelles rizicoles – Propriétaires de parcelles rizicoles < 0,25 ha – Femmes – Jeunes ayant moins de 10 têtes ou ne possédant que des petits ruminants (en zones pastorales) 	
OBJECTIFS SPECIFIQUES /PHBM		INDICATEURS	<i>Risques/ Remarques</i>
<ul style="list-style-type: none"> – Renforcer les capacités locales de planification et gestion du développement économique et social, et d'absorption de financements ruraux ; – Appuyer l'augmentation et la sécurisation des revenus et l'accroissement de la sécurité alimentaire; – Promouvoir le développement des systèmes de production agricoles durables ; – Mieux valoriser la production par le désenclavement de la zone, un meilleur accès à l'information et aux marchés et le soutien à la transformation et la commercialisation de la production; – Faciliter, de manière durable, l'accès aux services financiers des populations rurales pauvres en particulier les femmes, les jeunes et les paysans sans terre. 		<ul style="list-style-type: none"> – Niveau de maturation des organisations paysannes – Nombre d'initiatives communautaires réussies par les OP – Capacité des cellules communales de développement à planifier les actions, avoir accès aux financements et suivre les réalisations – Flux de produits 	<i>Détérioration de l'économie nationale (inflation) et stabilité politique</i>

3



RESULTATS/PHBM	INDICATEURS	Sources et Moyens de Vérification	Risques/Remarques
<p>Renforcement des capacités locales</p> <ul style="list-style-type: none"> – Organisations paysannes jouent un rôle important dans la gestion du développement local ; – Amélioration des capacités des groupes cibles en matière de conception et exécution d'activités économiques et sociales ; – Renforcement des structures locales de concertation – Amélioration du niveau d'alphabétisation, d'éducation et de formation ; – Amélioration de la nutrition, l'hygiène et de l'accès aux services de santé de base ; – Réduction des disparités hommes/femmes et participation accrue des femmes aux décisions et à l'allocation des ressources; 	<ul style="list-style-type: none"> • Nombre de communautés adoptant la démarche du PHBM et de PDC réalisés • Nombre de comités villageois de développement (CVD) constitués • Nombre de membres de ce comité (par genre et fonction) • Nombre de groupes socio-professionnels (par catégorie socio-économique) • Nombre de paysans formés (par catégorie et par genre) • Nombre d'alphabétiseurs villageois formés (par genre) • Nombre de campagnes d'alphabétisation et d'alphabétiseurs formés/recyclés • Nombre de paysans inscrits, fréquentant les cours d'alphabétisation et alphabétisés (par genre et par alphabétiseur) • Nombre de campagne d'alphabétisation après les 3 ans d'appui du projet • Nombre d'écoles réhabilitées ou construites par le FID ou les populations • Nombre d'élèves inscrits et fréquentant l'école et de comités de parents • Taux de déperdition scolaire • Nombre d'enseignants qualifiés affectés • Nombre de mini-projets retenus et formulés dans un PDC • Nombre de mini-projets financés et non financés/non appuyés par le FIL (par type et bénéficiaires directs) et par d'autres partenaires • Nombre de mini-projets exécutés et achevés • Niveau de contribution des communautés aux mini-projets (par type) • Proportion de mini-projets initiés et exécutés par des groupes vulnérables • Nombre d'associations constituées • Nombre d'associations considérées comme autonomes • Nombre d'unions ou fédérations constituées (par type), d'associations membres et fonctions assurées par les unions/fédérations • Nombre de formations et personnes formées (par type de formation et de public) • Nombre d'initiatives/actions entreprises ou organisées par les Unions (par type) • Nombre CCD mises en place (composition par catégorie socio-économique et par genre) et fonctionnelles • Nombre de membres de CCD, CRD, GTDR et CGDIS formés (par genre) • Nombre de membres de formés (par institution et par genre) • Nombre de visites du CRD, GTDR, CGDIS pour appuyer les communes • Nombre d'ateliers et de voyages d'échanges effectués • Nombre de schémas de développement élaborés (par niveau de planification) • Nombre d'heures de transmission de la radio rurale (par thème diffusé) • Taux de participation aux émissions radio des paysans, OP, élus locaux, etc. • Nombre de productions et de séances audiovisuelles (par type de supports) • Nombre d'accoucheuses traditionnelles formées • Nombre d'accouchements effectués par les AT et aux CSB • Nombre de visites de suivi des AT effectués par le personnel qualifié du CSB • Nombre de visites de consultations au CSB (par type de consultation) • Taux de vaccination, de mortalité maternelle, de malnutrition • Nombre d'animatrices nutritionnelles formées, d'enfants pesés et d'enfants malnutris suivis • Coût des activités et des opérateurs 	<p>Évaluation participative des tous les acteurs</p> <p>Données du suivi/évaluation</p> <p>Rapport annuel d'activité</p>	<p><i>Exécution trop rapide et substitution des étapes d'analyse, concertation et contractualisation</i></p> <p><i>Appropriation des OP par les élites locales</i></p> <p><i>Conflits entre certains pouvoirs administratifs et les OP</i></p> <p><i>Insuffisance d'appui par rapport aux besoins (infrastructures villageoises de base)</i></p> <p><i>Manque de qualification de certains cadres et opérateurs</i></p> <p><i>Système financier excluant les pauvres</i></p>



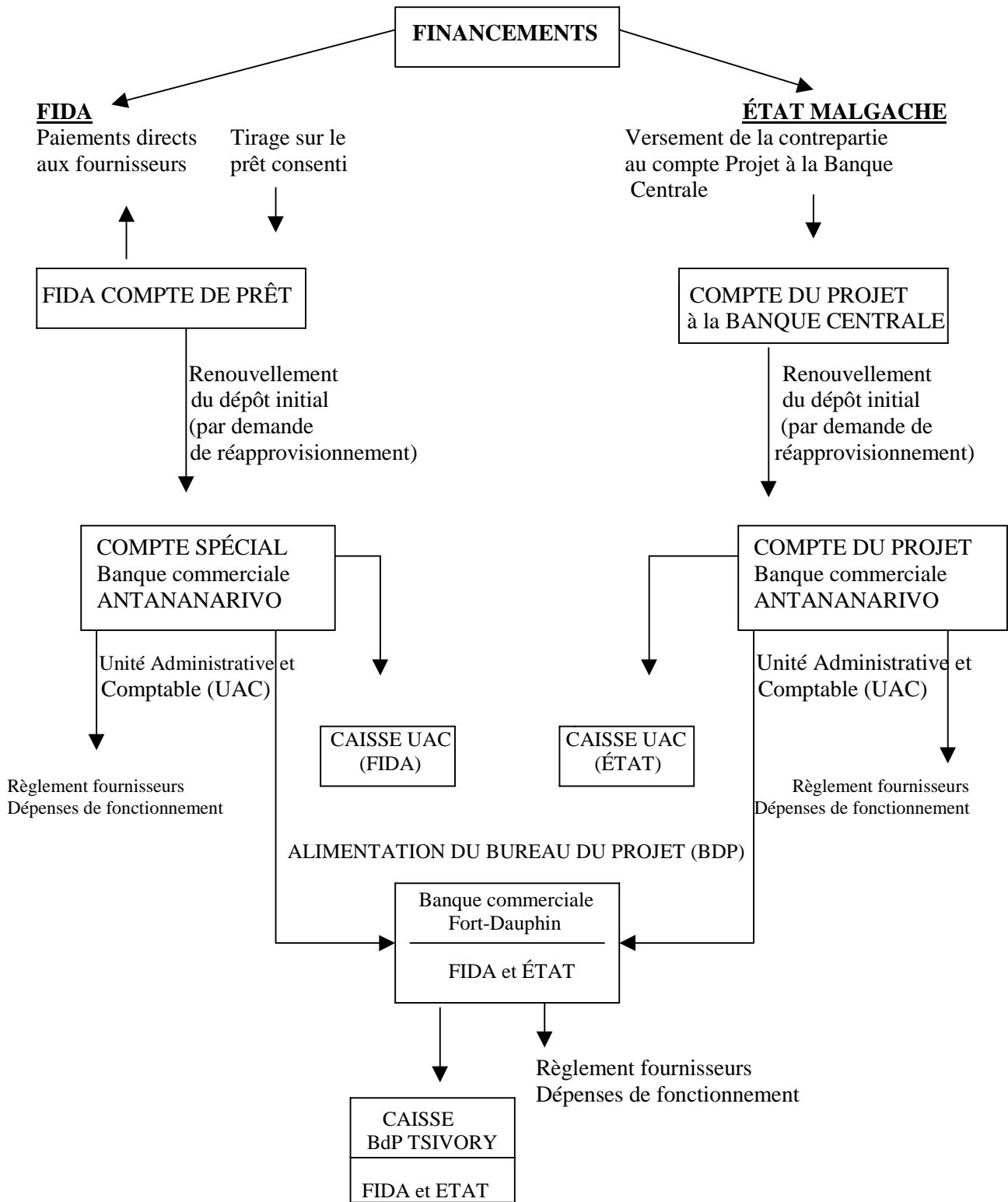
RESULTATS	Indicateurs	Sources et Moyens de Vérification	Risques/Remarques
<p>Appui aux initiatives locales</p> <ul style="list-style-type: none"> – Mise en valeur du potentiel en terre et en eau sous-exploité ; – Diversification des sources de revenu ; – Augmentation de la productivité des systèmes de culture (irrigués et pluviales) et d'élevage ; Amélioration des opportunités de commercialisation et de la valeur ajoutée au niveau des petits producteurs ; – Amélioration de la gestion des ressources naturelles ; 	<ul style="list-style-type: none"> • ha aménagés par commune, et coût moyen/ha (par type de périmètre) ; • nombre d'irrigants et surface moyenne exploitée par usager ; • utilisation des superficies irrigables : intensité culturale, rendements par type de production, revenus/ha ; • mini-projets par communes, catégorie de bénéficiaires, type d'intervention (cultures irriguées, pluviales, transformation/stockage, production animale, mini-entreprise, artisanat, ...) • superficies, productions, transformation des cultures pluviales • productivité pondérale et numérique des systèmes de productions animales ; • présence de filières de commercialisation des productions animales • superficies brûlées et modèles proposés de gestion des feux de brousse • adoption de modèles agro-sylvo-pastoraux ; • variation des prix du riz (inter saison, inter-zonal) • capacité de stockage par commune et produit • capacité de transformation artisanale et semi-industrielle • revenus extra agricoles • ha reboisés et plans d'aménagements des forêts naturelles • nombre km de pistes de dessertes réhabilitées • kilométrage de pistes entretenues • vitesse moyenne par tronçon de route et coût transport • tonnage et passagers transportés (par type de moyen) • sommes collectées par le péage 	<p>Rapport périodique des Chefs de réseaux validés par CCD</p> <p>Rapport cellule IR Système de suivi environnemental</p> <p>Données du suivi/évaluation Rapport annuel d'activité</p>	<p><i>aléas climatiques : crues exceptionnelles et sécheresse prolongée</i></p> <p><i>Difficulté d'accès aux fonds FID</i></p> <p><i>Manque de qualification de certains cadres et opérateurs</i></p> <p><i>Système financier excluant les pauvres</i></p>
<p>Appui aux services financiers</p> <ul style="list-style-type: none"> – Mise en place de mécanismes d'intermédiation et d'accumulation pour recycler la valeur ajoutée au niveau villageois 	<ul style="list-style-type: none"> • Évolution de la collecte de l'épargne (à terme, à vue) • Taux d'épargne moyen par membre • Évolution de l'encours de crédit et la qualité du portefeuille (impayés, provisions) • % des membres qui redemandent du crédit • taux de couverture des charges opérationnelles par l'activité financière générée • Nombre et permanence des caissiers et dirigeants • Nombre de dirigeants et techniciens formés • Nombre de problèmes dans la vérification des comptes et détournements • Évolution des actifs des membres • Montant moyen de crédit (par objet et par catégorie socio-economique) • Taux de pénétration (nombre de familles associées/ total) et rythme d'évolution des adhésions (hommes et femmes) • Satisfaction des membres avec les services offerts • Participation des membres dans les réunions et assemblées • % des femmes membres et % femmes dans les emprunteurs 	<p>Rapports de réception provisoire et définitive MTP/PHBM Rapport cellule IR</p> <p>Rapport de l'opérateur technique spécialisé</p>	<p><i>Hausse des taux d'intérêt</i></p> <p><i>Disponibilité d'accès au crédit pour les plus démunis dès les premières années</i></p> <p><i>Appropriation par les élites locales</i></p> <p><i>Importations de produits concurrentiels de la zone</i></p>

RESULTATS	INDICATEURS	Sources et Moyens de Vérification	Risques/Remarques
<p>Désenclavement de la zone du projet</p> <ul style="list-style-type: none"> – Amélioration de l’approvisionnement en intrants et produits de base, et de l’évacuation des produits de la zone ; – Réduction des coûts de transaction ; – Amélioration des conditions de circulation des personnes dans la zone et vers d’autres zones 	<ul style="list-style-type: none"> • nombre et coût km de RIP et PIC réhabilités • kilométrage de RIP et PIC entretenues et coûts d’entretien • vitesse moyenne par tronçon de route et coût transport • tonnage et passagers transportés (par type de moyen) • contributions FER, province, communes pour l’entretien 	<p>Données de suivi du réseau fournies par l’opérateur</p> <p>Évaluation externe Évaluation participative des membres des caisses</p> <p>Relevés des taxes/recettes des communes rurales</p>	<p><i>Retard du co-financement pour la RIP 107</i></p>



COMPOSANTES (Volets)	MONTANT (millions USD) Total Projet 23,14M dont prêt FIDA 12,59 M	ACTIVITES
Renforcement des capacités locales Animation et planification participative Alphabétisation fonctionnelle Renforcement des capacités des agents du projet Renforcement des communautés, des OP et des structures locales de concertation	1,79 1,47 0,18 0,05 0,09	<ul style="list-style-type: none"> - Diagnostics de planification participative - Préparation PDC - Préparation mini projets (MP) - Animation, formation et appui aux groupements pour mise en oeuvre MP - Alphabétisation - Formation, voyages d'études, ateliers
Appui aux initiatives locales Financement des initiatives communautaires Activités transversales et d'accompagnement Appui à la réalisation et coordination technique	10,79 7,99 0,49 2,31	Études de faisabilité, préparation dossiers MP Co-financement des MP par le FIL Co-financement MP par d'autres partenaires Co-financement par IMF et secteur bancaire Études de marchés Appui aux structures d'intermédiation commerciale Diffusion d'informations commerciales Campagnes d'information, formations techniques, ateliers
Appui aux services financiers Études stratégiques, de marketing et d'impact Appui aux caisses Appui à l'opérateur spécialisé Appui aux autorités de tutelle	1,06 0,08 0,37 0,52 0,89	Définition modèle IMF Recrutement opérateur spécialisé Sensibilisation des communautés Formation élus et personnel Appui aux caisses et aux autorités de tutelle
Désenclavement de la zone du projet Routes provinciales Pistes communales	6,52 5,27 1,25	<ul style="list-style-type: none"> - Études APS, APD, élaboration DAO - Passation des marchés de travaux - Exécution, surveillance et contrôle des travaux - Formation des associations pour la gestion et l'entretien des ouvrages - Réception des ouvrages : MTP, PHBM, CCD et AUE./AUP
Coordination et gestion du projet Bureau du projet Cellule d'appui comptable	2,99 1,69 1,30	<ul style="list-style-type: none"> - Élaboration et application manuels de procédures; gestion quotidienne du Projet - Recherche et développement de partenariat (cofinancement, complémentarité) - Suivi des activités - Évaluation interne et externe - Formation - Comptabilité, gestion et contrôle financier

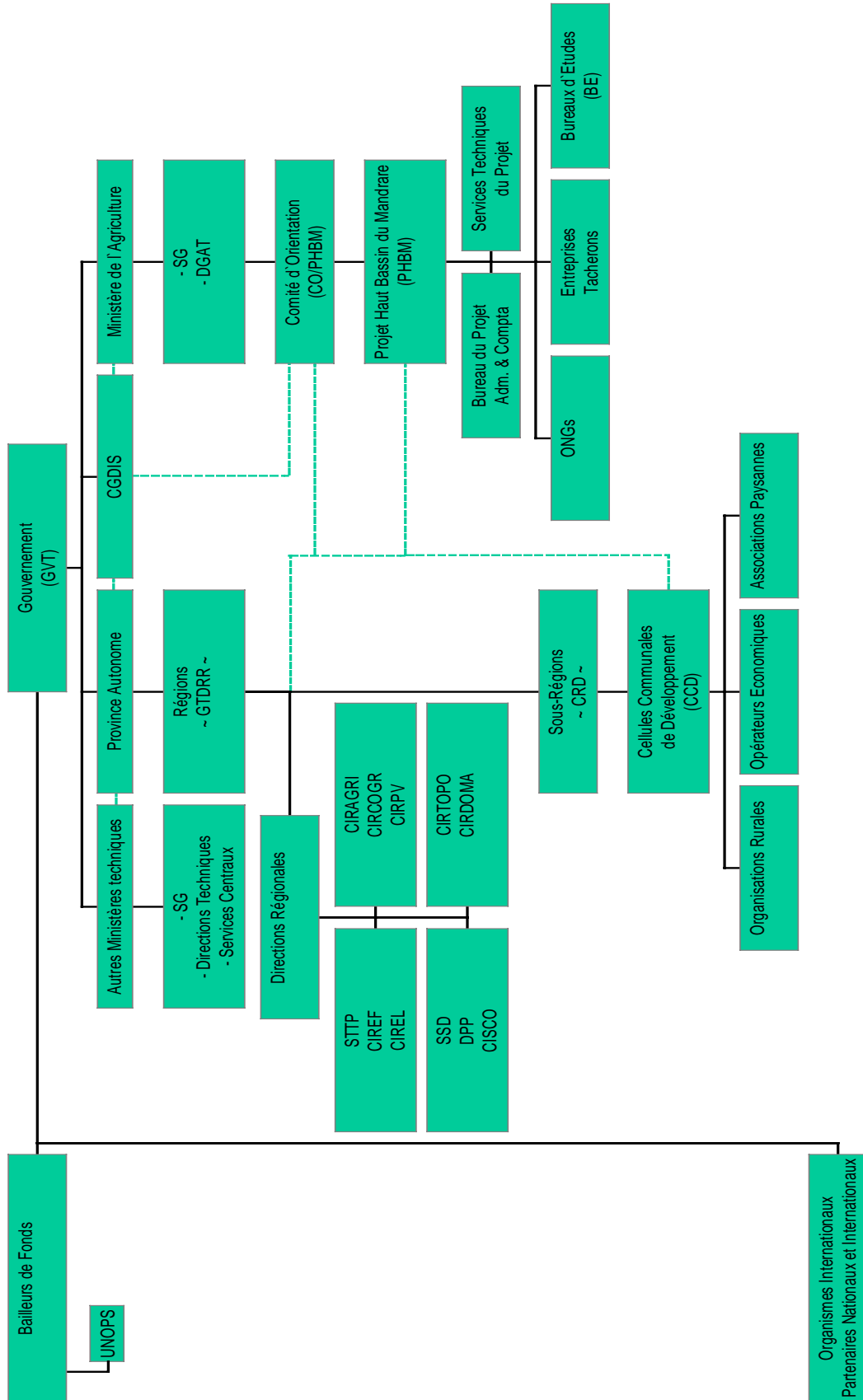
FLUX FINANCIERS



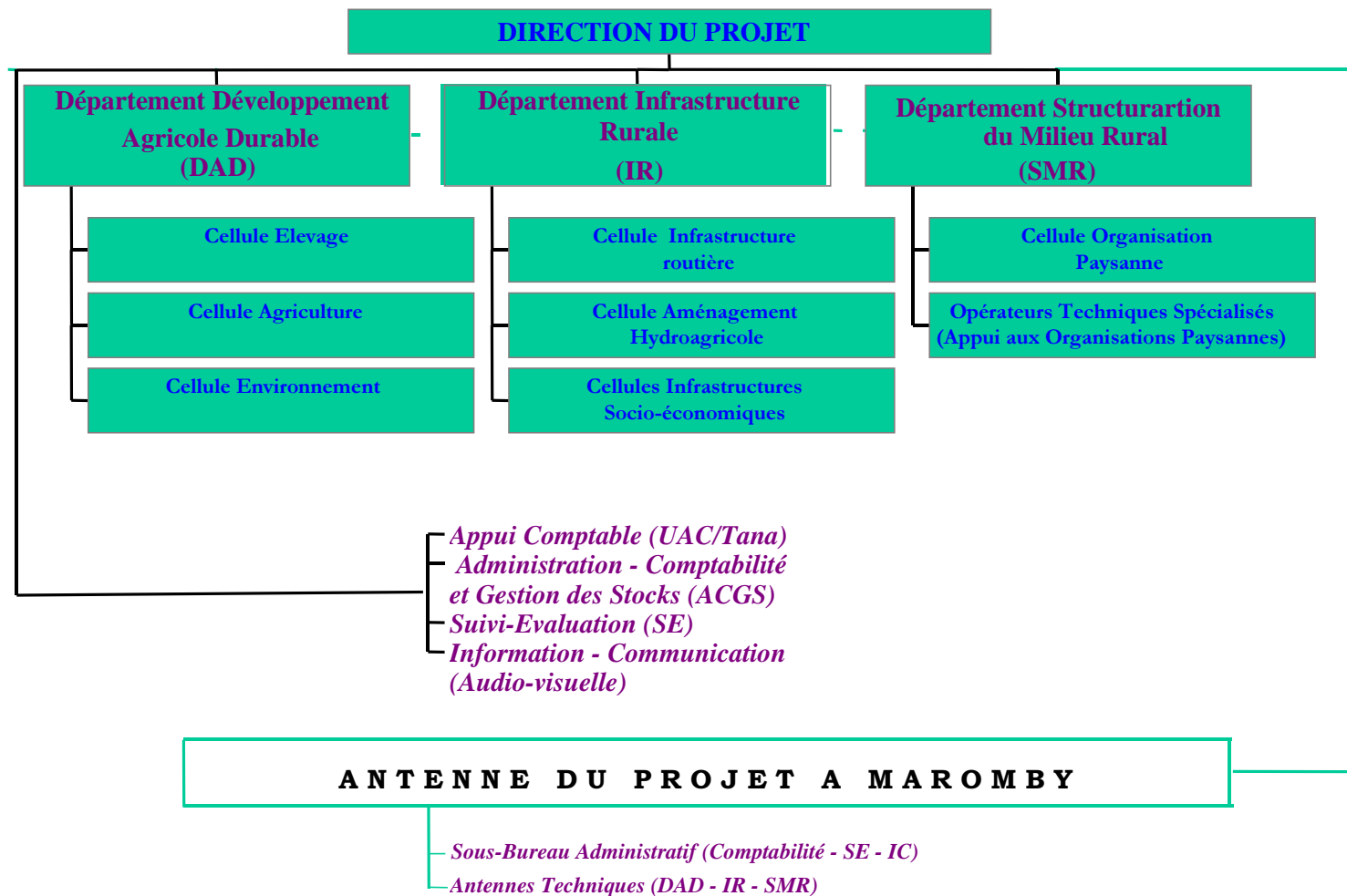


APPENDIX V

CADRE INSTITUTIONNEL PHBM II



ORGANIGRAMME DU PHBM II





ORGANISATION ET GESTION DU PROJET

A. Organisation générale et agence d'exécution

1. Le montage institutionnel a été élaboré en fonction des principes suivants: (i) la recherche de la meilleure coordination possible entre les différents institutions et ministères; (ii) l'appui à la politique du Gouvernement en matière de décentralisation et promotion du secteur privé; (iii) la poursuite d'une véritable participation des acteurs locaux dans la planification et le suivi des actions de développement; (iv) le besoin de flexibilité et de souplesse administrative pour une exécution agile et efficace des activités. La structure organisationnelle du Projet comprend les niveaux suivants auxquels correspond une répartition des tâches et des responsabilités:

- le niveau de *pilotage et d'orientation* constitué du Comité d'orientation du Projet (COP) – à mettre en place sur la base des comités existants (CRD et GTDR);
- le niveau de coordination et de gestion du Projet, constitué par le Bureau du Projet à Tsivory (BDP), avec l'appui des 9 cellules communales de développement (CCD) déjà en place;
- le niveau de mise en œuvre des activités, correspondant: (i) aux organisations paysannes (OP) et aux IMF appuyées par le Projet; (ii) aux opérateurs/prestataires de services (PS) des secteurs public, privé et associatif, engagés sur une base contractuelle: un opérateur généraliste (OG) pour les activités d'animation et d'organisation paysanne; des opérateurs techniques spécialisés (OTS) pour appuyer les communautés dans la réalisation des mini-projets, la formation, etc.; des PME pour les travaux de génie civil; (iii) au MTP en tant que maître d'ouvrage délégué pour les infrastructures routières.

2. Le Projet sera placé sous la tutelle du Ministère chargé de l'agriculture. Le BDP sera l'agence principale d'exécution, rattachée à la Direction générale des activités techniques du Ministère ou son équivalent.

B. Coordination et gestion

Bureau du projet (BDP)

3. Le BDP est localisé au centre de la zone du Projet à Tsivory, et une antenne du projet sera établie à Maromby dans la zone est. Le BDP jouira d'une autonomie de gestion administrative et financière lui permettant, dans la limite des PTBA approuvés par le Ministère de tutelle, de signer des contrats et des conventions (selon des limites préétablies) avec les PS sélectionnés pour l'exécution des activités. De par la stratégie générale adoptée, fondée sur la sous-traitance de l'essentiel des activités à des opérateurs contractuels, les principales responsabilités du BDP seront les suivantes: a) l'orientation stratégique et la définition des modalités de mise en œuvre du Projet; b) la coordination et la programmation des activités (organisation des ateliers de programmation et de concertation, préparation des PTBA, etc.); c) le choix des PS (OG et OTS) et le contrôle de leurs activités (préparation des appels d'offres, des contrats, suivi de leur exécution); d) la coordination entre les différents opérateurs et avec les autres projets et intervenants dans la zone; e) le suivi interne et l'évaluation.

4. Le personnel du BDP sera composé du personnel fonctionnaire déjà en poste et de contractuels sélectionnés sur concours à publicité nationale. L'équipe sera composée de la manière suivante: (i) *Direction du Projet*: un directeur de Projet, un comptable, deux caissiers/aide-comptable, un responsable de la gestion des stocks, deux magasiniers, deux opératrices BLU, trois secrétaires, deux mécaniciens, quatre gardiens, trois chauffeurs; (ii) *Unité suivi et évaluation (S/E)*: un responsable S/E



et deux assistants;(iii) *Unité information-communication*: deux animatrices de la radio rurale (iv) *Département développement agricole durable (DAD)*: un chef de cellule élevage (fonctionnaire en poste), un chef de cellule environnement (fonctionnaire en poste), un chef de cellule agriculture, six techniciens animateurs de zone (dont deux fonctionnaires en poste); (v) *Département infrastructure rurale*: un ingénieur, un technicien, cinq contrôleurs de travaux et dessinateurs, 5 chefs de réseaux hydro-agricoles, 9 conseillers hydrauliques; (vi) *Département animation et structuration du monde rural*: constitué par le personnel permanent mobilisé par l'opérateur généraliste, soit 18 socio-organiseurs (un binôme constitué d'un homme et d'une femme pour chaque commune), auquel s'ajoute le personnel temporaire fourni par les OTS pour l'appui à la réalisation des PDC.

Cellule d'appui aux projets FIDA (CAP)

5. Une cellule d'appui aux projets FIDA est logée au sein du MINAGRI et chargée de faciliter les procédures d'exécution communes à l'ensemble des projets FIDA. Un Contrôleur financier sera recruté au niveau de la CAP, par appel d'offre international, et chargé du contrôle interne de gestion pour l'ensemble des projets FIDA. Pour les besoins du Projet une Unité administrative et comptable, au sein de la CAP, aura pour responsabilités: a) la saisie des données comptables et la production des états comptables et financiers du Projet; b) la vérification de la régularité des opérations de gestion et de l'utilisation rationnelle du patrimoine du Projet; c) le suivi de la comptabilité budgétaire et de la contrepartie de l'Emprunteur; d) la comptabilité analytique par composantes et par catégories de décaissement du prêt; e) la préparation des éléments à soumettre à la signature des personnes autorisées pour effectuer des opérations sur le Compte spécial, après vérification de la régularité des dépenses et du respect des procédures administratives, comptables et financières; f) le suivi des marchés et le paiement des fournisseurs et des prestataires de services.

Cellules communales de développement (CCD)

6. Dans le souci de respecter la politique de décentralisation et le PADR, le projet renforcera les CCD déjà mises en place dans chaque commune, par des appuis en formation, en petit équipement et fournitures de bureau et surtout par leur intégration dans le processus de planification, programmation, suivi et évaluation du PHBM II. Ainsi, les CCD constitueront un lieu de dialogue, de partenariat et de concertation entre l'ensemble des acteurs locaux et deviendront, graduellement, les instances de décision et de suivi des initiatives de développement à caractère local. Le renforcement des capacités des CCD serait l'une des tâches des animateurs responsables de la structuration du monde rural dans chaque commune. Le fonctionnement des CCD, une fois le PHBM II terminé, sera assuré par les fonds propres des communes rurales. Les CCD auront les missions principales suivantes dans le cadre du PHBM II: (i) soutenir le BDP pour arbitrer le choix/ la priorisation des fokontany nécessitant un appui;(ii) faciliter l'élaboration des PDC élaborés par les villageois;(iii) examiner les propositions de PDC et mini-projets (MP) et les valider par rapport aux critères d'éligibilité au FIL;(iv) valider les contrats-programme annuels signés entre le projet et les communautés et OP pour la réalisation des PDC; et (v) participer au suivi et à l'évaluation participative de la mise en œuvre des PDC/MP. L'avis des CCD sur les PDC/MP sera consultatif; le BDP tiendra compte de cet avis mais prendra sa décision en parfaite indépendance en fonction des critères d'éligibilité mentionnés plus haut. En fonction de l'expérience et au vu des conclusions des revues à mi-parcours, l'autorité d'approbation des MP pourrait progressivement être transférée du BDP aux CCD.

Comité d'orientation du Projet (COP)

7. Le PHBM étant un projet intégré multi-sectoriel, il s'avère nécessaire de prévoir un comité d'orientation inter-ministériel (agriculture, élevage, environnement, travaux publics, santé) et multi-agences qui doit permettre aux intervenants institutionnels d'être informés de façon régulière sur l'état d'avancement du projet et de pouvoir apporter leur contribution technique. Le COP serait composé de représentants: (i) du Minagri;(ii) des deux CRD de l'Anosy et de l'Androy;(iii) du



GTDR;(iv) des différents Ministères techniques (MPFCE, MFE, MDE, MEL, etc.), institutions privées et publiques (BCRM, ONE, ANAE, AGEPMF, CGDIS, etc.), agences de coopération et bailleurs (FED, Banque mondiale, UNICEF, PAM, FENU, etc.) impliqués dans le Projet; (v) de la Direction du Projet; (vi) des OP appuyées par le projet. D'autres observateurs seront éventuellement invités aux réunions du COP en fonction des besoins. Le COP se réunira au moins une fois par an dans la zone d'intervention du Projet, à Tsivory ou éventuellement à Taolagnaro (Fort Dauphin). Son secrétariat sera assuré par le BDP.

8. Le COP assurera la supervision du Projet au niveau national et aura pour rôle: i) de superviser l'état d'avancement du Projet en veillant au respect des objectifs et de la stratégie d'intervention du Projet; ii) de valider le programme de mise en œuvre des grandes orientations techniques et opérationnelles du Projet; iii) d'assurer la coordination entre ministères et institutions et les échanges d'informations; iv) d'examiner et de commenter les programmes de travail et budget annuel (PTBA) et les rapports annuels d'activités avant leur transmission au Fonds et à l'Institution coopérante; v) de débattre de tout problème institutionnel et organisationnel dépassant la compétence du BDP et de proposer des mesures appropriées; vi) d'examiner et interpréter les rapports d'audit; et vii) de suivre l'application des recommandations des différentes missions extérieures de supervision et d'appui.

Programme de travail et budget annuels (PTBA)

9. Le projet sera exécuté sur la base de PTBA, soumis aux commentaires du comité d'orientation du Projet puis approuvé par le Ministère de tutelle, et envoyé à l'institution coopérante et au FIDA pour avis définitif. Le PTBA sera préparé sous la forme d'un cadre logique par le BDP et la CAP sur la base de leur perception de la demande de financement des mini-projets pendant l'année suivante, ainsi que sur la base des recommandations des ateliers de concertation communaux et intercommunaux et des différents PS. Le PTBA comprendra une allocation globale pour le financement des mini-projets, leur approbation finale restant de la responsabilité du Bureau du Projet, voire à l'avenir de cellules communales de développement. Pour les autres rubriques, le PTBA devra comporter le détail des activités prévues, leurs coûts unitaires et globaux, les échéanciers de travail, les indicateurs de suivi, ainsi que les modalités d'exécution. Une approche souple permettant des révisions régulières du PTBA au cours de l'exercice budgétaire sera adoptée, en assurant un dialogue permanent entre le Projet, les bénéficiaires et les différents opérateurs et partenaires chargés d'appuyer l'exécution des activités.

C. Suivi et évaluation

10. **Principes généraux.** Fondé sur une approche souple, sur une réponse à la demande des communautés rurales, et sur une sous-traitance de la plupart des activités à des opérateurs/prestataires de services (OPS) externes, le Projet devra attacher la plus grande importance aux fonctions de suivi et d'évaluation (S-E), essentielles pour un pilotage stratégique et opérationnel pertinent du Projet et pour apporter en permanence les corrections nécessaires tout au long de sa mise en œuvre. Un système de S-E spécifique et adapté au PHBM sera donc mis en place. Ce système reposera sur un suivi interne permanent et des évaluations internes et externes périodiques. Il collectera et analysera les informations nécessaires sur: (i) la performance de l'exécution des activités prévues aux PTBA, tant par les OP et IMF appuyées que par les PS contractuels; (ii) la pertinence des approches et des stratégies de mise en œuvre; (iii) l'impact du Projet sur les bénéficiaires par rapport aux objectifs prévus dans le cadre logique; (iv) l'implication des bénéficiaires dans la mise en œuvre du Projet et notamment du S-E. Les sources d'information du système seront: (i) les rapports d'activités des services/cellules du projet; (ii) les rapports des PS contractuels; (iii) les rapports financiers produits par le Contrôleur financier; (iv) les études spécifiques d'impact et d'évaluation réalisées par des bureaux d'études, des institutions ou des consultants indépendants et (v) les rapports des missions d'appui et de supervision. Les rapports de S-E constitueront un des éléments majeurs pour juger de la bonne exécution des contrats par les PS et justifier leur renouvellement. Dans la définition des



indicateurs et la collecte et l'analyse des informations, des méthodes d'auto-évaluation seront utilisées et des séminaires participatifs de S-E seront organisés.

11. Rapports d'activités et rapports financiers. La Direction du Projet et le Contrôleur financier rendront compte semestriellement des activités et dépenses du Projet aux comités concernés (comité d'orientation) ainsi qu'au FIDA et à l'institution coopérante, au moyen de rapports d'activités et d'avancement des travaux et de rapports financiers. Ces rapports devront couvrir les activités du BDP, celles des opérateurs et partenaires contractuels ainsi que celles des organisations de base appuyées par le Projet. Ces rapports seront finalisés, sous la supervision du Directeur du Projet, par le cadre du S-E du PHBM et par le Contrôleur financier.

12. Suivi financier et contrôle interne de gestion, Un suivi financier et un contrôle interne de gestion performant a été mis en place durant la première phase, grâce à un système informatisé de gestion (SIG) qui a donné satisfaction et à une assistance technique internationale permanente. Celui-ci sera amélioré grâce à l'introduction de modules supplémentaires du logiciel, une formation adaptée, et la révision et la mise à jour permanente des tableaux de bords financiers et de gestion. Le Contrôleur financier rendra mensuellement compte de l'état des dépenses et de l'utilisation des ressources au Directeur du Projet. Ces éléments seront intégrés dans des rapports financiers semestriels et annuels. La révision des tableaux de bord sera appuyée par un cabinet de conseil national durant les activités de démarrage. Le Contrôleur recevra les conseils de ce cabinet et de l'auditeur pour l'amélioration continue du contrôle interne financier et de gestion.

13. Suivi interne. Le suivi interne a un caractère permanent et a pour objet de suivre la mise en œuvre des activités et l'atteinte des performances et résultats attendus; à ce titre, il reste essentiel une responsabilité dévolue aux agents du projet. La mise en place des outils méthodologiques et des fiches de suivi sera appuyée par des consultants spécialisés. En raison de la stratégie de sous-traitance du Projet, l'essentiel des activités de collecte d'informations auprès des communautés appuyées, des OP et des IMF sera réalisé par les opérateurs contractuels (OG et OTS). En conséquence, ces derniers rendront compte régulièrement de leurs activités au projet au moyen de rapports spécifiques. Les contrats signés avec ces opérateurs intégreront des clauses concernant ces rapports, qui détailleront: la nature et la périodicité des indicateurs à suivre, le format des fiches de suivi, le format, le contenu et le calendrier de remise des rapports, etc. Généralement, la cadence de remontée des fiches de suivi sera mensuelle et celle de remise des rapports trimestrielle. Le cadre chargé du S-E produira: des notes mensuelles, un rapport plus analytique chaque trimestre, et un rapport annuel en appui à la préparation du rapport d'activités annuel du Projet. Ces rapports feront ressortir les écarts enregistrés entre les prévisions et les résultats ainsi que les explications de ceux-ci et les recommandations y afférent.

14. Evaluation interne et externe. Les activités d'évaluation comprendront des évaluations internes, menées en utilisant les ressources en personnel du projet et des évaluations externes sous-traitées à des consultants et bureaux d'études nationaux compétents. Dans les deux cas, elles seront conduites de manière périodique, généralement sous la forme: (i) d'études et enquêtes thématiques, le plus souvent sur la base d'échantillons. Ainsi, au début du Projet, il sera réalisé une enquête nutritionnelle légère, sur la base d'indicateurs anthropométriques, qui sera reconduite en année 5 et 10 pour évaluer l'impact du Projet en matière de nutrition; (ii) d'ateliers annuels de S-E participatifs, conduits auprès de chaque communauté appuyée. La définition de la méthodologie, des thèmes et de la périodicité des enquêtes, des indicateurs d'évaluation seront réalisés en équipe par les cadres concernés, sous la responsabilité du responsable S-E du projet. Au début de l'intervention du Projet dans chaque communauté, les indicateurs et données de base pour l'évaluation seront recueillis afin d'effectuer un suivi régulier de l'évolution de ces indicateurs. Les documents d'évaluation interne et externe seront présentés au comité d'orientation, à l'institution coopérante et au FIDA.