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Enabling poor rural people  
to overcome poverty

## **President's report**

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

### **Support to Farmers' Professional Organizations and Agricultural Services Project**

Executive Board —Ninety-fourth Session  
Rome, 10-11 September 2008

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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)

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## Abbreviations and acronyms

AfDB	African Development Bank
AFO	apex farmers' organization
AROPA	Support to Farmers' Professional Organizations and Agricultural Services Project
CSA	agricultural service centre
DVAAOP	Directorate of Agricultural Extension and Support to Producers' Organizations (MAEP)
FDA	Agricultural Development Fund
FO	farmers' organization
FRDA	Regional Agricultural Development Fund
MAEP	Ministry of Agriculture, Livestock and Fisheries
MAP	Madagascar Action Plan
PSA	Agriculture Sectoral Programme
TT	chamber of agriculture

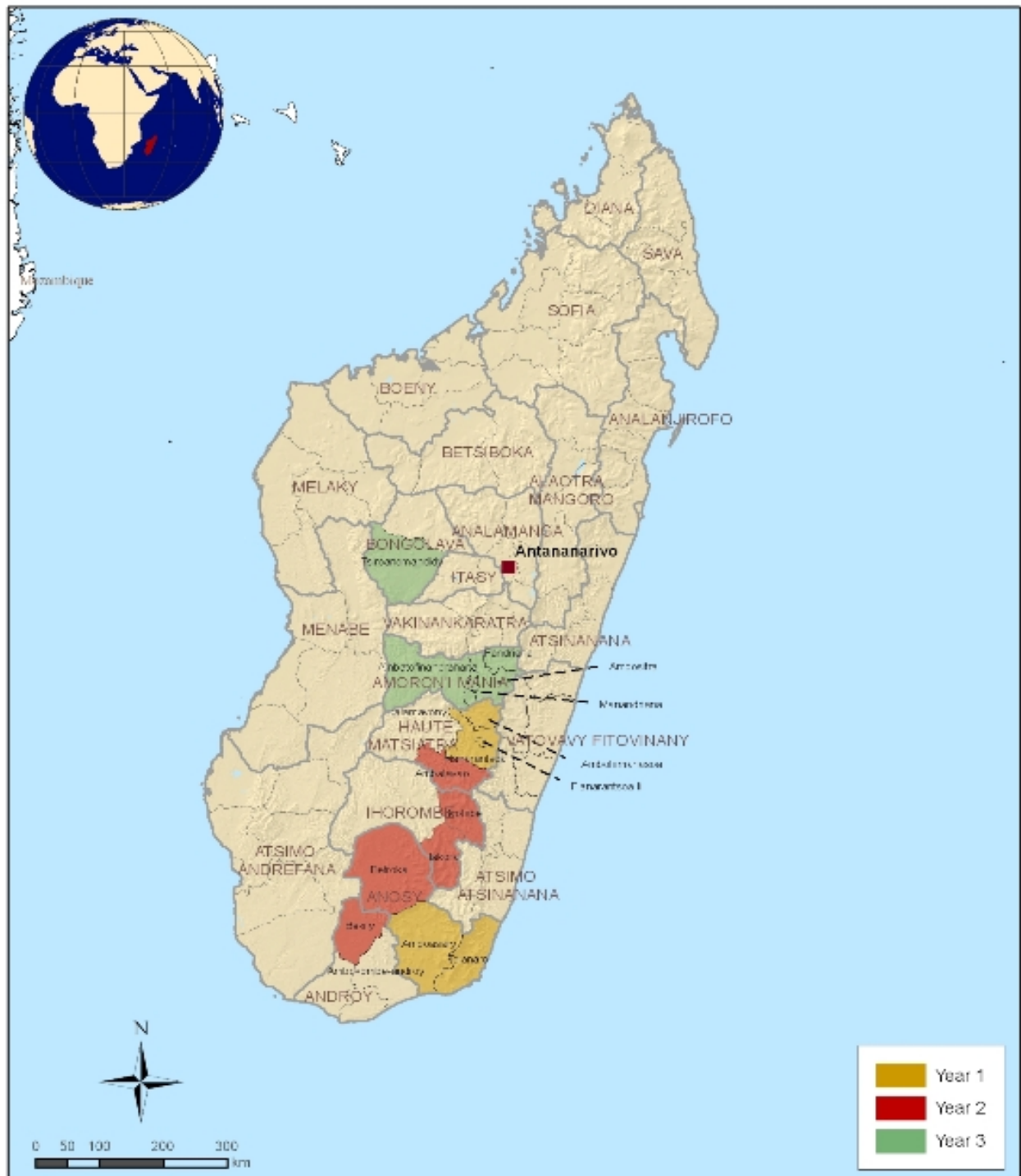
## **Recommendation for approval**

The Executive Board is invited to approve the recommendation for the proposed loan and grant to the Republic of Madagascar for the Support to Farmers' Professional Organizations and Agricultural Services Project, as contained in paragraph 37.

## Map of the project area

### Madagascar

Support to Farmers' Professional Organizations and Agricultural Services Project



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 to Farmers' Professional Organizations and Agricultural Services Project

#### Financing summary

<b>Initiating institution:</b>	IFAD
<b>Borrower:</b>	Republic of Madagascar
<b>Executing agency:</b>	Ministry of Agriculture, Livestock and Fisheries
<b>Total project cost:</b>	US\$56.4 million
<b>Amount of IFAD loan:</b>	SDR 11.45 million (equivalent to approximately US\$18.7 million)
<b>Amount of IFAD grant:</b>	SDR 0.32 million (equivalent to approximately US\$515,000)
<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>Cofinanciers (parallel):</b>	European Union African Development Bank (AfDB) World Bank
<b>Amount of parallel financing:</b>	European Union: US\$10.3 million AfDB: US\$8.2 million World Bank: US\$9.3 million
<b>Terms of cofinancing:</b>	Highly concessional loans and grant – parallel financing
<b>Contribution of borrower:</b>	US\$6.7 million
<b>Contribution of beneficiaries:</b>	US\$2.7 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 to Farmers' Professional Organizations and Agricultural Services Project

## I. The project

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

1. In 2006, Madagascar ranked 143<sup>rd</sup> among the 177 countries included in the United Nations Development Programme's human development index, compared with a rank of 150<sup>th</sup> in 2004, which indicates the impact of recent reforms. The island covers an area of 580,000 square kilometres, and the population, which doubled from 1975 to 2000, is now estimated at 19.6 million, with 85 per cent living in rural areas. Agriculture accounts for 27 per cent of gross domestic product and employs 85 per cent of the families.

### B. Proposed financing

#### Terms and conditions

2. It is proposed that IFAD provide a loan to the Republic of Madagascar in the amount of SDR 11.45 million (equivalent to approximately US\$18.7 million) on highly concessional terms, and a grant in the amount of SDR 320,000 (equivalent to US\$515,000) to help finance the Support to Farmers' Professional Organizations and Agricultural Services Project (AROPA).

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

3. The allocation defined for Madagascar under the PBAS 2007-2009 cycle is US\$37.2 million. This assistance is the second of two loans to be provided within the current cycle.

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

4. In the framework of the Madagascar Action Plan (MAP), in early 2008 the country formulated a sector-wide approach for agriculture, entitled Agriculture Sectoral Programme (PSA), which is composed of several operational subprogrammes. One relates to agricultural services and is co-funded by several donor agencies (the European Union, African Development Bank [AfDB] and World Bank). AROPA is part of this subprogramme and will strengthen farmers' organizations (FOs) and develop complementary geographic with other donor interventions, while capitalizing on IFAD's value added.

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

5. The Heavily Indebted Poor Countries Debt Initiative completion point was reached on 4 October 2004. Debt relief from multilateral creditors under the enhanced Initiative amounts to US\$357 million on a total debt of US\$3.053 billion. Since 1979, IFAD has funded 12 projects in Madagascar, for a total amount of US\$137.7 million.

#### Flow of funds

6. Over the nine-year implementation period, IFAD funds will be channelled through a special account denominated in United States dollars. Representatives of the Ministry of Agriculture, Livestock and Fisheries (MAEP) and the Directorate of Agricultural Extension and Support to Producers' Organizations (DVAAOP) will be authorized to manage and operate the special account. Funds will flow from that account to the project and subproject accounts denominated in Malagasy ariary, to be established in each of the regions covered.

#### Supervision arrangements

7. The project will be supervised directly by IFAD, together with the cofinancing partners: the European Union, AfDB and the World Bank.

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

8. No exceptions.

### **Governance**

9. The following planned measures are intended to enhance the governance aspects of IFAD financing: (i) the project under the authority of MAEP will be managed by DVAAOP at the national level, chambers of agriculture (TTs) at the regional level and agricultural service centres (CSAs) at the local level; and (ii) a national steering committee and local committees will be set up.

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

### **Target group**

10. In accordance with the IFAD Policy on Targeting, the project's target population consists mainly of 75,000 poor rural families belonging to 1,000 farmer organizations at grass-roots level, their federations at regional level<sup>1</sup> and their six apex organizations at national level.<sup>2</sup> These include small-scale farmers with little or no land, households with nutritional deficits, women and young people to support them in getting organized.

### **Targeting approach**

11. AROPA will intervene in five regions determined in agreement with MAEP and based on precise criteria including rural poverty, population density and the degree of organization of the farmers. In year 1 of the first phase, it will intervene in some districts of the regions of Anosy (building upon achievements of the Upper Mandrare Basin Development Project) and Haute Matsiatra (with a strong presence of farmers' organizations). The project will gradually expand into the neighbouring regions of Androy and Ihorombe in year 2; and Amoron'i Mania in year 3 (Bongolava is to be added upon confirmation of AfDB cofinancing).

### **Participation**

12. The project will boost farmers' production by supporting them in joining farmers' associations and value chain organizations. Farmers' organizations will support their members by voicing demand for services at the level of the CSAs, and will mobilize providers to deliver the services required. The Agricultural Development Fund (FDA) and the Regional Agricultural Development Fund (FRDA) will then finance the needed services and investments through various windows.

## **D. Development objectives**

### **Key project objectives**

13. The project goal is to strengthen farmers' organizations in order to improve agricultural production and increase rural families' income. Specific objectives are to (i) reinforce farmers and their organizations in order to better integrate them into the economy; (ii) facilitate farmers' access to services by matching demand and supply through the intermediation of CSAs; and (iii) increase the level of production by establishing financial mechanisms that respond to demand for services through the FDA/FRDA.

### **Policy and institutional objectives**

14. AROPA activities will contribute to the diversification of the rural economy and to poverty reduction as envisaged in the MAP. Upon completion, it is expected that the project will have enabled farmers' organizations and federations to deliver services to their members and to strengthen value chains. In addition, the project will support the Government in finalizing and implementing a sector-wide approach to agriculture.

<sup>1</sup> Farmers' organizations, professional agricultural organizations and farmers' apex organizations.

<sup>2</sup> Fikambanana Fampivoarana ny Tantsaha, [Farmers' Progress Association], Union of Farmers' Organizations, Koloharena farmers' organizations, Christian Federation of Malagasy Farmers/Madagascar Farmers' Coalition and chambers of agriculture (*Tranoben Tantsaha*)

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

15. IFAD's strategic thrusts for Madagascar consider the MAP, the PSA and the major sector strategies for rural development. In this context, IFAD's support centres on three strategic objectives: (i) improve risk management and reduce the vulnerability of rural poor people by helping them obtain greater access to resources and services; (ii) improve incomes by diversifying agricultural activity and promoting rural entrepreneurship; and (iii) professionalize smallholders and their organizations in order to associate them more closely with economic development and policy dialogue. AROPA responds specifically to this third objective.

## **E. Harmonization and alignment**

### **Alignment with national priorities**

16. The project has been designed in line with the MAP's six challenges for rural development: (i) secure land tenure; (ii) improve access to affordable rural financing; (iii) launch a sustainable green revolution; (iv) promote market oriented activities; (v) diversify rural activities; and (vi) increase the agricultural value added and promote agribusiness.

### **Harmonization with development partners**

17. In accordance with national strategies, AROPA will aim to develop partnership relationships and operational complementarities with other projects or donor interventions. Specific partnerships have been forged for the project: on technical assistance with the European Union (US\$10.3 million); and on infrastructure with AfDB (US\$8.2 million) and the World Bank (US\$9.3 million).

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

### **Main components**

18. AROPA has four components, which support: (i) formation of professional organizations and the professionalization of producers (15.5 per cent); (ii) intermediation and the development of agricultural services (17.2 per cent); (iii) financing of production and services (63.3 per cent); and (iv) national policy on services and apex organizations (4 per cent).

### **Expenditure categories**

19. The four expenditure categories cover equipment and vehicles, an agricultural development fund, training and capacity-building, and operating costs.

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

### **Key implementing partners**

20. Within the implementation of the national subprogramme for agricultural services (CSAs and FDA/FDRA), the project will be carried out through a flexible, participatory approach, with all interventions driven by demand from the field. Support, advisory assistance and implementation will be outsourced to service providers and NGOs.

### **Implementation responsibilities**

21. MAEP is the project's implementing agency. At the national level, project management will be undertaken by MAEP's DVAAOP division. At the regional level, TTs will be the main operators. At district and local levels, the project will use the simple and decentralized structure of the CSAs, in which farmers' organizations will play a major role.

### **Role of technical assistance**

22. The project will receive assistance from national and international technical experts and specialized agencies. In phase one, a group of three agro-agencies will support the launch of activities and the strengthening of TTs. Agro-agencies are specialized NGOs experienced in supporting farmers' organizations and already assisting the CSA European Union-funded project. AROPA start-up is expected within six months of Executive Board approval, as with previous IFAD projects in the country.

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

23. The project will have three consecutive phases: an initial pilot phase of three years, a second phase for development and consolidation, and a third to prepare the way for withdrawal of project support. Given existing uncertainties regarding the institutional context, the first pilot phase is essential (with coordination and monitoring undertaken by an agro-agency in each region). This will allow activities to start up within a framework that is flexible enough to adapt to the key issues identified (FRDA settings, capacity of TTs, and MAEP reform).
24. Indicators for the launching of the second phase will be assessed during the interphase review mission in the third year. They are determined for each region as follows: (i) operational capacity of TTs and their permanent technical secretariat (human resource audit); (ii) assistance provided by the Regional Support Services for Producers' Organizations (SRAOPs); (iii) number and quality of services provided through CSAs; (iv) number of farmers' associations supported; and (v) an external evaluation of the regional service provider. Indicators for the launching of the third phase will be defined by the interphase review mission.

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

25. The total project cost is US\$56.4 million over nine years. IFAD will finance a US\$18.7 million loan and a US\$515,000 grant (34 per cent); the Government US\$6.7 million (12 per cent); beneficiaries US\$2.7 million (4.7 per cent); AfDB US\$8.2 million (14.5 per cent); the European Union US\$10.3 million (18.5 per cent) and the World Bank US\$9.3 million (16.5 per cent).

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

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

26. The main benefits will be: (i) capacity-building in sustainable development of farming systems and conservation of natural resources for 1,000 professional organizations (FOs/apex farmers' organizations [AFOs]/TTs) in the project's implementation regions; (ii) improved access by rural poor people (75,000 families) to agricultural services through support to CSAs in underwriting smallholder incomes over the long term and improving their productive base sustainably; and (iii) improved access by rural poor people to financial services through the FDA and FDRAs – building capacity among beneficiaries by means of training, and adapting technical and financial services to the needs of rural populations.

### **Economic and financial viability**

27. This analysis considered the two main types of benefits under the project: (i) **increased annual income per beneficiary family**. Based on data on the standard of living, a coefficient of change was identified doubling the income per beneficiary family over the duration of the project; and (ii) **direct job creation by service providers and FOs**. It concluded that the potential of the various activities and subsectors supported by the project would lead to the creation of a number of jobs, with high remuneration for new employment. The economic rate of return is 32 per cent.

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

### **Knowledge management arrangements**

28. The information system will be structured on three levels: (i) at the national level, the CSA network will centralize information generated by the regional centres and will manage a national database and website on the project and the agricultural services market. The network will be equipped with information technology and communications equipment and will be based at TT national headquarters; (ii) at the regional level, TTs will each have a regional agricultural information centre; (iii) CSAs will also play a role in building the capacity of district professional organizations for communication and dissemination of information. In addition, the network team will synthesize all knowledge gathered so that it can be archived and circulated.

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

29. The project will rely on the following innovative approaches: (i) organizing farmers through grass-roots organizations, federated at regional and national levels; (ii) providing services through CSAs, which will help match demand and supply; (iii) financing farmers' associations' requests through FDA; and (iv) supporting international linkage of farmers' organizations to worldwide networks.

### **Scaling-up approach**

30. AROPA is part of a national subprogramme of agriculture services (disseminating CSAs in all regions), which is in turn part of the PSA adopted on 9 June 2008 at the donor round-table meeting in Madagascar.

## **J. Main risks**

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

31. The main project risks relate to: (i) problems with operational implementation of CSAs and FDA/FDRAs and their acceptance by technicians and beneficiary users; (ii) insufficient willingness of donors to ensure complementarity of interventions (thematic as well as territorial); (iii) lack of ownership and involvement by groups and professional agricultural organizations/AFOs in steering the proposed development approach; (iv) insufficient capacity among project partners vis-à-vis the responsibilities they will be assigned; and (v) the risk of uncontrolled inflation.

### **Environmental classification**

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

## **K. Sustainability**

33. Programme sustainability is built into the project objective, because the project will support farmers' organizations that already exist. Thus these associations will be strengthened and will continue their life after project completion.

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

34. A project 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 four hundred and fifty thousand special drawing rights (SDR 11,450,000) to mature on or prior to 1 March 2048 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 three hundred and twenty thousand special drawing rights (SDR 320,000) 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 project financing agreement**

(Negotiations concluded on 3 July 2008)

### **Partnership agreement**

1. The Government of the Republic of Madagascar has undertaken to sign a partnership agreement with all technical and financial partners involved in the Farmers' Services Subprogramme of the MAEP, within six months of the financing agreement becoming effective.

### **Monitoring and evaluation**

2. M&E will be tailored to the structure of the project and will be implemented at three levels, with the participation of grass-roots organizations:
  - (a) at the national level by a national orientation and monitoring committee (COS);
  - (b) at the regional level by steering committees (COPILOs); and
  - (c) at the district level by CSAs.
3. The overall M&E system of the project will be structured around the CSA technical units, national and regional decision-making bodies, and information and analytical studies will allow for the tracking of progress made by the project through the COPILOs and the COS, which will adapt their strategies in response to the critical findings generated.
4. The project will set up an M&E system in line with IFAD's Results and Impact Management System and with IFAD's quality enhancement-quality assurance framework (key success factors/maturity assessment template). The system will also respect the Government's standards with respect to monitoring the implementation of activities and measuring project impact. The project will follow a participative approach, under which project stakeholders will identify the indicators that they consider most relevant and objective. Indicators should be limited in number and easily measurable.

### **Manuals**

5. Once the manuals have been submitted to IFAD for feedback, the Directorate of Agricultural Extension and Support to Producers' Organizations of the MAEP (the project implementing agency) will finalize the manuals and submit them to MAEP (the lead project agency) for approval.

### **Insurance of project personnel**

6. Project personnel will be insured against health and accident risks according to regulations in effect in the territory of the Government of the Republic of Madagascar.

### **Recruitment**

7. Project staff will be recruited through a specialized human resources firm under national calls for offers published in the national press. Recruitment will follow current Government procedures, will exclude all forms of discrimination and will be on the basis of fixed term, renewable contracts. The project coordinator will be seconded from the civil service to the project. The recruitment of the main project officers – namely the national accountant, the M&E officer and the national technical advisor – and, if need be, any decision to terminate their contracts will be undertaken in agreement with IFAD. Project staff will be subject to annual performance evaluations and their contracts may be terminated on the basis of the

findings of such evaluations. Recruitment and management of support staff will be subject to procedures in force within the Government's territory.

### **Equality**

8. Discrimination on the basis of sex, age, ethnic or religious affiliation is inadmissible in connection with recruitment of project 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 project.

### **Fraud and corruption**

9. 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 project.

### **Suspension**

10. IFAD may suspend, in whole or in part, the right of the Government to request withdrawals from the grant account if:
  - (a) the grant 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 project 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; and
  - (d) the manuals, or any provision thereof, have 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 project.

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

11. IFAD will suspend the right of the Government to request withdrawals from the loan account and the grant account 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 disbursement**

12. (a) No disbursements may be made from the loan, under any category, until the following conditions have been fulfilled:
  - (i) The annual workplan and budget for year one has been duly approved by the lead project agency and by IFAD; and
  - (ii) The manuals have been prepared and submitted to IFAD.
- (b) No withdrawal will be made with respect to the agricultural development funds category until the Government has submitted a draft partnership agreement between the technical and financial partners involved in the Farmers' Services Subprogramme of the MAEP.

### **Grant disbursement**

13. There are no conditions precedent to disbursement of the grant.

### **Conditions precedent to effectiveness**

14. The financing agreement will become effective upon the fulfilment of the following conditions precedent:
  - (a) The Government has delivered to IFAD a favourable legal opinion, acceptable in form and substance, issued by the authority having competence within the territory of the Government;



- (b) The service strategy for the Farmers' Services Subprogramme of MAEP has been validated by the CSA/FDA platform;
- (c) The COS has been established by ministerial decree of MAEP;
- (d) The special account and the project account have been opened and the counterpart funds have been deposited; and
- (e) The key project personnel – namely the coordinator, the national accountant and the M&E officer – have been selected.



## Key reference documents/Project Life file

Disponible sur DVD Project Life File AROPA + QE website:

<http://workspaces/qepilot/pf/mdg/default.aspx>

### Country reference documents

Plan d'action Madagascar 2012

Programme National de Développement Rural (PNDR 2006)

Document de Stratégie pour la Réduction de la Pauvreté (DSRP)

### IFAD reference documents

1. COSOP Madagascar
2. Cadre Stratégique FIDA 2007 - 2010
3. Exposé de Stratégie Régionale FIDA Afrique Orientale et Australe
4. Ciblage: Atteindre les Ruraux Pauvres
5. Stratégies: Finance Rurale / Entreprises rurales / Innovation / Gestion des Savoirs
6. Facteurs clé de succès
7. Key issues for IFAD in Eastern and Southern Africa
8. Structure and Operation of a Performance-Based Allocation System
9. Private sector : Development and Partnership Strategy

### Mission d'identification

10. Aide mémoire définitif de la mission d'identification
11. Rapport d'Identification (juillet 2007)

### Mission de formulation (Novembre 2007)

12. Cadre de formulation du projet (sept 2007)
13. Note méthodologique de formulation (août 2007)
14. Termes de Références de la mission de formulation (sept 2007)
15. Calendrier de la mission de formulation (oct-nov 2007)
16. Résumé exécutif du rapport principal de formulation (nov 2007)
17. Rapport principal de formulation (nov 2007)
18. DT1: Comp. 1 - Appui à la politique nationale de services aux producteurs
19. DT2: Comp. 2 - Appui à la structuration des OPF régionales et de leurs réseaux locaux
20. DT3: Comp. 3 - Développement de mécanismes d'intermédiation et de marchés de services
21. DT4: Comp. 4 - Accès au financement du développement et des services agricoles
22. DT5: Coûts du projet et analyse économique-financière
23. DT6: Suivi-évaluation et information/communication

### Etudes préparatoires à la mission de pré-évaluation (Janvier – Mai 2008)

24. Typologie et chiffrages des activités appuyées par les CSA
25. Evaluation participative de l'expérience des 6 CSA pilotes - MAEP/SACSA
26. Compléments d'analyses régionales
27. Contribution à l'élaboration d'une note cadre de stratégie de services aux agriculteurs
28. Réflexions sur la structuration des OP
29. Présentation PowerPoint du projet AROPA
30. MAEP/FIDA – FDA et FRDA

### Mission de pré-évaluation (Mai 2008)

31. Termes de Références de la mission de pré-évaluation (mai 2008)
32. Calendrier de la mission de pré-évaluation (mai 2008)
33. Résumé exécutif du rapport principal de pré-évaluation (mai 2008)
34. Rapport principal de pré-évaluation (mai 2008)
35. DT1 : Appui à la structuration des OPF régionales et de leurs réseaux locaux
36. DT2 : Développement de mécanismes d'intermédiation et de marchés de services

- 37. DT3 : Accès au financement du développement et des services agricoles
- 38. DT4 : Appui à la politique nationale de services aux producteurs
- 39. DT5 : Coûts du projet et analyse économique-financière
- 40. DT6 : Suivi-évaluation et information/communication

## **ACTEURS**

### **Mission de design**

#### ***Documents Groupe de travail CSA/FRDA***

- 41. Synthèse groupe de travail
- 42. Contribution AFDI
- 43. Notes sur FRDA
- 44. Propositions note-cadre stratégies de services aux agriculteurs
- 45. Contribution DGAEP
- 46. Contribution UPDR
- 47. Notes sur FRDA de l'UPDR
- 48. Notes sur CSA de l'UE
- 49. Fiche de poste coordonateur CSA
- 50. Règlement intérieur CSA
- 51. Commentaires du Gouvernement sur la préparation du projet AROPA

#### ***Comité de révision technique du FIDA***

- 52. Reviewers' Recommendations Note
- 53. TRC Panel Agenda
- 54. TRC Panel Report (with comments from the Division)

### **Bibliographie relative a Madagascar**

#### **Agriculture**

- 55. Site internet du MAEP: [www.maep.gov.mg](http://www.maep.gov.mg) (disponible hors connexion)
- 56. Site internet du MALAGA-SIE (Système d'Info Economique sur les Filières Agro-alimentaires): [www.cite.mg/siemembre/accueil.htm](http://www.cite.mg/siemembre/accueil.htm) (disponible hors connexion)
- 57. Informations sur la filière riz: présentation de la filière; 2004; Résumé thèse Louis Bockel
- 58. Présentation de l'agriculture malgache

#### **Documents sur OP/OPF/OPA/TT**

- 59. AFDI Mission d'appui de l'Assemblée Permanente des Chambres d'Agricultures Françaises à l'opérationnalisation du réseau des Tranoben'ny Tantsaha | 1 - 2 |
- 60. MAEP-TRANOBEN'NY TANTSAHA: Rapport de l'atelier II: Renforcement institutionnel des OPF et des plateformes paysannes malgaches (avril 2007)
- 61. Rapport d'atelier FIDA Renforcement institutionnel des OPF et des plateformes paysannes malgaches
- 62. (novembre 2006)
- 63. MAEP-DGDR-PPdA - Etat des lieux des OPA et OP de Madagascar (octobre 2002)
- 64. Réseau Syndical des OA de Madagascar: Quelles relations entre OP et les pouvoirs publics, services agricoles, collectivités locales, secteur privé? (juin 2004)
- 65. InterCoopération/SAHA - Mouvements Paysans à Madagascar (mai 2001)
- 66. MAEP - Analyse des OP et OPA (2001)
- 67. MAEP - Professionnalisation des OP du projet BV Lac Alaotra
- 68. Formation sur la circulation de l'information dans les OP - Projet BV Lac
- 69. Analyse processus de concertation à Madagascar
- 70. Diagnostic Institutionnel à Madagascar
- 71. Sensibilisation à la formation de groupement: programme d'appui aux filières vivrières Mananjary
- 72. Action de soutien continu au OPA de Madagascar
- 73. MAEP - Renforcement des capacités des Associations des Usagers de l'Eau
- 74. Evaluation projet d'appui à la Maison du petit élevage
- 75. BVLAC - Professionnalisation des producteurs

# Logical framework

Résumé descriptif	Indicateurs objectivement vérifiables	Hypothèses
<p><b>1. OBJECTIF GENERAL DU PROJET</b>  <b>Renforcer les organisations professionnelles agricoles pour améliorer les revenus et réduire la vulnérabilité des petits producteurs en facilitant l'accès à une offre de services agricoles adaptée à leurs besoins.</b></p>	<ul style="list-style-type: none"> <li>. Amélioration de la production agricole dans les districts retenus des 5 régions d'intervention (dont 1 en partenariat avec la BAD)</li> <li>. Augmentation des revenus par famille dans ces districts et régions</li> <li>. Conditions de vie des familles (indicateur sociaux nationaux)</li> </ul>	<ul style="list-style-type: none"> <li>• Stabilité et volonté politique du Gvt</li> <li>• Adhésion des groupes-cibles et OP</li> </ul>
<p><b>2. OBJECTIFS SPECIFIQUES</b></p> <p>1. <b>Professionaliser les organisations de producteurs</b> de façon à améliorer leurs compétences techniques en vue de la valorisation durable des systèmes d'exploitation et de leur intégration dans l'environnement économique</p> <p>2. <b>Faciliter l'accès des producteurs à une offre de services agricoles</b> adaptée à leurs besoins, avec la mise en place de mécanismes d'intermédiation (CSA) facilitant la rencontre de la demande et de l'offre de services</p> <p>3. <b>Améliorer le niveau de production et de commercialisation dans le cadre de filières prioritaires</b>, par la mise en place de mécanismes financiers permettant aux producteurs d'accéder à des ressources pour le financement des services agricoles et des activités productives (FDA/FRDA/IMF)</p>	<ul style="list-style-type: none"> <li>. Elaboration et mise en œuvre d'une politique nationale et d'un programme d'appui aux services agricoles (RIMS 2<sup>nd</sup> niveau)</li> <li>. Nombre CSA opérationnels (12) (RIMS 2<sup>nd</sup> niveau)</li> <li>. Nombre d'OP renforcées (RIMS 2<sup>nd</sup> niveau)</li> <li>. % des OP bénéficiant directement des appuis des TT et OPF/OPA</li> <li>. % d'augmentation production par filière (RIMS 2<sup>nd</sup> niveau)</li> <li>. % des OP et familles bénéficiant d'appuis (RIMS 2<sup>nd</sup> niveau)</li> <li>. % OP et familles ayant accès aux FRDA (RIMS 2<sup>nd</sup> niveau)</li> <li>. % des OP et familles ayant accès aux équipements productifs collectifs et infrastructures d'accompagnement (niveau local et du district)</li> </ul>	<ul style="list-style-type: none"> <li>• Volonté des OPA de répondre aux besoins de services des producteurs</li> <li>• Appui aux OPF/TT</li> <li>• Promotion par les FRDA et IMF de produits financiers pour le financement des services et des activités</li> <li>• Environnement juridique et financier favorable au développement du secteur</li> </ul>
<p><b>3. RESULTATS ACTIVITES</b></p> <p><b>COMPOSANTE 1- Appui à la structuration des OP et à la professionnalisation des producteurs</b></p> <p><i>Résultat 1:</i> La structuration professionnelle des producteurs et de leurs organisations locales sont renforcées en vue de leur faciliter l'accès à des services permettant d'augmenter la production et d'accéder aux marchés.</p> <p><i>Résultat 2:</i> L'appui à la structuration de la demande paysanne de services est assuré en intégrant les producteurs les plus pauvres et vulnérables.</p> <p><i>Résultat 3:</i> Le renforcement des capacités et l'appui à la maîtrise d'ouvrage des OP sont développés au niveau local et du district.</p> <p><i>Résultat 4:</i> Les organisations professionnelles de producteurs sont structurées au niveau régional (TT, OPF) et participent au dialogue national sur le développement des filières et des stratégies régionales agricoles.</p>	<ul style="list-style-type: none"> <li>. Nb d'OP renforcées au niveau local et du district (RIMS 1er niveau)</li> <li>. Nb d'OP nouvelles créées (&gt;100) (RIMS 1er niveau)</li> <li>. Nb d'OP siégeant dans les Comités paritaires régionaux/Comités de pilotage (COPILOs)</li> <li><b>Bénéficiaires directs : 75 000 EAF,</b></li> <li>. Nb de producteurs défavorisés (femmes, jeunes, pauvres) (&gt; 30%)</li> <li>. Idem siégeant dans instances décisions OP (&gt; 30% des membres)</li> <li>. Nb d'ateliers de formation et voyages d'études et échanges (40)</li> <li>. Nb d'ateliers de travail entre OP/OPF/TT/acteurs des filières (10)</li> <li>. Nb d'OP/OPF/TT aux instances nationales et internationales</li> <li>. Nb de filières structurées (10) et interprofessions (5)</li> <li><b>Bénéficiaires directs : 1000 OP et groupements</b></li> <li>. Mise en place effective et opérationnelle COPILO/OP et TTR (5)</li> <li>. Système de S&amp;E en place au niveau régional</li> <li>. Ateliers de formation du personnel TT et COPILO (41)</li> </ul>	<ul style="list-style-type: none"> <li>. Clarification des rôles et responsabilités des TT et OPF</li> <li>. Représentativité des Comités paritaires régionaux et des OPF/TT</li> <li>. Existence d'une volonté associative ?</li> <li>. Compétence des opérateurs d'appui</li> <li>. Synergie avec autres projets de bailleurs</li> <li>. Volonté participative du GVT/MAEP</li> </ul>
<p><b>COMPOSANTE2- Développement de l'intermédiation et des marchés de services agricoles</b></p> <p><i>Résultat 1:</i> Des diagnostics et stratégies de développement des services sont élaborés à la base, avec identification des filières et services prioritaires permettant d'orienter les producteurs et leurs OP vers les productions les plus profitables.</p> <p><i>Résultat 2:</i> L'offre de services aux producteurs (prestataires et opérateurs) est identifiée au niveau local et du district, renforcée et contractualisée dans le cadre de marchés de services.</p> <p><i>Résultat 3:</i> Des mécanismes d'intermédiation et plateformes d'échange et d'information s'appuyant sur des supports nouveaux (CSA) ou existants sont installées pour faciliter la mise en relation des producteurs et OP avec les prestataires de services (PSE).</p> <p><i>Résultat 4:</i> Des outils d'information et de communication sont mis à la disposition des producteurs et OP usagers des plateformes/CSA, pour le développement de techniques innovantes et leur intégration dans l'environnement économique local.</p>	<ul style="list-style-type: none"> <li>. Nb de diagnostics, ciblage et identification de filières prioritaires (5 au niveau régional et 12 au niveau des districts)</li> <li>. Stratégie de développement élaborée par district (12)</li> <li>. Nb de campagnes de sensibilisation (3 sur 1e-2e années du projet)</li> <li>. Nb de contrats de prestations de services signés entre OP/OPA et prestataires de services PSE</li> <li>. Nb de PSE formés et agréés (150)</li> <li>. Nb sessions/ateliers régionaux et districaux formation (60) et de concertations inter-régionales OP (9)</li> <li>. Nb OP adhérentes à des filières et IP (&gt; 50%) (RIMS 1er niveau)</li> <li>. Nb d'appuis non financiers octroyés (par type)</li> <li>. <b>Nb total d'emplois créés (4000 (hyp. haute) (RIMS 2<sup>nd</sup> niveau)</b></li> <li>. <b>Nb de plateformes opérationnelles/ CSA (12) (RIMS 2<sup>nd</sup> niveau)</b></li> <li>. Nb d'OP couvertes par les plateformes (&gt; 50% du total)</li> <li>. Nb sessions formation personnel CSA (12)</li> <li>. Nb OP touchées par actions d'information</li> <li>. Nb d'emplois créés par les OP (1500 à 2000) (RIMS 2<sup>nd</sup> niveau)</li> <li>. Nb membres d'OP alphabétisés (&gt; 5000) (RIMS 1er niveau)</li> <li>. Taux de décaissement FRDA (100%) (RIMS 1er niveau)</li> <li>. Nb de centres d'information régionaux opérationnels (5)</li> </ul>	<ul style="list-style-type: none"> <li>. Compétence et qualité des opérateurs d'appui et ONG</li> <li>. Participation DRDR et GTDR</li> <li>. Compétence et motivation du personnel des opérateurs d'appui et ONG</li> <li>. Nb de PSE agréés suffisant</li> <li>. Prestataires de service ont les capacités requises et la volonté de renforcer leurs capacités</li> <li>. Mise en œuvre effective du programme CSA/FDA par le MAEP</li> <li>. Budgétisation fonctionnement annuel CSA</li> <li>. Pérennité des CSA ?</li> <li>. Mise en réseau système d'information (SIRSA et autres) et de S&amp;E</li> <li>. Synergie avec institutions de R&amp;D</li> </ul>

	<ul style="list-style-type: none"> <li>. Conventions avec institutions de R&amp;D (FOFIFA, CTHT, GDSM)</li> <li>. Nb de voyages d'études/échanges (17)</li> <li>. Nb OP accédant aux outils d'information/communication (TIC)</li> </ul>	
<p><b>COMPOSANTE 3 – Appui au financement de la production et des services agricoles</b>  <i>Résultat 1:</i> Des mécanismes de financement des services agricoles et des infrastructures et investissements productifs collectifs sont opérationnels (au travers du FDA/ FRDA et de l'extension des réseaux IMF) et accessibles aux petits producteurs et à leurs OP.  <i>Résultat 2:</i> Les OP, prestataires et opérateurs ont accès au financement du développement de leurs activités au travers des mécanismes financiers mis en place (FDA/FRDA, IMF).</p>	<ul style="list-style-type: none"> <li>. <b>Nb de FRDA/CROA équipés et opérationnels</b> (5 dont 3 en partenariat avec UE et BAD) (RIMS 2<sup>nd</sup> niveau)</li> <li>. Nb demandes services formulées par les OP satisfaites &gt; 300 par an</li> <li>. Valeur du portefeuille FDA/FRDA mobilisé (RIMS 1er niveau)</li> <li>. Nb services et équipements productifs formulés/ financés / réalisés</li> <li>. Nb d'OP emprunteuses actives (&gt; 500) (RIMS 1er niveau)</li> <li>. Nb de prestataires et opérateurs bénéficiaires (&gt; 300)</li> <li>. Nb de nouveaux membres des IMF (&gt; 1000)</li> <li>. Volume financements octroyés (par type) et taux de remboursement des crédits octroyés (&gt; 95%) (RIMS 1er niveau)</li> </ul>	<ul style="list-style-type: none"> <li>. Maîtrise de l'inflation</li> <li>. Mobilisation contrepartie</li> <li>. Couverture adaptée de l'implantation des réseaux d'IMF</li> <li>. Programmation PIP régionale et concertation projets des bailleurs</li> <li>. Intégration dans les PDR des régions d'intervention</li> </ul>
<p><b>Composante 4 – Appui à la politique nationale de services aux agriculteurs</b>  <i>Résultat 1:</i> Le cadre politique, institutionnel et financier de services aux producteurs est élaboré et opérationnalisé (PSA, CSA, FDA/FRDA).  <i>Résultat 2:</i> Les capacités de la DAOP et des SRAOP sont renforcées et des mécanismes de concertation et pilotage établis.  <i>Résultat 3:</i> Des outils de suivi-évaluation S&amp;E et systèmes d'information de la politique nationale de services aux producteurs sont mis en place.  <i>Résultat 4:</i> Les organisations paysannes faitières (OPF) et la TT participent, au niveau national, au développement de la politique de services aux producteurs.</p>	<ul style="list-style-type: none"> <li>. Note-cadre de politique services agricoles élaborée et appliquée</li> <li>. Nb d'études institutionnelles réalisées (12)</li> <li>. Nb d'ateliers de formation/échanges réalisés (12)</li> <li>. Portefeuilles du FDA et des FRDA programmés (5)</li> <li>. Comité paritaire d'orientation et de suivi (COS) opérationnel</li> <li>. Nb de sessions de formation méthodologique (30)</li> <li>. Nb d'ateliers d'échanges et de voyages d'études (9 au niveau national et 1 par an dans chaque région d'intervention)</li> <li>. Réseau inter-CSA opérationnel avec base de données et site web</li> <li>. Nb d'OP/OPF/TT siégeant dans le COS (&gt; 35%)</li> <li>. Nb d'OP/OPF/TT renforcées au niveau national (100%)</li> </ul>	<ul style="list-style-type: none"> <li>. Politique nationale et programme d'accès aux services par le GVT (MAEP)</li> <li>. Représentativité du COS paritaire</li> <li>. OP/ TT/OPF bien impliquées dans le suivi du projet</li> <li>. Reconnaissance effective par le GVT du rôle des TT et OPF</li> </ul>

