

Document: EB 2007/92/R.24  
Agenda: 12(b)(ii)  
Date: 30 October 2007  
Distribution: Public  
Original: English

**E**



Enabling poor rural people  
to overcome poverty

## **President's report**

### **Proposed loan and grant to the Republic of Madagascar for the**

### **Support Programme for Rural Microenterprise Poles and Regional Economies (PROSPERER)**

Executive Board — Ninety-second Session  
Rome, 11-13 December 2007

---

For: **Approval**

## **Note to Executive Board Directors**

This document is submitted for approval by the Executive Board.

To make the best use of time available at Executive Board sessions, Directors are invited to contact the following focal point with any technical questions about this document before the session:

**Benoît Thierry**

Country Programme Manager  
telephone: +39 06 5459 2234  
e-mail: [b.thierry@ifad.org](mailto:b.thierry@ifad.org)

Queries regarding the dispatch of documentation for this session should be addressed to:

**Deirdre McGrenra**

Governing Bodies Officer  
telephone: +39 06 5459 2374  
e-mail: [d.mcgrenra@ifad.org](mailto:d.mcgrenra@ifad.org)

## Contents

<b>Abbreviations and acronyms</b>	<b>ii</b>
<b>Recommendation for approval</b>	<b>iii</b>
<b>Map of the programme area</b>	<b>iv</b>
<b>Financing summary</b>	<b>v</b>
<b>I. The programme</b>	<b>1</b>
A. Main development opportunity addressed by the programme	1
B. Proposed financing	1
C. Target group and participation	2
D. Development objectives	2
E. Harmonization and alignment	3
F. Components and expenditure categories	3
G. Management, implementation responsibilities and partnerships	4
H. Benefits and economic and financial justification	4
I. Knowledge management, innovation and scaling up	5
J. Main risks	5
K. Sustainability	5
<b>II. Legal instruments and authority</b>	<b>5</b>
<b>III. Recommendation</b>	<b>6</b>
<b>Annex</b>	
Important assurances included in the negotiated project loan agreement	7
<b>Appendices</b>	
I. Key reference documents	
II. Cadre logique (Logical framework)	

## Abbreviations and acronyms

BDS	business development services
COSOP	country strategic opportunities paper
FCCI	Federation of Chambers of Commerce and Industry
GDP	gross domestic product
HIPC	Heavily Indebted Poor Countries Initiative
ivo fanoitra	"one-stop shop" business centres
MAP	Madagascar Action Plan
MAEP	Ministry of Agriculture, Livestock and Fisheries
MDS	Multi-Donor Secretariat
OFID	OPEC Fund for International Development
RME	rural microenterprise
UNCDF	United Nations Capital Development Fund

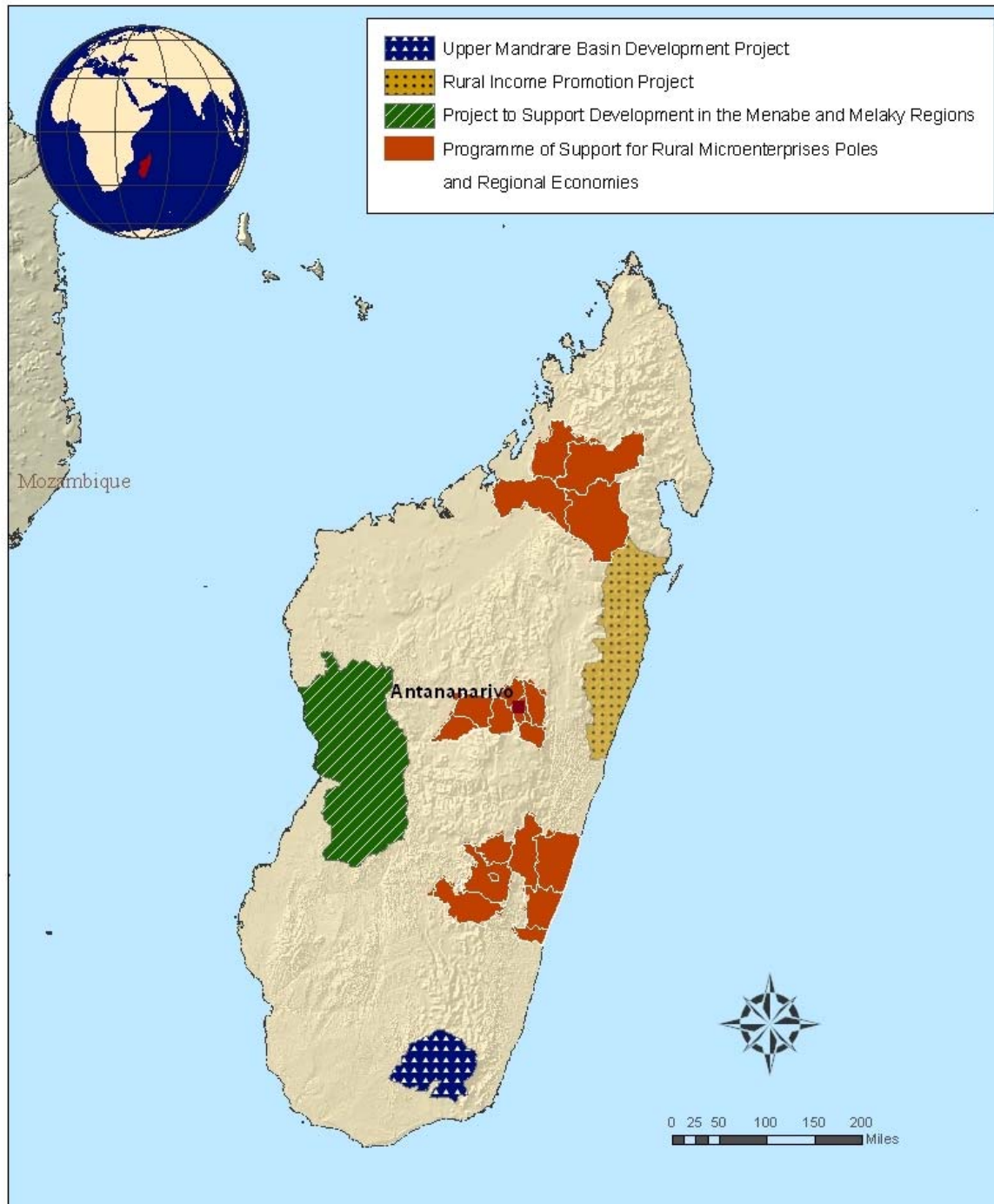
## **Recommendation for approval**

The Executive Board is invited to approve the recommendation for the proposed loan and grant to the Republic of Madagascar for the Support Programme for Rural Microenterprise Poles and Regional Economies (PROSPERER), as contained in paragraph 37.

## Map of the programme area

### Madagascar

Programme of Support for Rural Microenterprises Poles and Regional Economies (PROSPERER)



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.

IFAD Map compiled by IFAD

## Republic of Madagascar

### Support Programme for Rural Microenterprise Poles and Regional Economies (PROSPERER)

#### Financing summary

<b>Initiating institution:</b>	IFAD
<b>Borrower:</b>	Republic of Madagascar
<b>Executing agency:</b>	Ministry of Agriculture Federation of Chambers of Commerce and Industry
<b>Total programme cost:</b>	US\$30.30 million
<b>Amount of IFAD loan:</b>	SDR 11.65 million (equivalent to approximately US\$17.70 million)
<b>Amount of IFAD grant:</b>	SDR 0.19 million (equivalent to approximately US\$0.29 million)
<b>Terms of IFAD loan:</b>	40 years, including a grace period of 10 years, with a service charge of three fourths of one per cent (0.75 per cent) per annum
<b>Cofinancier(s):</b>	OPEC Fund for International Development (OFID) United Nations Capital Development Fund (UNCDF) (to be confirmed)
<b>Amount of cofinancing:</b>	OFID: US\$5.00 million UNCDF: US\$0.60 million
<b>Terms of cofinancing:</b>	Loan and grant
<b>Contribution of borrower:</b>	US\$4.51 million
<b>Contribution of beneficiaries:</b>	US\$2.20 million
<b>Appraising institution:</b>	IFAD
<b>Cooperating institution:</b>	Directly supervised by IFAD





# Proposed loan and grant to the Republic of Madagascar for the Support Programme for Rural Microenterprise Poles and Regional Economies (PROSPERER)

## I. The programme

### A. Main development opportunity addressed by the programme

1. In 2006, Madagascar ranked 143<sup>rd</sup> (150<sup>th</sup> in 2004) among the 177 countries included in the United Nations Development Programme's human development index. The country covers an area of 580,000 square kilometres and the population, which doubled between 1975 and 2000, is estimated at 19.6 million in July 2007, with 85 per cent living in rural areas. Agriculture is the mainstay of the country's economy, employing 80 per cent of families and accounting for 27 per cent of gross domestic product (GDP). Despite the sector's undeniable potential, its poor performance is one of the main causes of rural poverty. Craft work is an important activity in Madagascar, with an estimated 1,800,000 enterprises. The sector is 85 per cent informal and contributes 15 per cent to GDP, with an added value of US\$150 million in 2003, equivalent to US\$80 per microenterprise.

### B. Proposed financing

#### Terms and conditions

2. It is proposed that IFAD provide to the Republic of Madagascar a loan in the amount of SDR 11.65 million (equivalent to approximately US\$17.70 million), on highly concessional terms, and a grant in the amount of SDR 0.19 million (equivalent to approximately US\$0.29 million) to help finance the Support Programme for Rural Microenterprise Poles and Regional Economies (PROSPERER). The loan will have a term of 40 years, including a grace period of 10 years, with a service charge of three fourths of one per cent (0.75 per cent) per annum.

#### Relationship to the IFAD performance-based allocation system (PBAS)

3. The allocation defined for Madagascar under the PBAS is US\$32.3 million over the 2007-2009 allocation cycle. This assistance is the first of two loans to be provided within the current cycle.

#### Relationship to national sector-wide approaches or other joint funding instruments

4. The programme has been designed in line with the National Rural Development Programme priorities, which have three main thrusts: (i) developing value chains; (ii) boosting services; and (iii) supporting enterprises. It is also in line with the priorities of the National Private-Sector Support Programme regarding policy reforms to improve the investment climate; develop agro-industry, tourism and the craft sector; and promote enterprises.

#### Country debt burden and absorptive capacity of the State

5. The Debt Initiative for Heavily Indebted Poor Countries (HIPC) completion point was reached on 4 October 2004. Debt relief from multilateral creditors under the enhanced HIPC initiative amounts to US\$357 million of the total debt of US\$3,053 million.
6. Since 1979, IFAD has funded 11 projects in Madagascar for a total of US\$126 million.

#### Flow of funds

7. Over the seven-year implementation period, IFAD funds will be channelled through a special account denominated in US dollars, to be opened by the Borrower in a commercial bank acceptable to the Fund. Representatives of the Ministry of Agriculture, Livestock and Fisheries (MAEP) and the Federation of Chambers of

Commerce and Industry (FCCI) will be authorized to manage and operate the special account, from which funds will flow to the programme account and five sub-accounts denominated in ariary to be established in each of the regions covered by PROSPERER.

#### **Supervision arrangements**

8. The programme will be supervised directly by IFAD, together with cofinancing partners OFID and UNCDF.

#### **Exceptions to IFAD General Conditions for Agricultural Development Financing and operational policies**

9. No exceptions.

#### **Governance**

10. Regional and national steering committees will be established from the outset. Procurement of goods and services will be undertaken on a competitive basis and in accordance with IFAD guidelines. Programme accounts will be subject to annual audits by independent auditors. Programme staff will be competitively recruited and subject to a yearly performance review.

### **C. Target group and participation**

#### **Target group**

11. In accordance with the IFAD Targeting Policy, the programme's primary targets are rural microenterprises (RMEs) with fewer than 5 employees and small rural enterprises employing between 5 and 15 people and involved in clusters and value chains, for a total of 48,000 enterprises.

#### **Targeting approach**

12. The programme will cover five regions – Analamanga, Itasy, Upper Matsiatra, Vatovavy and Sofia – selected from the regional priorities set forth in the country strategic opportunities paper (COSOP) on the basis of: (i) relative rural poverty levels; (ii) population density and number of existing RMEs; and (iii) complementarity with other development operations. Within these regions, some value chains will be selected for further strengthening on the basis of their development potential and anticipated impact on the poorest households.

#### **Participation**

13. The programme will boost the capacities of existing RMEs in on- and off-farm growth value chains, by making use of business development services (BDS). These BDS will be delivered by external providers who have received prior accreditation and will offer a range of non-financial support and training services suited to the needs of microenterprises (as identified during the participatory validation process). This will be supported by increased access to financial products and services offered by a variety of financial tools suited to the investment needs of RMEs. In addition, the programme will assist in the structuring of clusters and value chains identified as growth sectors and linked to the regional growth poles. Further to participatory appraisal, the programme will help young people and adults enter the job market and in due course create their own RMEs, through professional training and relevant apprenticeships.

### **D. Development objectives**

#### **Key programme objectives**

14. The programme goal is to increase the incomes of the rural poor by consolidating RME at the local and regional levels. Specific objectives are to: (i) create and support a network of professional and apex organizations to meet the development needs of rural enterprises; (ii) contribute to the formulation of a national policy and institutional framework in support of RME development; (iii) improve the competitiveness of RME in order to boost the performance of clusters and value

chains within regional economic poles; (iv) enable entrepreneurs to gain access to sustainable financial and non-financial services and markets in a favourable risk-management context; and (v) establish an enabling environment for the modernization of rural value chains.

#### **Policy and institutional objectives**

15. PROSPERER activities will contribute to diversifying the rural economy and to poverty reduction as envisaged in the Madagascar Action Plan (MAP). Upon completion, it is expected that the programme will have enabled microenterprise federations in delivering BDS to their members and strengthening value chains. In addition, the programme will support the Government in establishing enabling dedicated policies for microenterprises and small rural enterprises.

#### **IFAD policy and strategy alignment**

16. IFAD's strategic objective in Madagascar, as described in the COSOP for 2007-2012, is to "promote pro-poor regional development, using inclusive approaches, to ensure that the more vulnerable producers can benefit from rural economic growth and achieve better livelihoods". This objective is in line with the Government's main priority (enshrined in the MAP) with regard to rural poverty reduction, which is to develop regional growth poles centred around strategic value chains and based on the establishment of public-private partnerships. This strategy has led to the targeting of the most dynamic regional value chains and clusters as distributive growth engines.

### **E. Harmonization and alignment**

#### **Alignment with national priorities**

17. The programme has been designed in line with four of the five priority thrusts of the MAP with regard to rural development: (i) diversifying and safeguarding rural economic activities; (ii) enhancing the value added of the farming sector and promoting agribusiness; (iii) improving access to credit in rural areas; and (iv) promoting rural integration into the market economy. It is also in line with the priorities of the national private-sector support programme concerning policy reforms to improve the investment climate; develop agro-industry, tourism and the craft sector; and promote rural enterprises (microenterprises and small and medium enterprises).

#### **Harmonization with development partners**

18. The Government and its development partners are working together closely, and the United Nations plays a key role in the implementation of the Declaration on Aid Effectiveness. IFAD is a member of the Rural Development, Food Security and Environment Donor Group. IFAD contributes to the financing of the group's executive arm, the Multi-Donor Secretariat (MDS), which facilitates the exchange of information among donors and assists in forging common positions. Specific partnerships have been forged for the programme: (i) on technical assistance with UN agencies (UNCDF for rural finance); (ii) on infrastructure with OFID (cofinancing US\$5 million) and World Bank (parallel financing US\$3 million).

### **F. Components and expenditure categories**

#### **Main components**

19. The total programme cost is US\$30.30 million. There are five programme components: (i) identification and mobilization of RMEs (21 per cent); (ii) BDS for RMEs and vocational training (28 per cent); (iii) rural finance and risk management (17 per cent); (iv) market infrastructure and enabling investments (26 per cent); and (v) monitoring and evaluation, knowledge management and communication (9 per cent).

### **Expenditure categories**

20. There are six expenditure categories: (i) infrastructure (19 per cent), (ii) equipment (5 per cent), (iii) training (37 per cent), (iv) service providers (4 per cent), (v) credit fund (18 per cent) and (vi) operating costs (17 per cent).

## **G. Management, implementation responsibilities and partnerships**

### **Key implementing partners**

21. The MAEP is the lead agency for the programme. National and regional steering committees will be established. The inter-ministerial steering committee, along with the Ministry of Economy, Planning, Private Sector and Trade, will be responsible for technical coordination. The programme will be executed by the FCCI, a unique public-private partnership entity with 40 year's experience.

### **Implementation responsibilities**

22. The FCCI branches in each of the five regions will operate programme activities together with the regional directorates of the ministries involved and private-sector federations. At district level, *ivo fanoitra* [one-stop shops] will be established to support RMEs and facilitate delivery of BDS by service providers.

### **Role of technical assistance**

23. The programme will receive assistance from national and international technical experts and specialized agencies.

### **Status of key implementation agreements**

24. The cofinancing agreement with OFID for the infrastructure component will be approved in March 2008. A programme preparation facility (PPF) will be provided by IFAD to advance start-up activities, to be available upon approval of PROSPERER by IFAD's Executive Board.

### **Key financing partners and amounts committed**

25. The total project cost is US\$30.30 million over seven years. IFAD will finance the US\$17.70 million loan and US\$0.29 million grant (59 per cent); the Government US\$4.51 million (15 per cent); beneficiaries US\$2.20 million (7 per cent); OFID US\$5 million (17 per cent) and UNCDF US\$0.60 million (2 per cent).

## **H. Benefits and economic and financial justification**

### **Main categories of benefits generated**

26. The main benefits will be: (i) an increase in production through growth in value chains; (ii) better market positioning for sales and input supply; and (iii) greater access to long-term financial services. The programme targets 27,000 direct beneficiaries, including 20,000 existing RMEs and 7,000 young people and adults who are candidates for enterprise start-ups (and will benefit from vocational training). The 18,000 RMEs targeted will benefit from credit support, and 9,000 will benefit from support and training in management and marketing. An additional 21,000 RMEs will benefit indirectly from the effect on markets and outlets in value chains and clusters in the five intervention regions. Thus, close to 48,000 rural enterprises will benefit either directly or indirectly from the programme (50 per cent managed by women).

### **Economic and financial viability**

27. An estimated 50,500 jobs will be created, based on growth assumptions for existing RMEs, new start-ups and new wage workers receiving literacy training. Based on the above assumptions, the economic internal rate of return has been estimated at 18.4 per cent.

## **I. Knowledge management, innovation and scaling up**

### **Knowledge management arrangements**

28. Information, communication and knowledge management will be implemented by PROSPERER in a dedicated component. This will include awareness-raising campaigns on objectives and services, followed by capacity-building for communications service providers, promotion of rural communication media (local radio, television) and capitalization on project experiences as well as the promotion and dissemination of results (RME bulletin, webpages).

### **Development innovations that the programme will promote**

29. The programme will rely on the following innovative approaches: (i) BDS made available to the rural poor; (ii) *ivo fanoitra* at district level rather than exclusively national level, as is currently the case; (iii) vocational training and apprenticeships through existing service providers; (iv) rural finance component experimentation with micro-insurance and risk mitigation; and (v) as an important innovation, linking microenterprises with clusters that are expected to evolve into modern value chains integrated into regional growth poles.

### **Scaling-up approach**

30. The programme will scale up activities by empowering microenterprise federations to manage value chains, take over BDS management and contract service providers.

## **J. Main risks**

### **Main risks and mitigation measures**

31. Two major risks are foreseen: (i) the risk that private-sector development will be handled by the public sector: to mitigate this risk, programme management is subcontracted to FCCI, a public-private partnership entity; and (ii) the risk that larger enterprises will garner programme benefits, to the detriment of RMEs: to mitigate this risk, and in addition to RME-dedicated activities, enterprise federations and consultative platforms will ensure participation by smaller stakeholders.

### **Environmental classification**

32. Pursuant to IFAD's environmental assessment procedures, the programme has been classified as a Category B operation in that it is unlikely to have any significant negative environmental impact. A full-scale environmental assessment is therefore not required.

## **K. Sustainability**

33. Programme sustainability will be fostered by: (i) activity phasing in each region: inception (two years); development (four years) and exit strategy (one year); and (ii) project outcomes maintained within value chains and enterprise federations, as durable processes and institutions.

## **II. Legal instruments and authority**

34. A programme financing agreement between the Republic of Madagascar and IFAD will constitute the legal instrument for extending the proposed financing to the borrower. Important assurances included in the negotiated agreement are attached as an annex.
35. The Republic of Madagascar is empowered under its laws to borrow from IFAD.
36. I am satisfied that the proposed financing will comply with the Agreement Establishing IFAD.

### III. Recommendation

37. I recommend that the Executive Board approve the proposed financing 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 eleven million six hundred and fifty thousand special drawing rights (SDR 11,650,000) to mature on or prior to 15 August 2047 and to bear a service charge of three fourths of one per cent (0.75 per cent) per annum, and to be upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

RESOLVED FURTHER: that the Fund shall provide a grant to the Republic of Madagascar in various currencies in an amount equivalent to one hundred and ninety thousand special drawing rights (SDR 190,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

Lennart Båge  
President

## Important assurances included in the negotiated programme financing agreement

(Negotiations concluded on 27 September 2007)

### Monitoring and evaluation

1. (a) The programme's monitoring and evaluation (M&E) system will be set up in such a way as to provide useful information and analysis for steering implementation and to provide for sufficient human and financial resources to that end. The system will be set up at the programme's outset and will be integrated with IFAD's Results and Impact Management System (RIMS). Information generated will be made available to the authorities to support the review of programme results and concerted decision-making intended to enhance performance.
- (b) The M&E system used will be participatory and will function as a true management tool. M&E reporting will serve as a key element in certifying work by service providers and evaluating their performance in collaborating with the programme.
- (c) Sources of information for the M&E system will be: (i) M&E fact sheets produced by business consultants on rural microenterprises; (ii) monitoring fact sheets from service providers; (iii) reports on participatory M&E workshops with beneficiaries, as well as consultative platform and value chain support workshops; (iv) reports from field offices and the national PROSPERER team (EPN)/*foibe fanoitra* (national PROSPERER team) (FFN); (v) reports from partner financial establishments; (vi) impact assessments and reference surveys performed by consulting firms, institutions or independent consultants; (vii) financial monitoring and internal management control reports from EPN/FFN; and (viii) reports on supervision missions by IFAD and the national institutions involved, including the Ministry of Agriculture, Livestock and Fisheries (MAEP), the Ministry of Economy, Planning, Private Sector and Commerce (MEPSPC) and the Ministry of Finance and Budget.

### Operating manual

2. Once the manual has been delivered to IFAD for information and comments, the FCCI (programme implementing agency) will finalize it and present it to MAEP (lead programme agency) for approval.

### Insurance of project personnel

3. The programme personnel will be insured against health and accident risks in accordance with regulations in effect in the territory of the Government of the Republic of Madagascar (the Government).

### Recruitment

4. Programme staff will be recruited through a specialized recruitment firm under national calls for offers published in the national press. Staff will be recruited on the basis of renewable fixed-term contracts that will exclude all forms of discrimination, in accordance with the Government's current procedures. The recruitment of key programme staff – namely, the national team leader and the five regional team leaders – and any decision to terminate their contracts will be done in agreement with IFAD. Programme staff will be subject to annual performance evaluations, and their contracts may be terminated on the basis of the findings of such evaluations. The recruitment and management of support staff will be subject to procedures in effect in the territory of the Government.

**Equality**

5. Discrimination on the basis of sex, age or ethnic or religious affiliation is inadmissible in connection with recruitment of programme staff, pursuant to legislation in effect in the territory of the Government. Nevertheless, all other factors being equal, the Government undertakes to give priority to female candidates, particularly for technical positions relating to the programme.

**Fraud and corruption**

6. The Government will promptly bring to the attention of IFAD any allegations or concerns of fraud and/or corruption in relation to the implementation of the programme.

**Suspension**

7. IFAD may suspend, in whole or in part, the right of the Government to request withdrawals from the loan and grant accounts if:
  - (a) the financing agreement has not become effective by the stipulated date or such other date as may be set for such purpose;
  - (b) the counterpart funds are not available under conditions satisfactory to IFAD;
  - (c) IFAD has given notice to the Government that credible allegations of corrupt or fraudulent practices in connection with the programme have come to the attention of IFAD, and the Government has failed to take timely and appropriate action to address the matters to the satisfaction of IFAD;
  - (d) The operating manual, or any provision thereof, has been suspended, rescinded in whole or in part, waived or otherwise modified without the prior consent of IFAD, and IFAD has determined that such event has had, or is likely to have, a material adverse effect on the programme.

**Suspension in the event of non-compliance of audit requirements by the Government**

8. IFAD will suspend the right of the Government to request withdrawals from the loan and grant accounts if it has not received the audit reports within the six months following the six-month period set forth in the financing agreement.

**Conditions precedent to loan disbursements**

9. (a) No disbursements may be made from the loan, under any category, until the following conditions have been fulfilled:
    - (i) The annual work plan and budget for year one has been duly approved by the lead programme agency and by IFAD; and
    - (ii) The draft operating manual, comprising the administrative and financial procedures manual and the monitoring and evaluation manual, has been prepared and submitted to IFAD.
  - (b) No disbursements may be made from the loan with respect to categories III or V until the following conditions have been fulfilled:
    - (i) A regional office of chambers of commerce and industry has been officially opened in each intervention region; and
    - (ii) The regional steering committees have been created by regional decree.
10. There are no conditions precedent to disbursement of the grant.



**Conditions precedent to effectiveness**

11. The financing agreement will enter into effect upon fulfilment of the following conditions precedent:
  - (a) An implementing agreement between MAEP, MEPSPC and FCCI, on terms submitted to IFAD in advance for non objection, has been validated by MAEP and MEPSPC;
  - (b) The inter-ministerial consultative committee and the national steering committee have been created by decree;
  - (c) The national team leader, the five regional team leaders, the EPN/FFN accounting officer and the EPN/FFN monitoring and evaluation officer have been selected;
  - (d) The five regional MAEP officers and the five regional MEPSPC officers have been selected and assigned to the programme;
  - (e) The special account and the programme account have been opened and the counterpart funds deposited;
  - (f) A favourable legal opinion, issued by the competent authority of the territory of the Government and acceptable in form and substance, has been forwarded to IFAD by the Government.



## Key reference documents

### Country reference documents

Madagascar Action Plan (MAP)

Private Sector National Support Programme (PNSP)

National Rural Development Programme (PNDR)

### IFAD reference documents

1. COSOP (Dec 2006) : <http://www.ifad.org/gbdocs/eb/89/e/EB-2006-89-R-13.pdf>
2. BDS Diagnosis in Madagascar – IFAD/GRET October 2006
3. Market linkages and financial sector analysis in Madagascar – IFAD/ICAR October 2006
4. Inception memorandum
5. Formulation main report and working papers :  
<http://workspaces/qepilot/pf/mdg/default.aspx>
6. Evaluations:
  - Interim Evaluation: 2005 - Project de Mise en Valeur du Haut Bassin du Mandrare - Rapport d'Evaluation Intermédiaire
  - Interim Evaluation: 2003 - Project PADANE - Rapport d'Evaluation Intermédiaire
  - Rapport principal et annexes
  - Government Portfolio Review May 2006
  - DVD with background documentation on PROSPERER and BDS worldwide available at:  
<http://workspaces/qepilot/pf/mdg/Shared%20Documents/Background%20documents/cd/index.html>

## Cadre logique

Résumé descriptif	Indicateurs objectivement vérifiables	Hypothèses
<b>Objectif principal</b> Promouvoir l'augmentation des revenus par la consolidation de micro-entreprises rurales (MER) au niveau local et régional	<ul style="list-style-type: none"> <li>• Amélioration de la situation nutritionnelle dans la zone</li> <li>• Augmentation des revenus par habitant dans la zone</li> </ul>	<ul style="list-style-type: none"> <li>• Stabilité politique</li> <li>• Adhésion des groupes-cibles</li> </ul>
<b>Objectifs spécifiques</b> 1. Appuyer un réseau d'organisations professionnelles des MER 2. Contribuer à l'élaboration de la politique nationale d'appui aux MER 3. Améliorer la compétitivité MER et l'appui aux pôles économiques régionaux 4. Permettre aux MER d'accéder aux services financiers et non-financiers ainsi qu'aux marchés avec une bonne gestion des risques 5. Créer un environnement favorisant la modernisation des filières rurales	<ul style="list-style-type: none"> <li>• % d'organisations professionnelles (OP) en réunion régulière</li> <li>• % de MER bénéficiant d'appuis d'OP</li> <li>• Promulgation de la politique nationale MER et décrets</li> <li>• % d'augmentation du chiffre d'affaires des MER par filières</li> <li>• % de MER bénéficiant d'appuis financiers et non financiers</li> <li>• % de MER ayant accès aux infrastructures publiques financées</li> <li>• % de MER dans chaque filière accédant aux infrastructures</li> </ul>	<ul style="list-style-type: none"> <li>• Volonté des corps de métier et fédérations d'appuyer les MER</li> <li>• Promotion par les banques de produits à MT/LT pour les MER</li> <li>• Environnement juridique, financier et fiscal favorable aux affaires</li> </ul>
<b>Résultats</b> <b>Comp. 1 :</b> Identification, mobilisation des MER/PER et structuration des interprofessions i Les MER/PER ciblées sollicitent l'appui du programme ii Organisations professionnelles répondant aux besoins des MER iii Cadre institutionnel et politique nationale d'appui aux MER élaborée	<ul style="list-style-type: none"> <li>• Nbre de diagnostics rapides de MER établis (+ 35 000)</li> <li>• Nbre de plans de développement de MER établis (+20 000)</li> <li>• Nbre de plateformes de concertation et d'appui aux filières mises en place</li> <li>• Nbre de forum des PME tenus et nombre de recommandations des fora pris en compte dans la politique nationale</li> </ul>	<ul style="list-style-type: none"> <li>• MER/PER, fédérations intéressées par le programme</li> <li>• Politique spécifique aux MER par le gouvernement</li> </ul>
<b>Comp. 2 :</b> Services d'appuis aux MER et formation professionnelle i Les prestataires de services (PSE) sont renforcés et agréés ii Les capacités et la rentabilité des MER sont renforcées iii Les filières et clusters sont développés iv Jeunes et adultes alphabétisés, formés, accompagnés et insérés	<ul style="list-style-type: none"> <li>• Nbre de PSE formés et agréés (+ 500)</li> <li>• Nbre de MER par session de formation (+20 000)</li> <li>• Nombre MER adhérentes/filières (+15 000)</li> <li>• Nbre alphabétisés (7 000), formés (5 000) et apprentis (8 000)</li> <li>• Nombre MER créées (+ 7 000) et d'emplois trouvés (+5 000)</li> </ul>	<ul style="list-style-type: none"> <li>• Nombre PSE agréés suffisant</li> <li>• PSE ont les capacités requises pour assurer leurs fonctions</li> <li>• Les entreprises locales acceptent des apprentis</li> </ul>
<b>Comp. 3 :</b> Finances rurales et gestion des risques i L'accès aux services financiers est facilité ii Les services administratifs locaux sont renforcés iii Secteur financier favorable aux investissements des MER iv Les autorités locales sont appuyées v Les outils de gestion des risques sont améliorés	<ul style="list-style-type: none"> <li>• Nouveaux membres des points de microfinance (+ 10 000)</li> <li>• Nbre de MER s'étant formalisées</li> <li>• Volume des crédits MT/LT octroyés (par type) (&gt; 6.5 M USD)</li> <li>• Taux de remboursement des crédits MT/LT octroyés (&gt;95%)</li> <li>• Fonds Partage Risques (effet levier &gt;3 taux perte finale &lt;15%)</li> <li>• Nbre de MER ayant une assurance (&gt; 10% des MER)</li> </ul>	<ul style="list-style-type: none"> <li>• Maîtrise de l'inflation</li> <li>• Réseaux d'IMF ne souhaitent pas s'implanter dans les communes</li> </ul>
<b>Comp. 4 :</b> Infrastructures de marchés et investissements i Les infrastructures publiques sont opérationnelles ii Les investissements collectifs de soutien aux filières sont opérationnels et leurs usagers sont formés	<ul style="list-style-type: none"> <li>• Kms pistes rurales (+100) et voies de raccordement (+110)</li> <li>• Nbre d'autres infrastructures publiques construites (51 unités)</li> <li>• Nbre d'investissements collectifs (374 unités)</li> <li>• Nbre MER utilisant investissements collectifs (&gt; 25%)</li> </ul>	<ul style="list-style-type: none"> <li>• Cofinancement OFID et parallèles non mis en place</li> <li>• Comités de gestion non mis en place</li> </ul>
<b>Comp. 5 :</b> Suivi-évaluation, capitalisation, communication i La mise en place des activités est effective ii Le système de suivi-évaluation est opérationnel iii MER disposant d'informations actualisées sur les objectifs et résultats	<ul style="list-style-type: none"> <li>• Taux de décaissement (FIDA et gouvernement) (100%)</li> <li>• Nbre de PTBA régionaux et nationaux transmis à temps (42)</li> <li>• Nbre d'ateliers participatifs de suivi-évaluation élaborés (14)</li> <li>• Nbre d'études de cas élaborées (60)</li> <li>• Nbre MER touchées par l'information (&gt; 50% MER appuyées)</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilisation des fonds de contrepartie</li> <li>• Compétence et motivation du personnel retenu</li> <li>• Coopération avec les autorités</li> </ul>

