

EXECUTIVE SUMMARY

1. The 2009 COSOP¹ review was carried out in Madagascar between 28 January – 4 February 2010 with the following main objectives: (i) evaluate country programme performance, (ii) follow-up on the recommendations of last year's review, and (iii) formulate new recommendations for 2010. A de-briefing session was held on 4 February 2010 together with the Programme Monitoring Committee to discuss the initial findings of the Review.
2. At 31 December 2009, IFAD country portfolio comprises 4 on-going projects² for a total loan amount of about USD 65 million (123 million with co-financing), and three projects under a total grant of USD 17 million including the PARECAM programme. The country programme covers 13 over the total 22 regions of the country and benefits 1.3 million individuals, more than 10% of the country's rural population. The average implementation time of the projects is about 2.7 years. The oldest project and the most recent ones have been on-going for 5 and 0.5 years respectively. The 2008 review has set a theme to the new FORMAPROD project which aims at training young farmers, and is currently being formulated.
3. Madagascar underwent a political crisis in February 2009 which persisted throughout the year. The Team however noted a good resilience of the Government's administration to the economic recession that followed. This is mainly due to the buffering effect of the Agriculture sector and the fact that most technical officers from the agricultural and financial ministry at the local levels have retained their positions, hence enabling project activities to continue unhampered.
4. The country programme disbursement in 2009 has made a 100% progress. It now stands at USD 11 million compared to the 2008 USD 5.7 million. This significantly increases IFAD's contribution to the MINAGRI budget which reaches 18% of the Ministry's global financial engagement in 2009. At 15 February 2010, the overall disbursement rate of the 4 IFAD loans stands at 27% (SDR 11,283,031 disbursed over a total of SDR 42,350,000).
5. Management difficulties encountered by all 4 projects which were identified in the 2008 review still persist in 2009. These include: (i) Delays encountered during procurement procedures. The situation is slowly improving with the newly decentralized process in place at the regional levels. However, delays are essentially due to weak PMU capacity to plan and follow procedures, (ii) Difficulties in identifying and recruiting well qualified service providers, and (iii) general slow down in implementing some activities due to weak regional public investments and weak regional capacity. With support from CAPFIDA, the new projects have been able to minimize difficulties at start-up by putting regional units and strategies in place.
6. Analysis on the status of the implementation of recommendations given at the COSOP mid-term review reveals that one third of the recommendations (43%) have been completely followed, 16% have not yet been tackled and the remaining 51% are currently underway. Main causes for the non-implemented 16% are as follows: (i) the year 2009 was marked by the political crisis whereby institutional instability subsisted for several months, (ii) suspension of activities by several project partners (land tenure, micro-finance, ...) who were directly involved in project activities have affected project performances, and (iii) two new projects in the country programme have only recently started, PROSPERER in 2008 and AROPA in 2009.

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² AD2M, AROPA, PPRR, PROSPERER. The PHBM project closed on 31 March 2009.

7. For practical purposes, the mission team has classified its chief recommendations for 2010 into 3 main country programme thematic actions: (i) strengthening the efficiency and quality of interventions; (ii) developing project efficiency through systematizing current management methods and tools: financial execution and project management, and (iii) institutionalising achievements by anchoring the programme into national policies: inclusion strategies and alignment to national policies and political dialogue. The main recommendations for 2010 are summarized in the table below.

Table 1: Summary of chief recommendations for 2010

Recommendations	Responsibility	Collaborations
A- Strengthening the Efficiency and Quality of Interventions		
<p>1. AWPB: When elaborating work plans, it is necessary to assure that these plans are realistically based taking fully into account the context, PMU capacity and unavoidable procurement delays.</p>	CO/PMUs	Financial Officer/CAPFIDA – M&E Officer/CAPFIDA
<p>2. Access to support services: To facilitate access to non-financial support services, the mission team recommends the PROSPERER and AROPA PMUs to conduct a joint reflection in order to clarify eligibility criteria in accessing CSAs and GUMS, so as to distinguish their spheres of intervention and avoid duplications.</p>	PMU/PROSPERER and PMU/AROPA	DVAOF/MINAGRI, DADIA/MECI and Heads of Professional organizations
<p>3. Professionalization of small farmers and their organizations: The mission team recommends projects to widen their support to FOs so that they may in turn provide services to their members and become beacons in assuring the sustainability of development activities.</p>	CO/PMUs	DVAOF/MINAGRI and Heads of Professional organizations
B. Developing Project Efficiency through Systematizing current Management Methods and Tools		
<p>4. SEGS: The Monitoring-Evaluation and Knowledge Management system needs to be improved through the updating of reference manuals and producing user-friendly tools and disseminating these tools to a wider audience (national and international).</p>	M&E Officer/CAPFIDA Communication officer/ CAPFIDA	
<p>5. CPMT: The mission team</p>	Country	CO/PMUs

Recommendations	Responsibility	Collaborations
recommends CAPFIDA to contribute in facilitating the COSOP Monitoring Committee (CSP/CPMT) by providing well defined ToRs.	Officer/CAPFIDA	TTL/IFAD
C. Institutionalising Achievements by Anchoring the Programme into National Policies		
6. Rural finance strategy: The mission reiterates the previous recommendation made by the 2008 Review in preparing a rural finance strategy at the country programme level in order to harmonize project interventions.	DVAOF/MINAGRI Country officer/CAPFIDA	External consultancy, CO/ PMUs, SE/CNMF, Thematic groups on rural agricultural financing
7. Inclusion and gender strategy: The mission team recommends the full integration of the strategy into the country programme and to finalize and diffuse the operational guideline accompanying the strategy.	TTL/IFAD CO / PMUs	External consultancy Country Officer/CAPFIDA
8. Aligning to national policies: When the National Agricultural Sub-programme (PSA) will be finalised, the IFAD country programme will need to harmonize its tools (COSOP and project logical frameworks, SEGS, policy dialogue guidelines, etc) and ensure COSOP alignment to the PSA.	Country Officer/CAPFIDA CO/PMUs	UPDR Project Manager / MINAGRI