

**FOR
INFORMATION**

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**PLAN EMERGENCE
MADAGASCAR**





REPOBLIKAN'I MADAGASIKARA
Fitiafana - Tanindrazana - Fandrosoana

PLAN EMERGENCY MADAGASCAR



MESSAGE

THE PRESIDENT OF THE REPUBLIC

Making Madagascar a strong, prosperous, united nation and concerned about the well-being of its population, such is the objective of the Madagascar Emergence Plan (PEM), the operational declination of the social project "Initiative for the emergence of Madagascar". Despite the regular shocks it faces, Madagascar is a resilient nation. These crises are often an opportunity for rebirth and a stage in the renewal of hope for each and every one.

The PEM aims to guide our steps until 2040. It sets out the guiding principles and strategic orientations that will guide the implementation of Madagascar's development policy over the next 20 years.

We will follow a process of convergence for a significantly higher level of development. Emergence must evolve in sustainability. Today, we will lay the groundwork for economic and social emergence. The main challenge remains to combat the poverty that has plagued the past 50 years.

Every family, every citizen, must be able to achieve better well-being and prosperity. Each region must benefit as much from the benefits of Madagascar's development as it must contribute to the building in strengthening the common home.

The PEM is committed to developing programs – based on my 13 Velirano – that are effective and generate wealth and social equity. The development of our country must meet the aspirations of Malagasy citizens.

The PEM is based on social, economic, environmental and a central pillar, governance, which cover all areas inherent to sustainable development. The emergence of Madagascar is not just a speech. It marks a break with a whole section of history, since Independence, punctuated by repetitive crises and extreme poverty.

We must value the virtues of our customs and traditions, our cultural values such as unity, "Fihavanana", "Firaisankana" and "Fitiavana". These values are deeply rooted in our culture.

By respecting these values while embarking on the path of modernization and with the support and strength of the arms of the Malagasy people, we will move forward in achieving our vision for the country by being more united than ever.

Alone I can go fast, together we can go further.

HE Andry Rajoelina

EXECUTIVE SUMMARY

Aware of the backwardness accumulated by Madagascar for more than 50 years, the President of the Republic has decided to make Madagascar an emerging nation, strong, united and concerned about the well-being of the population.

The objectives of the WEP are to increase GDP per capita from USD 533 to USD 4,000 in current prices by 2040, the Human Capital Index from 0.39 to 0.60, and to reduce the poverty rate from 78.8% to 35.0%.

Madagascar's fragility is the result of many challenges in terms of governance, social, economic and environmental. Nevertheless, thanks to its assets and opportunities, Madagascar has a strong growth potential in the agricultural, tourism, extractive activities, industrial processing and ICT sectors.

To raise Madagascar to the rank of emerging countries by 2040, the State will adopt an emerging approach articulated around the strengthening of a central pivot, governance, and three pillars: the social and human capital pillar, the economic and accelerated growth pillar and the environment and living environment.

The implementation of the presidential commitments (Velirano) through targeted programs and projects aims to achieve the transformational objectives of the PEM which are the development of a multisectoral, multipolar economy, the deployment of structuring infrastructures throughout the territory, and decentralization. The PEM includes flagship projects whose implementation and impacts will directly contribute to long-term growth.

The implementation of the WEP will increase Madagascar's GDP from USD 14.1 billion in 2019 to USD 185.7 billion in 2040. It will require massive investments whose level will increase from 19.7% of GDP in 2019 to 40.0% in 2040. In nominal terms, gross investment will increase from USD 2.8 billion in 2019 to USD 74.3 billion in 2040.

The financing of these investments will be shared between the State and the private sector. If traditionally, public investment represented 25% of national investment, the share of the State, as a developer State, will reach 35% of the total by 2023 to launch emergence before gradually giving way to private investment.

At the private sector level, the flow of investment will increase 30-fold over the period. At the same time, the level of FDI will strengthen from 2.6% to 5.2% of GDP and reach

USD 9.7 billion in 2040. However, the macroeconomic framework predicts that with the dynamics of emergence, national savings will increase. It will remain the primary source of financing for private investment. Financing the PEM requires the mobilization of public and private resources. Public financial management will be at the heart of the funding strategy. It will be done through the review of the country's public debt strategy, the optimization of public expenditure management, the adoption of new tax and customs strategies and the pooling of State assets.

The State also relies on the promotion of private investment and Public-Private Partnerships (PPPs) in order to mobilize private resources. The promotion of private investment will be based on legal, institutional and operational levers. The State intends to increasingly turn to PPPs as a complementary source to meet financing needs, particularly in the area of infrastructure. To ensure the implementation of the PEM, the State plans to put in place accompanying measures based on: (i) public-private dialogue (PPD), dialogue with technical and financial partners (TFPs), dialogue with civil society organizations (CSOs), (ii) strengthening the planning mechanism, (iii) adopting a new mode of public sector governance, (iv) the establishment of transparency and accountability mechanisms and (v) the establishment of a culture of results in public institutions.

The steering mechanism for the implementation of the PEM is articulated around the Presidency of the Republic, the Prime Minister, the Ministries and the Regions. The organization adopted includes the integration of the private sector, civil society organizations and technical and financial partners.

Twenty-one key indicators are selected to measure the achievement of outcomes over the 20

years of the PEM. They are grouped according to the themes of the Governance pivot and the three pillars, social and human capital, economy and accelerated growth, and environment and living environment. Sources of audit include both national and international sources.

There are risks associated with implementing the PEM. To anticipate them and limit their impacts, mitigation actions are planned that are an integral part of the programs and projects of the PEM.

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LIST OF ABBREVIATIONS

AEPAP	Drinking Water Supply Public Administration	CTD	Decentralized Territorial Communities	PMH	Small and Medium Industry Human Motor
APEX	Export Promotion Agency Service, Safety	DMM	Dokany Moran'ny Mpamokatra	PMI	Pump Implementation Plan National Action
ASSR	and Rest Areas Single Application of Uniform	DPP	Public-Private Dialogue Special Security	PMO	Plan National Good Governance Policy
AUGURS	Management of State Human Resources	DSS	Detachments National Gendarmerie	PNA	National Decentralization Plan Emerging
BAK	Anti-Kidnapping Brigade Mining	EGNA	School of Ambositra National School of	PNBG	National Policy for Infrastructure and
BAM	Administration Offices Independent	ENMG	Magistrates and Clerks Public Primary	PNDE	Equipment Development National Housing
BIANCO	Anti-Corruption Office National Risk and	EPP	School Higher School of the National	PNDIE	Policy Decent Work Country Program Basic
BNGRC	Disaster Management Office Advanced	ESGN	Gendarmerie Fianarantsoa-East Coast	NLP	Necessities Public-Private Partnership
BOA	Operating Bases Business Process	FCE	Local Development Fund Territorial Civil	DWCP	Reform Program for Administrative Efficiency
BPO	Outsourcing Special Road Brigades	FDL	Service Fikambanan'ny Ray	PPN	Technical and Financial Partners Protection
BRS BTP	Buildings and Public Works Agribusiness	FPT	aman-dRenin'ny Mpianatra Forward	PPP	Networks of the Child Internal Own
CABIZ	Support Centres Africa Cup of Nations	FRAM	Management of Jobs, Personnel and	PREA	Resources National Anti-Corruption Strategy
CAN	Preschool Learning Centres Literacy and	GPEEC	Skills Management of Risks and Disasters	PTF	Rice Intensive System Solar Domestic
CAP	Resource Centres Commission for the	RCMP	High Labour Intensity Heavy Fuel-Oil	RPE	System Antananarivo-Antsirabe
CAR	Control of the Financing of Political Life	HIMO	Open Budget Index Foreign Direct	RPI	Antananarivo-East Coast Information and
CCFVP	Budgetary and Financial Disciplinary Board	HFO	Investment Human Development Index	SNLCC	Communication Technologies Applied to
CDBF	Medium-term expenditure framework	IBO IDE	Domestic Direct Investment Local	SRI	Education Very Small and Micro Enterprises
CDMT	General Education College Independent	IDH IDN	Governance Index Jiro sy Rano Malagasy	SSD	Value Added Tax Gender-Based Violence
CEG	National Electoral Commission District	IGL	Individual Birth Kit Anti-Corruption	TA	Agricultural Emergence Areas Exclusive
CENI	Hospital Centres Reference Hospital Centres	JIRAMA	Emerging Decentralization Policy Letter	TCE	Economic Zone Economic Emergence Zone
CHD	Regional Reference Hospitals University	KIA	Technical Reference High Schools	TICE	Industrial Emergence Areas Economic Zones
CHR	Hospital Centre Training Centres	LCC	Ministry of Economy and Finance Ministry	VAT	Special Agricultural Investment Zones
CHRR	Professional Reference Vocational Training	LPDE	of the Interior and Decentralization	VBG	African Continental Free Trade Area Social
CHU CFP	Centres National Special Training Centre of	LTF	Megawatt New Assessment System New	ZEA	Rehabilitation Zone
CFPR	the National Gendarmerie National Solidarity	MEF	Information and Communication	ZEE	
CNESGN	Fund Health Country Policy and Institutional	MID MW	Technologies Open Defecation Free One		
CNSS	Assessment Socio-Economic Promotion	NSE	District One Factory Non-Governmental		
CPIA	Centres Severe Outpatient Recovery and	NTIC	Organizations Civil Society Organization		
CPSE	Nutrition Education Centres Recovery and	ODF	Rice Productivity Improvement Project		
CRENAS	Intensive Nutrition Education Centres Special	ODOF	and Management of Irrigated Watersheds		
CRENI	Operational Hardening Centres Basic Health	CSO	and Perimeters Emergence Plan		
SWAC	Centre Universal Health Coverage	NGO	Madagascar Small and Medium		
CSB		PAPRIZ	Enterprise Gross Domestic Product		
CSU		SME			
		GDP			
		SMES			



1. VISION

MAKE MADAGASCAR AN
EMERGING NATION,
STRONG, UNITED AND
CONCERNED ABOUT THE
WELL-BEING OF THE
POPULATION

Aware of the delay accumulated by Madagascar for more than 50 years, we have the obligation to work more, work well and quickly. We must find emerging solutions to restore hope and return to the development that the population has been waiting for.

2. 2040 TARGETS

In 2019, GDP per capita at current prices stood at **around USD 522**, ranking Madagascar at the bottom of the poorest countries. Whatever the ranking considered, the figures compared with the usual reference groups demonstrate the non-development of Madagascar over the last fifty years, leaving it far behind the countries that had a similar situation in 1960.

Our goal is to break with this cycle of non-development in order to put the country resolutely on the path to emergence, like all countries that have followed a virtuous trajectory of development. The emergence of Madagascar will thus involve increasing this indicator from its current level to **USD 4,000** in one generation.

Thus, our GDP will increase from **USD 14.1 billion in 2019 to USD 172.5 billion in 2040**, at current prices. This will require an average real growth rate of **9%** per year over the next 20 years. But this wealth must be properly distributed, for greater equity and social cohesion. In particular, it must bring an improvement in the living conditions of each

Increase in Domestic Product from
522USD to 4,000USD
per capita in 2040

Average real growth rate
of **9%** per annum

GDP per capita (current USD)

Country	Rank	2019
Monaco	1	190 513
Singapore	10	65 641
Korea, Rep.	37	31 846
Seychelles	61	16 199
World	-	11 417
Malaysia	73	11 414
Mauritius	74	11 098
Botswana	90	7 971
Thailand	91	7 817
South Africa	107	6 001
Indonesia	125	4 135
Viet Nam	146	2 715
Sub-Saharan Africa	-	1 599
Ethiopia	181	856
Rwanda	182	820
Madagascar	194	526
Central African Republic	197	468
Burundi	199	261

Source: "World Development Indicators",
World Bank, 2021

Increase in the Human Capital Index from

0,39 to **0,60**
in 2040

Human Capital Index (scale
between 0 and 1)

Country	Rank	2020
Singapore	1	0,879
Korea, Rep.	4	0,799
Viet Nam	38	0,690
Seychelles	52	0,633
Mauritius	58	0,622
Malaysia	62	0,611
Thailand	63	0,609
Indonesia	96	0,540
South Africa	135	0,425
Botswana	141	0,414
Madagascar	151	0,392
Burundi	153	0,386
Ethiopia	156	0,383
Rwanda	159	0,380
Central African Republic	174	0,292

Ratio of poor population living on less than USD
1.90 per day (2011 PPP) (% of population)

Country	Last available value
Madagascar	78,8
Burundi	72,8
Central African Republic	65,9
Rwanda	56,5
Sub-Saharan Africa	40,4
Ethiopia	30,8
South Africa	18,7
Botswana	14,5
World	9,3
Indonesia	2,7
Viet Nam	1,8
Seychelles	0,5
Mauritius	0,2
Korea, Rep.	0,2
Thailand	0,1
Malaysia	-

Source: "World Development Indicators", World Bank, 2021 NB: In the case of Madagascar, the latest available figure is from 2012

Decline in the poverty rate of
78.8% to **35.0%**
in 2040

3. BACKGROUND

3.2 Madagascar is a fragile country

- The population is estimated at 26.4 million inhabitants in 2019, with an annual growth rate of 3.0% per year during the period 1993-2018 (source RGPH3, INSTAT 2021). About 83% of the population lives in rural areas and 17% live in urban areas. The population is extremely young, with about two-thirds under 25 (64%) and almost half under 15 (47%).
- Madagascar's Human Development Index (HDI) stands at 0.528 in 2019 – placing the country in the "low human development" category. However, between 2000 and 2019, the HDI rose from 0.462 to 0.528 (an increase of 14.3%).
- Before the coronavirus (COVID-19) pandemic, the Malagasy economy was on an upward trajectory to reach a strong growth rate of 4.4% in 2019. This economic recovery has begun since the return to constitutional order in 2014 and the subsequent restoration of donor relations.

Décomposition du PIB 2019



Source : INSTAT, 2021



- The primary sector is driven by traditional agriculture, which is nevertheless exposed to the effects of climate change (drought, cyclone). It accounts for 64.2% of the active population (source WB/ILO) and contributes 23.3% to GDP in 2019 (source INSTAT). Madagascar offers quality agricultural export products, such as coffee, vanilla, cloves, pepper or sisal. In addition, Malagasy fisheries and aquaculture are two very promising areas that contribute strongly to growth and export earnings (respectively 7% of GDP and 13% of exports). The potential is still enormous in this sector because of the extent of cultivable land not yet exploited
- The secondary sector also shows an export dynamic, and is driven by agri-food and agribusiness in general, the textile and clothing industry, the extractive industry and energy. Textiles now account for nearly 20% of total exports and are in 3rd place, behind agricultural and mining products. The agri-food industry occupies an important place because of the diversity of raw materials and the diversity of the local industrial fabric. The extractive industry is driven by exports of ilmenite, nickel and cobalt, which are the country's top export products.
- The tertiary sector, the most important in the economy, is driven by tourism, ICT, construction and banking. The preponderance of the construction sector is explained by the priority set by the Government for the rehabilitation of roads and road infrastructure. Tourism is one of the main foreign exchange providers thanks to the attractiveness of the country's natural and cultural capital at the international level. The liberalisation of the telecommunications sector has also enabled the ICT sector to take off remarkably. In addition, the free enterprise regime has opened the door to the creation of companies specializing in computer data processing or computer subcontracting work.
- Madagascar's trade balance has traditionally been negative: despite a steady increase in exports, imports have continued to grow, following the same trend. The COVID-19 crisis has exacerbated this trade deficit. However, the balance of payments remains generally balanced thanks to foreign direct investment flows and international aid.
- The economic, social and fiscal impact of the COVID-19 crisis has been significant. Disruptions in international trade and travel and lockdown measures put in place to protect the population weighed on business activity in 2020, leading to a recession of 7.1% of GDP. Key drivers of the Malagasy economy, including tourism, mining, vanilla production and textiles, have been among the most affected sectors. However, the impact of the pandemic has only been temporary. Thus, the level of real GDP growth is estimated at 3.5% in 2021 and should reach 5.4% in 2022.

3.2 There are many challenges

- In terms of governance, it is essential for Madagascar to fight against insecurity, to establish justice accessible to all and to guarantee the rule of law for the entire population. The level of corruption remains high, with an impact in terms of inequalities, social justice and the country's development. The performance of the Administration and decentralization remain inadequate.
- The social sector has shortcomings that need to be addressed in order to ensure better development of human capital. People remain vulnerable, exposed to economic hardship and poverty traps. Education has a deficit in infrastructure and skills, and technical education and vocational training are not yet able to meet the training needs of Malagasy youth.
- The supply of health services must be developed in particular in view of the low health capacity of clinics and hospitals, the quality of services that can be improved, and a health system that is poorly prepared to deal with a pandemic such as COVID-19. Malnutrition remains a persistent phenomenon.
- The extreme youth of the Malagasy population leads to a growing social demand for education, health, jobs, housing and infrastructure, which also represents a challenge for the environment. The youth labour market operates in a rather informal world whose level of security still needs to be improved.

- Although supported by moderate growth, the economy remains fragile, with productivity still insufficient in some key sectors, diversification of the industrial sector that can be deepened, and significant infrastructure and connectivity challenges to be addressed.
- Madagascar may have suffered in the past from climate hazards: the resilience of infrastructure must be strengthened to cope with this type of event, and communities adequately prepared. The country is also suffering from a degradation of its natural forests and ecosystem due to the overexploitation of forest and fisheries resources, trafficking in fauna and flora species and various types of pollution (atmosphere, water, sea and soil, groundwater): the preservation of the environment is therefore a key issue.

3.3 The potential for growth is considerable

MADAGASCAR HAS AN ADVANTAGEOUS PHYSICAL AND NATURAL SPACE

- Madagascar is endowed with advantageous physical characteristics and natural resources. With an area of 587,000 km², it is the 5th largest island in the world, with arable land amounting to 8 million hectares, or 14% of the total area. Its maritime space is 2 million km² (EEZ and continental

shelf) and gives it access to vast fisheries resources and wealth conducive to the development of the blue economy and offshore extractive industry.

- Its subsoil is full of important mineral reserves, not only in precious stones but also in quality industrial ores, spread throughout the territory (sapphires, rubies, gold, nickel, cobalt, ilmenite, chromium, graphite, rare earths, coal, uranium). It has significant oil reserves (10.8 billion barrels of oil and 4.7 billion m³ of natural gas offshore, as well as 1.7 billion barrels of heavy oil and 2 billion barrels from onshore oil sands deposits – Source USGS, 2012) to establish a world-class extractive and processing industry.
- The ecosystem is favourable to agriculture and livestock, so that the country hosts a whole range of food crops (rice, maize, cassava, green beans, gherkins, lychees, mango, cloves, cinnamon, pepper, vanilla, etc.) on its 2.6 million cultivated hectares (31% of the cultivable area) and develops a diversified livestock sector (cattle, pigs, goats, sheep, poultry, fish).
- Its natural environment is particularly rich. It is endowed with world-renowned biodiversity (more than 80% of plant and animal species are endemic), high-quality coastal wealth along its 5,700 kilometers of marine coastline, multitudes of exceptional landscapes



varied by region, a tropical climate, ideal for the development of tourism.

- It has abundant resources favorable to the production of hydroelectric, wind and solar energy. The hydroelectric potential alone, resulting from about forty rivers with a total length of about 9,000 km, is estimated at 7,800 MW, while current developments total only 160 MW.
- Its location in the South-West Indian Ocean, off East Africa, bordering the Mozambique Channel, on the sea route between South Africa and South-East Asia, in the vicinity of the Suez Canal and the Persian Gulf, gives it a geostrategic position favorable to international trade.

ITS HUMAN AND CULTURAL POTENTIAL IS TO BE CAPITALIZED

- With 50% of its population under the age of 18, Madagascar has a vital force to capitalize on. The youth of the population facilitates the learning and acquisition of new technologies and the development of a modern economy. The workforce is reputed to be skillful and ingenious, easy to train, with a competitive cost. The country's human capital is an opportunity for the development of labor-intensive manufacturing industries as well as remote service activities (BPO, call centers, etc.).
- Malagasy fundamental values, including unwritten moral rules, the national language, the culture of "Fihavana" and hospitality are promoters of a national identity and social cohesion, guaranteeing better living together. Malagasy also have an ease of openness to all international cultures and foreign languages, which promotes international exchanges. French is the 2nd national language. The diversity of the population and the cultural wealth specific to each Region are additional assets for the development of tourism.

THE NATIONAL ECONOMY IS A SUFFICIENT STARTING POINT TO SUPPORT EMERGENCE

- The Malagasy economy is a liberal, diversified and resilient economy, with growth poles spread throughout the territory (Nosy-Be and Sainte Marie with Tourism, SAVA Region with vanilla, Vakinankaratra Region with agribusiness, Toamasina with the port, the South with mines, Antananarivo with industries and services, etc.)
- It is integrated into the world market, with leading positions in niche markets: Madagascar is the world's 1st producer of vanilla, 2nd producer of cloves and 6th producer of cobalt.
- Modern airport infrastructure (Nosy Be and Tana), an international port being extended to make it the largest in the Indian Ocean (Toamasina) and an efficient telecom network facilitate national and international trade.

THE QUALITY OF THE MACROECONOMIC FRAMEWORK PROVIDES AN OPPORTUNITY TO ADOPT AN AMBITIOUS DEVELOPMENT STRATEGY

- Madagascar has macroeconomic and financial stability. It maintains strong and lasting relationships with donors including the IMF, the World Bank, the African Development Bank, the European Development Fund and many others who have historically supported it.
- The debt level is moderate compared to other African countries, with public debt of 36% of GDP at the end of 2021, and has a favorable profile, with a long maturity, averaging 11.7 years, and a very low weighted average interest rate of 1.9% at end-September 2021, thanks to the large share of concessional financing.
- Monetary policy has always kept inflation at a moderate level, providing low volatility of the exchange rate.



Official gross reserves cover 5.0 months of imports of goods and services at end-2021.

- The banking system is healthy and sound and actively contributes to the financing of the economy.
- The unemployment rate remains low at a level of 1.3% of the active population according to the measure as defined by the International Labour Office (ILO), i.e. an activity rate of nearly 98.7%.

THE COUNTRY'S PRIVILEGED ACCESS TO INTERNATIONAL MARKETS MAKES IT ATTRACTIVE TO FOREIGN DIRECT INVESTMENT

- Madagascar has a privileged access to European and American markets, notably thanks to the Interim Economic Partnership Agreement (APEI) signed in 2009 and to its reintegration into the African Growth Opportunity Act (AGOA) since 2014.
- Its membership in COI, COMESA, and SADC gives it access to regional markets, which are among the dynamics in the world, within the framework of free trade agreements.
- It also benefits from the derogations provided for in the framework of the World Trade Organization (WTO), of which it has been a member since 1995, for the Less Developed Countries in favour of the development of its exports.
- Madagascar maintains excellent diplomatic relations with major countries (France, Germany, European Union, Japan, China, United States, India, Russia, South Africa) and benefits from cooperation agreements in support of its development plan.



4. STRATEGY FOR EMERGENCE

4.1 Transformational Objectives

Raising Madagascar to the rank of emerging countries by 2040 is the primary objective of this approach. To achieve this, the Madagascar Emergence Plan (PEM) aims to achieve 3 transformational objectives:

- **The development of a multisectoral, multipolar economy, through the creation of emergence zones based on the exploitation of the specific economic potential of each Region;**
- **The deployment of structuring infrastructures such as roads, airports and ports, the construction of housing, and the realization of public investments as part of a policy of major works;**
- **Decentralization to entrust local elected officials with responsibility for economic development, promote competition and inter-regional complementarity, determining factors for domestic dynamism and international competitiveness, and establish an efficient administration closer to the population.**

4.2 Strategic Approach

The Malagasy people have chosen to change the course of their history. The Big Island has the opportunity with the wealth of its natural resources and the youth of its population, basing its development strategy on the exploitation of the country's assets and potential and meeting the challenges identified.

The State is aware that the emergence of Madagascar will require:

- **A profound reform of Institutions and Public Administration in the direction of performance, credibility and accountability to citizens;**
- **Social justice giving the entire population access to basic social services and protecting vulnerable groups;**
- **A structural transformation of the economy that will result in the development of a dynamic and attractive multisectoral economy, driven by emerging spaces, which will be strongly interconnected at the national level and widely integrated at the international level;**

- **Sustained and environmentally friendly growth to underpin inclusive and sustainable development.**

The fundamental choices dictating our strategic approach and the direction of economic policy will be undertaken within the framework of a "developer state". This consideration is important in terms of how to meet challenges, how to intervene in political, economic and social decision-making and how to conduct diplomacy.

While focusing on its sovereign functions, the Developer State catalyses actions tending towards Emergence, takes its responsibilities through well-targeted priority programs to promote socio-economic development, improve the living environment and preserve the environment.

4.3 Emerging approach

The State will adopt an emerging approach articulated around the strengthening of a central pivot, governance, and three pillars: the social and human capital pillar, the economic and accelerated growth pillar and the environment and living environment pillar.

The implementation of the presidential commitments (Velirano) through targeted programs and projects is aimed at achieving the transformational goals of the PEM. The Velirano, 13 in number, are organized according to the 3 pillars and the central pivot, in accordance with the emerging approach.

The Government's priority programs and projects for the 2019-2023 planning cycle are summarized in Annex 1.



GOVERNANCE PIVOT

VELIRANO 1: Peace and security, a priority

VELIRANO 3: The fight against corruption and strengthening the performance of the public administration

VELIRANO 12 : The autonomy and accountability of decentralized territorial collectivities



SOCIAL AND HUMAN CAPITAL PILLAR

VELIRANO 4: Education for All

VELIRANO 5: Health for All

VELIRANO 6: Decent Work for All

VELIRANO 8: Support for women, youth and the poor for an emerging nation

VELIRANO 13: Sport and culture for cohesion and national pride



ECONOMIC AND ACCELERATED GROWTH PILLAR

VELIRANO 2: Energy and drinking water for all

VELIRANO 7: The industrialization of Madagascar and economic emergence

VELIRANO 9: Food self-sufficiency and the emergence of a modern agricultural sector

VELIRANO 11: The modernization of Madagascar



ENVIRONMENT PILLAR

VELIRANO 10: Sustainable management of natural resources



GOVERNANCE PIVOT

The governance pivot is the central element of the emerging approach. The challenge is to ensure political stability, decentralization, peace and security, the rule of law, the defence of human rights, the proscription of corruption, the efficiency of administration and institutions, and the sound management of public finances, which are fundamental elements for Madagascar's development. Key programs of the governance hub include:

- Strengthening public security and promoting political stability;
- Access to justice for all, in particular through the development of new justice infrastructures for a better proximity of the population;
- The fight against corruption with zero tolerance at all levels;
- Strengthening good public governance through the optimal management of State resources;
- Improving the performance of public administration and streamlining administrative procedures as much as possible through, for example, a program of digitalization of public administration, to give more satisfaction to users of public services;
- Decentralization, in order to ensure the autonomy of the Decentralized Territorial Communities (CTD);
- An ambitious resource mobilization strategy for financing the implementation of the PEM, with numerous measures to increase the country's competitiveness.

SOCIAL AND HUMAN CAPITAL PILLAR

To emerge, the Malagasy population must be healthy, well fed, well educated, competent, proud of its culture and take advantage of its values. Emergence must therefore also result in an improvement in living conditions, while integrating the gender and demographic dividend dimensions. Key programs of the Social Pillar and Human Capital include:

- The development of quality education for all. The aim will be to train teachers, increase the number of students at different levels of education and focus on the employability of young graduates. Girls' access to the education system will be particularly favoured;
- Strengthening medical care capacities throughout the country to ensure universal access to basic health services, reproductive health and the management of high-case fatality diseases;
- Achieving social justice through decent work for all;
- The promotion of cultural industries with the creation of museums, the organization of cultural festivals, artistic and musical events, or the creation of reading centers as a lever for the development of a culture of emergence based on a strong national identity;
- The development of high-level sport to promote the development of youth and strengthen national pride and social cohesion;
- Strengthening the national family planning program to control population growth.



ECONOMIC AND ACCELERATED GROWTH PILLAR

Emergence requires a high and sustained growth rate over the long term. The exploitation of the country's assets and the promotion of promising sectors such as agribusiness, tourism, extractive activities, industrial processing and ICTs must form the basis of the economic strategy. Strengthening the private sector and promoting investment are also required. The establishment of an enabling business environment is therefore fundamental. Key programs of the Economy and Accelerated Growth Pillar include:

- Improving the business environment, to make the country more attractive to investors through the implementation of appropriate legislation, such as the PPP law or the new investment law, and the construction of infrastructure to international standards;
- The development of access to land, water and energy, as well as the strengthening of the quality and competitiveness of support services (transport, logistics, finance), which will contribute to a restructuring of the productive sector of the Malagasy economy;
- The emergence of a modern agricultural sector, essential for food self-sufficiency, the fight against poverty and the development of exports;
- The development of the industrial sector from a counter economy to an economy of industrial transformation and value creation;
- The development of a digital economy through financial inclusion, the promotion of e-commerce, and the national coverage of telecommunications networks in favor of a modernized economy;
- The development of mining and oil potential to make it one of the levers of the emergence of Madagascar through its benefits;
- The promotion of Madagascar as a destination and the diversification of the country's tourism offer in order to increase its positive impact on the national economy.

ENVIRONMENTAL AND LIVING ENVIRONMENT PILLAR

Protecting the environment, preserving biodiversity, fighting climate change and protecting against natural risks and disasters is necessary so that the Malagasy population can have a good living environment, participate and benefit from growth. Key programs of the Environment and Living Environment Pillar include:

- The preservation and enhancement of the country's natural resources and biodiversity, in particular through a massive reforestation program;
- Reconciling economic emergence with respect for environmental standards;
- Strengthening the resilience of the population to the effects of climate change, including through capacity-building for risk and disaster management at the national, provincial and communal levels.

4.3 Flagship Projects

The PEM includes flagship projects whose implementation and impacts will directly contribute to long-term growth:

1. The modernization of connecting infrastructure through the construction of highways, fly-overs, new railway tracks, the rehabilitation and construction of paved roads, asphalt roads, ports, airports, waterways, and the establishment of new modes of transport that have never existed in Madagascar.

2. Urban development through the provision of modern infrastructure, housing and development in large cities (development of the seaside in Toamasina), the creation of the new city of TANA-MASOANDRO, the construction of new housing, the creation of concerted development zones.

3. Industrial Development through the One District One Factory (ODOF) program, the development of Industrial Emergence Zones in the field of textiles and other manufactured products (household appliances, electronics...), the creation of cement factories, sugar factories, pharmaceutical industries, automotive and solar panel production and the establishment of emerging villages.

4. Increasing energy supply through the construction of hydroelectric dams and other renewable energy infrastructure (wind, solar, methanization, biomass, biogas).

5. The development of the extractive sector through the promotion of the exploitation and industrial transformation of mineral reserves (Sakoa coal, rare earths from the DIANA and SOFIA regions, bauxite from Manantenina and the SOFIA region, the nickel and copper site of Borikely-Ambatomainity, uranium reserves in the areas of Antsirabe, of Faratsiho Makay, the iron deposits of the middle northwest, the gold deposits of the DIANA Regions, Boeny

and Atsimo Atsinanana) and oil (heavy oil from Tsimiroro, gas and bitumen reserves), support for the development of small mines and local mining actors.

through the **6. Development of the Tourism Sector** development and diversification of the tourism offer throughout the territory, facilitating access to sites and promoting Madagascar as a destination.

7. The development of the agricultural sector

through the popularization of new methods of production, the encouragement of farmers to use seeds and fertilizers, facilitating access to credit, especially microfinance for farmers, project implementation irrigation, strengthening land tenure security, connecting farmers to markets, the exploitation policy which is sustainable and rational of fisheries resources (promotion of environmentally-friendly fishing techniques, signing of win-win fisheries agreement, promotion of fish farming and aquaculture).

8. The Valorization of the Human capital

through strengthening family planning, the establishment of an efficient education and training system, implementation of hospitals of international reference (cardiology, dentistry, kidney transplantation), the construction of hospital care centers in all regions, strengthening JIRAMA's drinking water production capacity in the major cities of Madagascar, improving EPA systems in District Capitals and rural communes.

9. The development of trade in services through the exploitation of ICTs, digitalization, financial inclusion and the development of banking and financial services.

1

THE MODERNIZATION of
CONNECTING
INFRASTRUCTURE

2

THE URBAN DEVELOPMENT

3

INDUSTRIAL DEVELOPMENT

4

INCREASING ENERGY
SUPPLY

5

DEVELOPMENT OF THE
EXTRACTIVE SECTOR

6

DEVELOPMENT OF THE
TOURISM SECTOR

8

DEVELOPMENT OF THE
AGRICULTURAL
SECTOR

9

VALUING HUMAN
CAPITAL

DEVELOPMENT OF TRADE IN
SERVICES

5. MACROECONOMIC FRAMEWORK

Table 1: Main macroeconomic indicators

Indicators	2019	2023	2027	2030	2040
Nominal GDP at current prices (USD billion)	14,10	16,46	24,45	35,46	185,65
Nominal GDP per capita (in USD)	533	552	733	981	4 024
Net tax burden ratio (% of GDP)	10,6	13,5	16,3	17,2	20,3
Overall balance (cash basis) (% of GDP)	-1,4	-6,7	-8,0	-7,4	-1,1
Investment at current prices (USD billion)	2,79	5,59	9,28	13,74	74,26
Of which share of public investment (%)	28,3	35,1	30,8	26,9	15,3
Public investment (USD billion)	0,79	1,97	2,86	3,70	11,37
Private investment (USD billion)	2,00	3,63	6,42	10,05	62,89
Nominal investment (% of GDP)	19,7	34,0	38,0	38,7	40,0
Public investment (% of GDP)	5,6	11,9	11,7	10,4	6,1
Private investment (% of GDP)	14,2	22,0	26,2	28,3	33,9

Table 2: Financing plan

Indicators	2019	2023	2027	2030	2040
Public investment (USD billion)	0,79	1,97	2,86	3,70	11,37
On internal financing	0,21	0,89	1,83	2,80	10,84
With external funding	0,58	1,07	1,03	0,90	0,54
External borrowing	0,24	0,82	0,76	0,57	0,07
External subsidies	0,34	0,25	0,27	0,33	0,46
Private investment (USD billion)	2,00	3,63	6,42	10,05	62,89
Of which, foreign direct investment (FDI)	0,37	0,48	0,78	1,20	9,68
Share of FDI in private investment (%)	18,7	13,2	12,1	11,9	15,4
FDI (% of GDP)	2,6	2,9	3,2	3,4	5,2
Gross investment (USD billion)	2,79	5,59	9,28	13,74	74,26



The implementation of the PEM will increase Madagascar's GDP from **USD 14.1 billion in 2019 to USD 185.7 billion in 2040**. It will require massive investments whose level will increase from **19.7% of GDP in 2019 to 40.0% in 2040**. In nominal terms, gross investment will increase from **USD 2.8 billion in 2019 to USD 74.3 billion in 2040**.

The financing of these investments will be shared between the State and the private sector. If traditionally, public investment accounted for 25% of national investment, the share of the state, as a developer state, will reach 35% of the **total by 2023**, to launch the emergence before gradually giving way to private investment.

At the private sector level, the flow of investment will be multiplied by

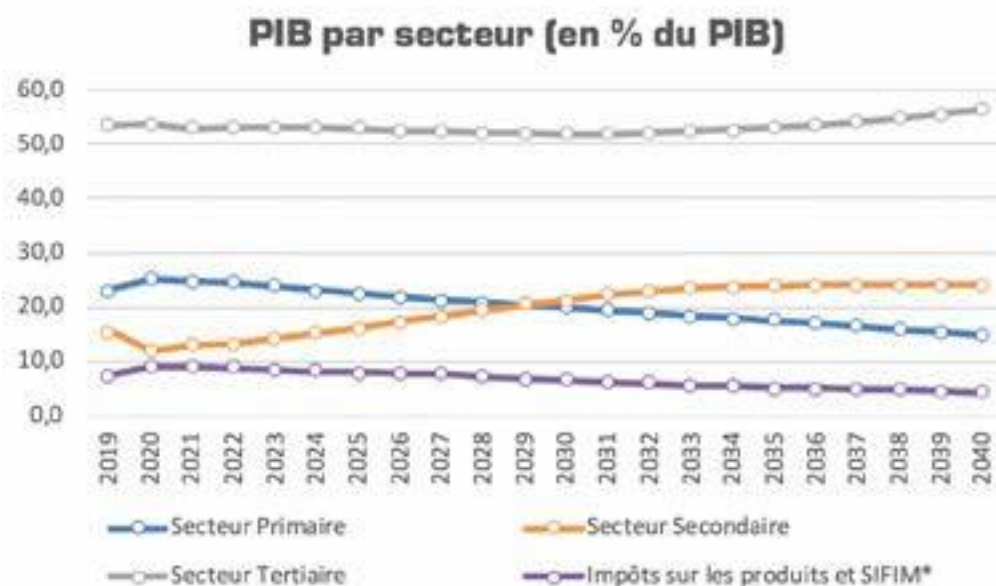
30 during the period. The level of FDI will strengthen in parallel to pass

from **2.6% to 5.2% of GDP** and reach **USD 9.7 billion in 2040**. However, the macroeconomic framework predicts that with the dynamics of emergence, national savings will increase. It will remain the primary source of financing for private investment.

The development of the economy will undergo a **first phase** during which the growth rate of the industrial sector, due to the extractive industries, construction and energy, will greatly exceed that of the primary and tertiary sectors.

This phase will correspond to a phase of infrastructure construction and investment in processing industries. It will be accompanied by a revival of the agricultural sector and will lead to a transformation of the GDP structure, where the share of the industrial sector in the national economy should finally exceed that of the agricultural sector by the end of 2027. The **second** phase of the PEM will correspond to an intensification of production and trade, greatly facilitated by the investments made during the previous phase. During the period, work to deploy structuring infrastructure and invest in the industrial sector will continue.

The **third phase** of the plan will see double-digit growth achieved. It will correspond to a phase in which the tertiary sector will play a leading role in a modern, competitive economy that is highly integrated into international trade.



**FISIM: Financial intermediation service indirectly measured*

GROWTH OF ECONOMIC BRANCHES

2019-2040

Table 3: Sectoral growth

Growth rate (%)	2019	2023	2027	2030	2040
National Economic Growth	4,4	8,0	9,2	9,5	10,0
Primary sector	5,9	5,1	6,5	7,0	6,2
Agriculture	7,6	6,0	7,2	7,5	6,3
Breeding and Fishing	2,5	3,4	5,3	6,2	5,9
Secondary sector	6,8	15,1	16,0	14,3	9,7
Extractive	10,3	31,2	23,5	18,2	10,4
Food, beverage, tobacco	4,1	4,9	5,8	6,5	9,0
Textile	8,2	8,7	9,6	9,9	11,4
Building materials	6,0	12,3	6,6	7,2	7,4
Miscellaneous industries	2,5	4,8	5,8	6,5	9,0
Electricity, water, gas	3,7	16,2	18,2	15,7	7,5
Tertiary sector	5,0	8,1	8,8	9,3	11,7
CONSTRUCTION	10,3	16,3	15,2	14,0	14,1
Hotel, restaurant	15,6	28,5	9,0	8,9	8,2
Transport	4,8	9,7	9,0	11,0	15,5
Post and telecommunications	10,3	12,2	12,2	12,3	11,9
Banking, insurance	11,7	5,4	7,5	7,5	7,5

6. MOBILIZATION OF RESOURCES

6.1. Public financial management

Public financial management is at the heart of the resource mobilization strategy for the implementation of the PEM. It focuses on:

The development of the country's public debt strategy:

- With a contained debt level compared to its peers and a moderate risk of debt distress according to the International Monetary Fund, Madagascar has the opportunity to use debt leverage to finance economic recovery and support its emergence. Madagascar intends to focus on concessional financing opportunities and diversify its sources of financing at the international level in this context, in accordance with the recommendations of its Medium-Term Debt Management Strategy.
- For some social or economic infrastructure projects, or for social service development projects, "mixed" financing mechanisms (government, international institutions, national and international private companies, NGOs, philanthropies, communities, ...) will be promoted. Such financing methods have the advantage of promoting interaction between development actors and improving the performance of projects in terms of results.
- Securitization techniques will be explored to raise funds while respecting key prudential principles to avoid systemic risk.
- Madagascar will also continue to update its Medium-Term Debt Management Strategy and publish it on a regular basis, in line with its historical practice. The Technical Debt Committee, responsible for steering the improved debt strategy, will assume full responsibility.

Optimization of public expenditure management:

- The Administration will focus on improving the control system, in particular through an increase in the coverage rate of controls on the materiality of expenditure ex post facto and strengthening the technical skills of budgetary actors in terms of programming and budget implementation in the context of results-based management.
- Key reforms will also include the deployment of the State's human resources management system "AUGURE 2" at the level of the 23 regions, the reorganization of the database of pensioners, the digitalization of the administrative processing and payment (e-poketra) of pensions, the strengthening of capacities in public procurement of the actors of the public procurement of the Deconcentrated Technical Services (STD), Decentralized Territorial Communities (DTCs), and various State entities, or the organization of Regional Budget Conferences (CBR) and information sessions on budget transparency and citizen participation.

The adoption of a new tax strategy:

- Madagascar has set itself the challenge of increasing its tax revenues through a new strategy that consists in particular of extending the tax base through the integration of the informal sector into the formal sector, mainly through awareness-raising, strengthening the identification of taxpayers, digitizing services and promoting investments through tax transparency and a predictable and stable tax policy on the one hand, and to stimulate consumption by improving the purchasing power of employees to increase consumption and related taxes on the other hand.
- Madagascar also plans to strengthen the tax collection system, in particular, the indirect tax collection system, and to improve communication between the Tax Administration and taxpayers through increased transparency in tax rules and procedures, clarification of the calculation of taxes, a change in the image of the Tax Administration, which must be able to benefit from an image of "accompanist" so that taxpayers feel their "duties of citizens".

- The tax strategy also intends to ban corruption through the finalization of the digitization of tax returns and payments to tax centers, or an obligation for taxpayers to file complaints against tax agents in case of incitement to corruption, and vice versa.

The adoption of a new customs strategy:

Customs has defined a reform plan to optimize Customs performance.

The strategy focuses in particular on:

- Improving customs revenues by supporting industrialization with increased public-private dialogue, improving the capacity to collect these revenues and optimizing their collection, significantly reducing fraud and irregularities committed under suspension and exemption regimes, improving the capacity of the Directorate General of Customs to target and suppress organized fraud and smuggling;
- Trade and cross-border facilitation through transparency and increased partnership with the private sector;
- The reduction of customs clearance time with the implementation of an Accelerated Customs Clearance Procedure (PAD), followed by surveillance or control a posteriori, the dematerialization of the customs clearance and duty payment process and the modernization of the mechanisms in place, which will allow in particular the eradication of cumbersome procedures;
- Improving the image of Customs, which must be perceived as a "partner of economic actors"; and
- Stimulating the economic sector by encouraging investment and entrepreneurship, in conjunction with other public administrations, in particular by paying particular attention to respect for customs ethics and the fight against corruption.

Pooling of State assets:

Finally, the creation of a sovereign wealth fund will enable the State to mobilize resources from its financial reserves and to develop its extrabudgetary natural resources to structure the economy, by financing strategic and priority development projects, profitable and job-creating, initiated for the achievement of emergence.

6.2. Promotion of private investment

The State relies on the mobilization of private investment, essential for economic growth, as an engine of emergence. The strategy for promoting private investment defined in this context is based on:

Legislative levers such as:

- The adoption of the new investment law, which should send a strong signal to investors by enshrining the main principles of investment law such as equal treatment, fair and equitable treatment, responsible business conduct;
- The clarification, facilitation and transparency of procedures relating to access to land (via emphyteutic lease or other possible schemes for making land available);
- Improvement of sectoral and transversal texts (for example, the Mining Code, the Tourism Code, or the Labour Code);
- The establishment and harmonization of the texts on investment zones with the Law on Special Economic Zones (SEZs), the Law on Agricultural Investment Zones (ZIA) and the Law on Free Zones and Enterprises (ZEF);
- The establishment of Investment Protection Agreements and Double Taxation Treaties with target partner countries.

Institutional levers such as:

- Strengthening the institutional anchoring and strategic and political positioning of the EDBM within the State as an investment promotion agency;
- Strengthening Public-Private Dialogue (PPD);
- The establishment of a mechanism for coordinating investment promotion actions between the EDBM, sectoral ministries, specialized state agencies, embassies, consulates and authorized representative offices of Madagascar abroad;
- The establishment of a multi-stakeholder investment committee whose mission is to support the implementation of investment projects considered to be strategic;
- The establishment of a sustainable mechanism for financing investment promotion.

And operational levers such as:

- The digitization and facilitation of procedures at all levels of the Administration with, for example, the introduction of "paperless" and the "once-only" principle in order to collect information about an investor or a company only once and to make this information available to any public body that may need it without the latter having to request it again from the concerned persons;
- The extension of the EDBM's presence throughout the country, the extension of its services to carry out all procedures and administrative formalities of companies, including those relating to regulated activities, with the Single Window, and the strengthening of its capacities in terms of support and follow-up for the installation, development and expansion of businesses;
- Investment promotion itself through:
 - i) The prioritization of promising sectors (agribusiness, tourism, manufacturing, extractive industries, ICT) and the development of pipelines of projects to be promoted (cement plant, smart city, textile city, ZEI, ZEA, tourism); The adoption of economic diplomacy with a view to exploiting existing regional and global economic integration agreements, consolidating historical cooperation, opening up to emerging countries in South-East Asia, Africa and the Middle East and strengthening strategic partnerships with new blocs with which a strong potential for cooperation remains to be developed; The deployment of communication campaigns to convey the image of Madagascar as a destination for investments; The organization of "roadshows" at national and international level.

6.3. Promotion of public-private partnerships

In order to take into account, the constraints related to public resources and budgetary space, while recognizing the importance of investment in infrastructure to develop the Malagasy economy, the State intends to turn more and more to Public Private Partnerships (PPPs) as a complementary source to meet financing needs. The Republic of Madagascar has thus adopted an adequate legal and institutional framework, with the adoption of Law No. 2015-039 on Public Private Partnership (the PPP Law) and its implementing decrees.

In order to promote PPPs, the strategic priorities identified are:

- The integration of PPP management into the procedure for programming and executing investments and controlling financial and budgetary risks, in line with the government's strategic priorities;
- Review of the legal and institutional framework with a view to streamlining contracting procedures and anticipating PPP requests in the implementation of the PEM and in accordance with the Government's guidelines;
- The operationalization of the institutional mechanism that provides for a PPP unit at the service of public entities and the establishment of appropriate coordination mechanisms;
- The strengthening of accompanying and support measures for State public actors at the central and decentralized levels with a view to making effective the operationalization of these mechanisms;
- The annual update of the State's five-year action plan, setting out the planned projects in PPP mode, the realization of preliminary studies relating to these projects, and the conduct of partnership search campaigns with local, national and international investors;
- The encouragement and supervision of private initiatives of PPP projects that can contribute to the achievement of development objectives through a clear and transparent procedure;
- The establishment of sovereign guarantee mechanisms for eligible PPP projects and the State's contribution to their financing in the event of responsibilities assumed by the public entity, according to well-established procedures;
- Facilitating access to information to ensure transparency of public transactions in PPP projects.





7. OUTCOME INDICATORS

No.	Theme	Objective	Indicators	Source	2019	2023	2027	2030	2040
GOVERNANCE									
1.	RULE OF LAW	Guarantee peace, security and the rule of law throughout the national territory in order to protect and reassure the population and establish a secure framework for investors	Rule of Law Index (scale 0 to 1)	World Justice Project	0,44	0,47	0,50	0,55	0,65
2.	ANTI-CORRUPTION	Fight corruption at all levels in order to improve the business environment and build public confidence in the Administration	Corruption Perceptions Index (scale from 0 to 100)	Transparency International	24	25	30	40	60
3.	DECENTRALIZATION	Establish effective decentralization in order to create a dynamism of local development	Budget allocated to CTDs as % of national budget	Madagascar	5,0%	10,0%	15,0%	20,0%	20%
4.	EFFECTIVENESS OF INSTITUTIONS AND ADMINISTRATION	Establish effective institutions and administration for public financial management, monetary policy implementation and delivery of quality public services for the benefit of the population and the private sector	CPIA score (scale of 0 to 6)	World Bank	3,3	3,4	3,5	3,6	4,0

No.	Theme	Objective	Indicators	Source	2019	2023	2027	2030	2040
SOCIAL									
5.	HUMAN CAPITAL	Develop human capital through education, quality public health and appropriate nutrition to ensure an educated and healthy population that can participate and contribute to growth	Life expectancy at birth	Madagascar	67,0	68,7	70,6	72,0	76,6
			Expected year of schooling for a child from 4 years to the age of 18	World Bank	8,4	9,0	10,0	12,0	13,0
			Prevalence of chronic malnutrition	Madagascar	42,0%	34,0%	26,0%	20,0%	0,0%
6.	SOCIAL PROTECTION	Strengthening social protection to care for the poorest and reduce inequalities	Overall household coverage rate by social transfer programs	Madagascar	3,6%	7,9%	19,3%	26,4%	39,5%
7.	WOMEN/YOUTH	Achieve the empowerment of women and youth in order to establish their economic and social inclusions and put them at the heart of emergence	Socio-economic integration rate of women	Madagascar	8,5%	15,0%	20,0%	30,0%	50,0%
			Rate of integration of young people into the labour market	Madagascar	12,0%	17,0%	25,0%	35,0%	50,0%
8.	DEMOGRAPHIC DIVIDEND	Increasing economic development by controlling population growth	Fertility rate (children/women)	Madagascar	4,6	4,0	3,5	2,7	2,2

No.	Theme	Objective	Indicators	Source	2019	2023	2027	2030	2040
ECONOMY									
9.	BUSINESS ENVIRONMENT	Improve the business environment to strengthen investor confidence and attract investment (domestic and foreign)	Global Competitiveness Index (scale from 0 to 100)	World Economic Forum	42,9	45,0	50,0	55,0	60,0
10.	PRIVATE INVESTMENT	Mobilizing massive private investment to drive growth	Private investment as % of GDP	Madagascar	15,7%	20,3%	23,1%	23,2%	27,4%
11.	FOOD SELF-SUFFICIENCY	Development of market-oriented agriculture	New rice-growing areas under management (thousand Ha)	Madagascar	10,5	100,0	180,0	240,0	440,0
12.	INDUSTRIALIZATION	Develop the industrial sector to increase competitiveness, meet the needs of local consumption and export higher value-added products	Share of secondary sector as % of GDP	Madagascar	15,0%	16,1%	20,8%	24,0%	27,0%
13.	TAX REVENUE	Mobilizing tax revenues to enable the government to finance its growth agenda	Tax burden rate as % of GDP	Madagascar	10,6%	14,0%	16,2%	17,6%	18,3%
14.	ELECTRICITY	Meeting electricity needs in order to boost economic activities, support local development and improve the well-being of the population throughout the territory	Rate of access to electricity in rural areas	Madagascar	13,0%	25,0%	43,0%	57,0%	73,0%
			Urban electricity access rate	Madagascar	44,0%	53,0%	71,0%	77,0%	82,0%
15.	DRINKING WATER	Increase access to drinking water, hygiene and sanitation	Rate of access to drinking water in rural areas	Madagascar	36,0%	40,0%	50,0%	70,0%	90,0%
			Rate of access to drinking water in urban areas	Madagascar	85,0%	90,0%	95,0%	99,0%	99,0%

No.	Theme	Objective	Indicators	Source	2019	2023	2027	2030	2040
ECONOMY									
16.	SPATIAL PLANNING	Ensuring balanced territorial development with a view to modernising the country	Percentage of territories implementing a territorial planning tool	Madagascar	37,0%	50,0%	65,0%	70,0%	80,0%
17.	TRANSPORT	Develop quality infrastructure (roads, ports, railways and rivers, airports) and transport services to improve national and international connectivity	Market Access Index	Madagascar	6,1%	8,0%	10%,0	12,8%	20,0%
18.	LAND OWNERSHIP	Securing land ownership for the population and facilitating access to land for investors	Percentage of territory subject to a land title or certificate	Madagascar	19,5%	22,0%	25,0%	30,0%	40,0%
ENVIRONMENT									
19.	ENVIRONMENT AND LIVING ENVIRONMENT	Conserving, restoring and enhancing the environment to create a quality living environment	Multidimensional poverty index (inverted scale of 1 to 0)	Madagascar	0,386%	0,325%	0,257%	0,149%	0,060%
			Area of reforestation per year (thousands Ha)	Madagascar	41,1	90,0	110,0	125,0	230,0
20.	BIODIVERSITY	Preserving Madagascar's biodiversity	Protected Areas Management Efficiency Index	Madagascar	0,72	0,74	0,75	0,76	0,80
21.	RISKS AND DISASTERS	Preventing and managing risks and disasters to strengthen community resilience, combat the effects of climate change	Percentage of districts with and implementing a contingency plan	Madagascar	3,0%	30,0%	50,0%	80,0%	100,0%

8. ACCOMPANYING MEASURES



- PUBLIC-PRIVATE DIALOGUE, DIALOGUE WITH TFPS, DIALOGUE WITH CSOS, ETC.
- STRENGTHENING THE PLANNING SYSTEM
- ADOPTION OF A NEW MODE OF PUBLIC SECTOR GOVERNANCE
- TRANSPARENCY AND ACCOUNTABILITY FRAMEWORKS
- RESULTS-BASED CULTURE

PUBLIC-PRIVATE DIALOGUE, WITH TFPS, WITH CSOS:

To ensure the implementation of the PEM and the medium- and long-term development strategy, it is necessary to organize separate but complementary consultation processes:

- a process of inter-agency coordination of the public sector to ensure the coherence of public policies and improve the effectiveness of public action;
- a process of public-private dialogue to ensure sustained economic development in Madagascar;
- a process of dialogue with the TFPS to mark the permanent dialogue and respect of commitments;
- a process of dialogue with CSOs to improve public awareness of government action and to build confidence in public action.

STRENGTHENING THE PLANNING FRAMEWORK:

The implementation of the PEM is supported by a range of planning instruments, including:

- sectoral policies, strategies and plans based on the general orientations outlined in the PEM;
- an inventory of annual priorities on the basis of the State's General Policy Statement at the beginning of each year;
- annual sectoral and regional plans reflecting the short-term priorities defined in the General State Policy announced at the beginning of the year;
- a regionalized implementation plan (PMO) that identifies the activities, responsibilities, capacities and resources required over time and consolidates the priorities highlighted in sectoral and regional plans, will be implemented in all sectors and within all decentralized communities (provinces, regions);
- medium-term regional plans, a breakdown of the general orientations of the PEM at regional level, with an implementation plan and annual budgeting;
- procedures for integrating regional priorities into sectoral plans prepared by ministries;
- a medium-term budgetary framework (MTBF) estimating resources and describing their allocation among priority programs;
- an annual budgetary framework reflecting the financing of the activities highlighted in the annual plans;
- a regular funding line to support planning processes in all sectors and within all decentralized communities (provinces, regions).



ADOPTION OF A NEW MODE OF PUBLIC SECTOR GOVERNANCE:

- A new mode of governance characterized by haste, speed of execution and integrity, respect for the rule of law, will be introduced to drive the country's recovery.
- Administrative emergence will take place through a participatory and collaborative approach of actors of public life.
- State employees will be trained to quality management and public institutions will be equipped with adequately to provide quality services.
- A quality reference system, which specifies the quality standards to be respected and the essential norms (safety standards, anticyclonic standards, environmental standards, health standards, etc.), will be implemented within each institution.
- Norms or standards will be defined in terms of management (method of organizing of tasks, etc.), procedures (number of steps, deadlines, etc.) and goods and services provided to users (specification based on user expectations, etc.).
- The practice of assessing user satisfaction will be widespread.

TRANSPARENCY AND ACCOUNTABILITY FRAMEWORKS:

The implementation of the PEM will be based on a national policy of transparency focused on the primacy of democratic transparency (accessibility of all information relating to political life).

- To this end, a set of measures aimed at ensuring citizens' access to information on the management of public affairs, in accordance with its right to information, will be implemented in such a way as to enable the public to judge freely and in an informed manner the actions of public authorities, this being one of the foundations of democracy.
- Particularly noteworthy is the publication of information concerning the management of public finances, to account for the use of public money at different levels.
- In this regard, the regular publication of the citizen's budget, the online publication of periodic budget execution reviews, etc., will be continued and the quality of the content improved.
- In addition, a performance-based accountability charter will be put in place for all public institutions. In principle, this charter will call on all decision-makers, including local authorities, to report publicly and regularly (example: once every six months) of their decisions to citizens, in accessible language. This will be done through various communication channels and media.
- Of particular note is the regular submission to parliament, on predefined dates, of annual budget implementation reports for the preparation of the settlement law.

RESULTS-BASED CULTURE:

To promote the development of a culture focused on results in public institutions, there will be a popularization of planning methods emphasizing their main characteristics, namely: the participatory approach to planning, the use of indicators to specify results and the monitoring and evaluation of achievements. The operationalization of the National Integrated Monitoring and Evaluation System (SNISE) will be strengthened. A national evaluation policy will be put in place, with the following objectives:

- familiarize public sector managers with this planning system and, in particular, results-based evaluation;
- promote results-oriented evaluation by popularizing related tools and methodologies, as well as by developing the necessary human and institutional capacities;
- develop the reflex of using evaluation results to update policies and improve the performance of development programs;
- this policy will be based, inter alia, on the development of results-based planning skills within all public institutions, the adoption of provisions ensuring full participation of citizens in the identification of results concerning them, the promotion of approaches aimed at using user satisfaction data to adjust the content of national programs, regional or sectoral, etc.



9. STEERING

The steering mechanism for the implementation of the PEM is articulated around the Presidency of the Republic, the Prime Minister, the Ministries and the Regions. The mandates of the steering mechanism are:

- Ensure effective implementation of the PEM;
- Monitors the extent to which expected results have been achieved, explains gaps in achievement and identifies implementation constraints and bottlenecks;
- Ensure that the implementation complies with expected outcomes and impacts;
- Carry out a critical analysis of implementation to propose further adjustments and reorientations.

Presidency of the Republic

Steering Body for the Implementation of the PEM

- President of the Republic
- Prime Minister
- Members of the Government

Prime Minister

Strategic Dialogue Group

- Members of the Government
- Technical and Financial Partners
- Civil Society
- Private Sector

Technical Secretariat

- Sectoral coordinating body

Departments

Sectoral and Thematic Committees

- Prime Minister
- Ministers
- Civil Society
- Private Sector
- Technical and Financial Partners

Regions

Regional Committees

- Governor
- Members of the PEM Regional Platform



10. RISKS AND MITIGATION

RISQUES	PROBABILITÉ	IMPACT POTENTIEL	NIVEAU DE RISQUE	MITIGATION
Aléas climatiques comme le cyclone et la sécheresse	Probable	Majeur		Préparation des plans de contingence, renforcement des capacités
Instabilité politique	Probable	Modéré		Tenue d'élections démocratiques et transparentes, maintien d'un dialogue permanent, engagement avec la société civile
Résurgence de maladies infectieuses comme la peste, le choléra et la Covid-19 à Madagascar	Probable	Modéré		Priorisation de la mise en place des plans de gestion des risques sanitaires
Recrudescence de la pandémie de la Covid-19 dans le monde	Probable	Modéré		Maintien des dispositifs de surveillance et de riposte sanitaire
Mauvaise gouvernance, corruption, abus et fraudes dans l'administration publique	Probable	Modéré		Renforcement de la communication, ^{capabilities,} des contrôles et des sanctions en faveur de la bonne gouvernance
Faible capacité de mise en œuvre des projets	Fort probable	Limité		Renforcement des capacités de l'Administration
Instabilité monétaire	Probable	Limité		Adoption d'une politique monétaire ciblée
Augmentation du déficit budgétaire	Probable	Très limité		Poursuite des efforts d'amélioration de la gestion des finances publiques, recours aux financements des bailleurs
Faible mobilisation du Secteur Privé pour les investissements	Peu probable	Très limité		Amélioration de l'environnement des affaires, facilitation des PPP et campagne de communication pour mobiliser le Secteur Privé, implication du Secteur Privé dans les structures de pilotage du PEM



Niveaux de probabilité : Très peu probable, Peu probable, Probable, Fort probable, Presque certaine

Niveaux d'impact : Minimal, Mineur, Modéré, Extrême, Majeur

APPENDIX 1

VELIRANO



VELIRANO 1

Peace and security, a priority

- Program 1.1: Strengthening the Army in meeting its missions
- Program 1.2: Protection of institutions, persons and property in compliance with the laws and regulations in force by the National Gendarmerie
- Program 1.3: Strengthening Public Security by the National Police
- Program 1.4: Improving Access to Justice
- Program 1.5: Support for the Promotion of Democracy
- Program 1.6: Improving and Strengthening Security Governance



Program 1.1: Strengthening the Army in Meeting its Missions

OBJECTIVES:

- Ensure the sovereignty of the State over the entire national air-land and maritime territory through a permanent security presence, as close as possible to the population, particularly in the most remote areas and throughout the Exclusive Economic Zone (EEZ);
- Secure and provide significant support in a permanent and structured manner to local projects in education, health, rural development and environment;
- To be able to provide significant first aid to the population in less than 24 hours throughout the national territory, land and sea.

PRIORITY PROJECTS:

- Transform and complete obsolete structures (Military Regions, Regiments, etc.) into redeployed and restructured units (Defense and Security Zones, Regional Military Delegations, Joint Logistics Support Bases, Battalions);
- Deploy Forward Operating Bases (BOA) and Special Security Detachments (DSS) as close as possible to rural populations;
- Professionalize operational units for the presence and security interventions and support development as close as possible to rural populations;
- Operationalize new aircraft acquired as well as new acquisitions (planes, helicopters and drones) to intervene in less than 12 hours as close as possible to populations throughout the territory;
- Acquire new naval assets (offshore patrol boats, coastal launches, mid-sea interceptors and launches) as well as semaphores, to ensure surveillance and permanent intervention of our coasts and a sufficiently dissuasive presence in our EEZ of at least 30 percent of spatial coverage.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of new Forward Operating Bases (FOOs) and Special Security Detachments (SSDs) built and equipped	-	9	20	30	30	Ministry in charge of National Defense
Number of business units (companies standardized to 80 PAX and specific units)	-	19	31	56	74	
Number of new operational aircraft (aircraft, helicopters) with their technical maintenance environment and training system	-	5	9	10	11	
Number of operational drones	-	-	-	20	12	
Number of new operational naval assets (offshore patrol vessels, mid-sea launches, mid-sea interceptors and coastal launches) with their technical and training environment	-	2	5	8	9	
Number of operational semaphores	-	-	2	4	6	

Program 1.2: Protection of institutions, persons and property in compliance with the laws and regulations in force by the National Gendarmerie

OBJECTIVES:

- Improve security in rural areas (insecurity, environment, investors);
- Secure the main roads;
- Fight against kidnappings;
- Strengthen the professionalism of personnel and the efficiency of gendarmerie units.

PRIORITY PROJECTS:

- Create a group at the level of each region (1/23 regions) for a decentralized command;
- Create companies at the district level (61/113 districts), for a proximity command;
- Set up Brigades at the level of each municipality, for prevention and rapid interventions;
- Create Special Operational Hardening Centers (SWACs) to strengthen territorial units;
- Create Special Road Brigades (BRS) in Service, Security and Rest Areas (ASSR) every 100 to 150 km;
- Create an Anti-Kidnapping Brigade (BAK);
- Create a National Special Training Center of the National Gendarmerie (CNESGN);
- Build the needed infrastructure and acquire equipment for the benefit of the Higher School of the National Gendarmerie (ESGN) and the School of the National Gendarmerie of Ambositra (EGNA);
- Improve strategic materials and materials specific to Democratic Crowd Management (SFM).

Indicators	2019	2020	2021	2022	2023	Responsible
Number of New Groupings Created (GPT)	-	-	1	1	1	Ministry in charge of the National Gendarmerie
Number of new Companies at District Level (CIE)	-	2	17	40	61	
Number of new Brigades at Municipality Level (PSC)	-	7	22	90	151	
Number of new Special Operational Hardening Centers (SWACs)	6	8	12	16	18	
Number of new Anti-Kidnapping Brigade (BAK)	1	1	1	1	1	
Number of new Special Road Brigades (BRS)	3	4	8	12	15	
Number of new National Centre for Specific Training of the GN (CNESGN)	-	-	1	1	1	

Program 1.3: Strengthening Public Security by the National Police

OBJECTIVES:

- Restore public confidence in the Police as a force of order and security;
- Combat crime in urban and rural areas with a view to drastically reducing insecurity.

PRIORITY PROJECTS:

- Build new offices for Regional Directorates and Central Commissariats, Public Security Stations and Community Police Stations;
- Build camps of the National Police Intervention Forces;
- Strengthen surveillance and border controls;
- Adopt a new approach strategy through the construction of a specialized training center for the National Police;
- Strengthen the operational capacities of existing services by providing armaments, rolling stock and technical, tactical, computer and didactic equipment appropriate to the mission;
- Strengthen the strength of the National Police by recruiting new police officers;
- Strengthen support for schools and training centers of the National Police;
- Strengthen the protection of vulnerable groups and the fight against gender-based violence.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of buildings constructed for the Regional Directorates of Public Security	10	10	22	22	22	Ministry in charge of public security
Number of police stations built	2	2	25	42	59	
Number of police stations rehabilitated	-	-	-	19	38	
Number of police stations established	-	-	-	22	44	
Number of students recruited	1,150	2,400	2,400	3,650	4,900	
Number of Women's Brigades established	7	7	22	22	22	
Number of anti-kidnapping sections	-	-	7	7	7	
Number of motorcycles acquired	-	400	400	700	900	
Number of new cars acquired	26	69	133	197	256	

Program 1.4: Improving Access to Justice

OBJECTIVES:

- Establish accessible and local justice;
- Establish a stable and secure legal environment, promoting socio-economic development;
- Promote and protect human rights;
- Improve the performance of justice by speeding up the processing of legal cases;
- Improve living conditions in prisons.

PRIORITY PROJECTS:

- Create new Courts of First Instance and rehabilitate existing judicial infrastructures;
- Build new prisons to increase capacity (maximum-security prisons, forcible houses and central prisons) and rehabilitate existing prison infrastructure to bring it up to standards;
- Set up high security prisons;
- Initiate work programs for detainees to prepare for social reintegration;
- Computerize and implement e-governance at the Department of Justice level;
- Provide institutional support to the Court of Auditors;
- Strengthen material and human capacities for the effective establishment of Anti-Corruption Poles;
- Fight against touts at the level of the Courts.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of new courthouses built and operationalized	-	-	5	5	9	Ministry of Justice
New building of the National School of Magistrates and Clerks (ENMG) built	-	-	-	-	1	
New building built to house the Supreme Court and the Court of Appeal of Antananarivo	-	-	-	-	1	
Number of new Central Houses built	-	1	7	7	9	
Number of new maximum-security prisons and forced houses built	-	1	3	3	4	
Number of prison facilities rehabilitated	-	-	-	5	10	
TPI equipped with the necessary equipment for entry into e-governance	-	-	-	42	43	

Program 1.5: Support for Democracy Promotion

OBJECTIVES:

- Successfully organize elections;
- Adopt laws establishing new territorial boundaries;
- Install Chief Executive and legislative bodies.

PRIORITY PROJECTS:

- Update electoral texts;
- Update the voters list;
- Strengthen the capacities of the Independent National Electoral Commission (CENI) and the organizational electoral system at the national level;
- Organize elections: presidential, senatorial, legislative and communal.

Indicators	2019	2020	2021	2022	2023	Responsible
Holding of parliamentary elections	1	-	-	-	-	Ministry of the Interior
Holding of communal elections	1	-	-	-	-	
Holding of Senate elections	-	1	-	-	-	
Holding of municipal by-elections (Mayors, deliberative bodies)	-	-	1	-	-	
Holding of the presidential election	-	-	-	-	1	

Program 1.6: Improving and Strengthening Security Governance

OBJECTIVE:

- Establish an environment conducive to the development and emergence of the territory.

PRIORITY PROJECTS:

- Set up territorial security arrangements under the supervision of the WTO (Voamieran'ny fandriam-pahalemena, andrimasom-pokonolona, village self-defense);
- Develop and popularize legal instruments relating to the improvement of security governance and the exercise of public freedoms (legislative and regulatory texts).

Indicators	2019	2020	2021	2022	2023	Responsible
Number of territorial security arrangements set up under the supervision of the WTO (Voamieran'ny fandriam-pahalemena, andrimasom-pokonolona, village self-defence)	-	-	78	178	278	Ministry of the Interior
Number of legal instruments relating to the improvement of security governance and the exercise of public freedoms developed and popularized (legislative and regulatory texts)	-	-	7	15	24	

VELIRANO 2

Energy and drinking water for all

- Program 2.1: Development of Electricity Infrastructure and Exploitation of Existing Local Energy Resources
- Program 2.2: Access to Competitively Priced Petroleum Products
- Program 2.3: Drinking Water Supply
- Program 2.4: Hygiene and Sanitation



Program 2.1: Development of Electricity Infrastructure and Exploitation of Existing Local Energy Resources

OBJECTIVES:

- Double the means of electricity production to 800 MW oriented towards renewable resources (75% in the energy mix);
- Achieve 50% access to electricity for the population.

PRIORITY PROJECTS:

- Develop hydroelectric plants;
- Build solar and wind power plants;
- Develop other power generation technologies (coal, biomass, LNG, geothermal, waste, hybrid);
- Create power plants dedicated to mining and industrial areas: updating master plans by integrating the new needs of development zones (Tanamasoandro Project);
- Develop on-grid and off-grid networks to evacuate and distribute interconnected electricity produced;
- Provide Solar Kits to households, administrations and health centers that do not have access to electricity;
- Promote the Ethanol sector;
- Promote the use of improved cookstoves (wood and charcoal efficient) mainly in rural and peri-urban areas;
- Develop and implement a sustainable energy policy: promotion of PPPs, hybridization of JIRAMA thermal power plants (119 Districts), revision of the connection tariff to reduce the initial cost, implementation of JIRAMA's debt restructuring plan.

Indicators	2019	2020	2021	2022	2023	Responsible
Installed capacity (Start-up) (MW)	-	153	915	1,320	1,682	Ministry in charge of energy
Line length (km)	-	280	880	1,880	3,080	
New connections made	-	-	75,000	225,000	375,000	
Number of solar kits equipped	50,000	50,000	100,000	150,000	200,000	
Number of households electrified by Solar Home System (SSD)	1,368	3,152	6,568	11,684	22,650	
Number of ethanol production units established	-	-	1	3	5	
Penetration rate of improved cookstoves	15	20	30	50	75	

Program 2.2: Access to Competitively Priced Petroleum Products

OBJECTIVES:

- Improve access and costs of petroleum products to the population, industry and transport companies;
- Promote local supply of HFOs to reduce dependence on imports.

PRIORITY PROJECTS:

- Adopt the framework and legislative documents for Downstream Oil to encourage the entry of new investors, implement a price mechanism accepted by all stakeholders (state, consumer, oil companies), promote competition in the hydrocarbon subsector, and clarify the framework on HFO trade;
- Develop oil infrastructure (oil terminal, bulk depot, service station, oil port, hydrocarbon transport rail infrastructure, etc.);
- Improve oil logistics (rail transport, road transport, maritime transport, depots, etc.);
- Introduce competition in trading of fuel aviation;
- Develop the distribution network in the 119 districts;
- Promote the gas sector;
- Develop the oil waste recycling sector.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of new ferries built in the 8 oil districts for security of supply	-	-	-	4	8	Ministry in charge of Hydrocarbons
Number of oil ports rehabilitated	-	-	-	3	6	
Number of new aviation product licence holders	-	-	-	3	3	
Number of new Districts served by outlets	-	-	3	7	11	
Number of new low-volume filling stations	-	-	7	14	21	
Number of new oil waste treatment units	-	-	-	-	3	

Program 2.3: Drinking Water Supply

OBJECTIVE:

Provide access to drinking water at socially acceptable prices to 60% of the population by 2023.

PRIORITY PROJECTS:

- Convert water points with human-powered pumps (PMH) into solar systems and mini-grids;
- Rehabilitate water points and install small desalination stations;
- Reinforce the Ampotaka-Tsihombe pipeline;
- Resume work on the Mandrare-Sampona pipeline;
- Start the water transfer on the Bemamba- Antaritrika pipeline;
- Mobilize the water resources of the Efaho River;
- Supply drinking water by gravity system (Tarantsy-Ambovombe);
- Upgrade EPA systems in District Capitals;
- Build and upgrade drinking water supply systems (DWAs) in non-district communes;
- Build and rehabilitate the systems of AEP in the Fokontany not chief towns of Communes;
- Strengthen, standardize and hear EPA systems in district capitals.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of boreholes with mini network to be carried out in the Great South	-	-	413	863	1,323	Ministry in charge of water
Number of boreholes with mini grid and desalination unit in the Far South (conversion of 425 systems to be built)	-	-	142	284	425	
Number of boreholes in the subflow of the Bemamba underground river with transport and distribution works (water transfer: Bemamba Antaritrika pipeline)	-	-	4	8	12	
Number of transport and distribution works of the AEP by gravity system "Tarantsy – Ambovombe" in the 13 fokontany, Commune Ambovombe	-	-	5	9	13	
Number of district capitals with functioning drinking water networks	18	52	83	98	119	
Number of commune capitals, not district capitals, with functional EPA systems	40	81	411	911	1,576	
Number of Fokontany, non-chief towns of Communes, with functional EPA systems	-	474	1,164	2,129	3,232	

Program 2.4: Hygiene and Sanitation

OBJECTIVES:

- By 2023, 90% of Malagasy people to no longer practice Open Defecation Free (ODF) and to practice hand washing with soap;
- By 2023, 55% of Malagasy people to use basic latrines.

PRIORITY PROJECTS:

- Implement the Urban Sanitation Master Plan for Antananarivo and other major cities;
- Set up communal sanitation and hygiene plans;
- Build basic latrines;
- Create solid waste treatment centers;
- Create faecal sludge treatment centers;
- Provide garbage collection materials;
- Promote the fight against the practice of open defecation.

Indicators	2019	2020	2021	2022	2023	Responsible
Completed master plans	1	9	45	55	67	Ministry in charge of hygiene and sanitation
Number of basic latrines built	204,813	354,813	504,813	704,813	904,813	
Number of solid waste treatment centers constructed	4	5	9	15	25	
Number of faecal sludge treatment centers built	3	4	7	10	14	
Number of large cities with a garbage collection system	19	27	31	67	71	

VELIRANO 3

The fight against corruption and the strengthening of the performance of the public administration

- Program 3.1: Anti-Corruption
- Program 3.2: Improving Administrative Efficiency
- Program 3.3: Public Financial Management Reform
- Program 3.4: Economic Diplomacy for Emergence



Program 3.1: Anti-Corruption

OBJECTIVES:

- Improve the country's Corruption Perceptions Index;
- Encourage strong support from officials and the population in the fight against corruption;
- Restore public confidence in the Public Administration;
- Strengthen anti-corruption mechanisms throughout government, particularly in public procurement, the public expenditure chain, basic social services and the 9 sectors identified by the Anti-Corruption Strategy (LCC);
- Ensure the effective implementation of legal mechanisms for the enforcement of sanctions against senior officials and agents found guilty of embezzlement of public funds, including through the recovery of illicit assets.

PRIORITY PROJECTS:

- Implement the National Anti-Corruption Strategy (SNLCC);
- Strengthen the institutional and organizational capacities of existing anti-corruption centers and set up the anti-corruption poles of the anti-corruption system provided for by law;
- Implement the National Good Governance Policy (PNBG);
- Strengthen BIANCO's staff and operating budget and increase its representation in the Regions;
- Intensify communication and awareness programs throughout the territory;
- Create and operationalize the illicit asset recovery agency;
- Strengthen the fight against touts at the level of the courts;
- Establish anti-corruption units throughout the Administration to enhance awareness, surveillance and the application of sanctions, more particularly in public procurement, the supply chain public expenditure, basic social services, justice, law enforcement, administrative competitions;
- Allocate an annual budget for the fight against corruption corresponding to 0.3% of the general budget of the State;
- Set up Ivon'ny Torohay Administrative and Orientation Information Centers (IVOTORO);
- Set up a national committee and regional committees for the development of ethics and good conduct in public administration.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of new Anti-Corruption Poles equipped with adequate and sufficient equipment	1	2	4	5	6	Department of Justice and ISC
Number of Provinces where anti-corruption and anti-touts installed at the Courts of Appeal and TPI	1	1	1	2	3	
Annual budget allocated to the fight against corruption (SAC) (all headings in billion ariary)	27	45	85	130	180	
Number of IVOTORO centers created	-	1	8	15	22	Ministry in charge of Communication
Number of national and regional committees for the development of ethics and good conduct in the public administration established	-	5	6	15	23	Ministry in charge of the Civil Service

Program 3.2: Improving Administrative Efficiency

OBJECTIVES:

- Improve the delivery of public services by the Administration;
- Strengthen the capacity of the Administration.

PRIORITY PROJECTS:

- Reform the rules and procedures relating to users' access to public services (less bureaucracy);
- Dematerialize administrative procedures through E-governance;
- Establish anti-fraud mechanisms by setting up e-balance sheet, e-credit VAT, e-invoicing platforms;
- Modernize the telecommunications network and IT infrastructure of the Malagasy Administration;
- Improve the management of the State's human resources;

- Implement a Forward Management of Jobs, Workforce and Skills (GPEEC) policy;
- Rationalize the administrative and financial management of State Personnel through AUGURY;
- Implement a program of continuous training of public officials;
- Provide State departments with materials and equipment and premises adapted to service needs;
- Initiate the implementation of the national policy of good governance;
- e-Hetra initiative;
- Digitize FRAM teacher grant payments and university scholarships;
- Build and equip Regional Finance Hotels.

Indicators	2019	2020	2021	2022	2023	Responsible
119 SAFI "e-hetra" operational units (modules) until 2023	-	5	10	113	119	Ministry in charge of Finance, Ministry of Labor and Employment, Public Service and Social Laws PREA
Number of FRAM fellows and teachers with access to digital payment	-	-	54 000	185 000	316 000	
Finance hotels built and equipped	-	1	6	13	20	
Integration rate of administrative and financial management of pay and pensions on AUGURE	-	40%	65%	80%	100%	Ministry in charge of Labor and Employment, Civil Service and Social Laws Reference Program for Administrative Efficiency (PREA)
Percentage of public servants integrated into the GPEEC	35%	60%	75%	90%	100%	
User and/or key stakeholder satisfaction rate	-	-	60%	70%	80%	
Implementation of a publicly accessible digital service in collaboration with the MEF and the PREA (E-Governance)	-	-	10	20	30	
Number of State Employees managed by the system and holding the AUGURE card	40,000	80,000	150,000	180,000	200,000	
Implementation rate of service standards in Ministerial Institutions and Departments	-	-	5%	20%	25%	
Tools established for the implementation of a new evaluation system (NSE)	2	6	12	19	30	

Program 3.3: Public Financial Management Reform

OBJECTIVES:

- Increase domestic revenues;
- Strengthen fiscal transparency;
- Improve the management of public investments;

PRIORITY PROJECTS:

- Improve the legal and regulatory framework, procurement and control of public contracts;
- Centralize customs collection activities and improve the fight against tax evasion;
- Strengthen customs' capacity in the area of customs value control;
- Improve post-clearance audit capacity;
- Produce budget information in accordance with IBO (budget transparency) standards;
- Digitize the payment of teachers' salaries and student scholarships;
- Strengthen the institutional capacity of external public finance control bodies: Court of Auditors and Financial Courts, Budgetary and Financial Discipline Board (CDBF), Commission for the Control of Financing of Political Life (CCFVP);
- Strengthen the legal and regulatory framework for the management of public investments;
- Implement an ambitious domestic revenue mobilization strategy;
- Support the conduct of public finance reforms by producing a self-assessment report of public financial management performance according to the PEFA methodology;
- Digitize the visa system;
- Consolidate and modernize the financial management of public officials;
- Improve the management of public assets;
- Strengthen analytical tools for economic recovery.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of newly operational departmental treasuries	-	-	6	7	8	Ministry in charge of finance
A new customs organization put in place.	-	-	-	100%	-	
Number of FRAM scholarship holders and teachers with access to digital payment	-	-	54,000	185,000	316,000	
Open Budget Index (IBO): Publication of budget documents and reports (including Citizens' Budgets) on time and according to IBO standards (in %)	40	40	50	60	70	
Integration rate of administrative and financial management of pay and pensions on AUGURE	-	42%	65%	80%	100%	

Program 3.4: Economic Diplomacy for Emergence

OBJECTIVES:

- Strengthen Madagascar's presence in the world, improve Madagascar's visibility;
- Promote the contribution of the Malagasy Diaspora to the achievement of national development goals.

PRIORITY PROJECTS:

- Redeploy the diplomatic and consular network of Madagascar through the opening of Embassies and Consulates;
- Set up showcases of Madagascar in all external representations of Madagascar;
- Develop and implement the Campaign for Excellence and the Madagascar Brand;
- Mobilize the diaspora for the emergence of Madagascar.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of external representations set up	-	-	4	8	9	Ministry in charge of Foreign Affairs
Number of showcases set up in external representations	-	-	12	18	24	
Increase in foreign direct investment	-	-2%	10%	12%	14%	
Status of implementation of the diaspora engagement policy	0%	0%	35%	75%	100%	

VELIRANO 4

Education for all

- Program 4.1: Improving Enrolment Rates and Learning Conditions in Basic and Secondary Education
- Program 4.2: Repositioning Higher Education
- Program 4.3: Support for Non-Formal Education
- Program 4.4: Revaluation of Technical Education



Program 4.1: Improving Enrolment Rates and Learning Conditions in Basic and Secondary Education

OBJECTIVES:

- Improve access to education and student retention;
- Improve the quality of education;
- Strengthen the governance of the education system;
- Reduce the infrastructure and equipment deficit and improve their quality;
- Strengthen teaching skills.

PRIORITY PROJECTS:

- Increase the number of new manara-penitra infrastructures, rehabilitate and extend existing educational facilities in rural and urban areas;
- Build schools with 2 or 4 rooms;
- Reducing parental burdens to improve student retention: school cash registers, distribution of school kits, establishment of school canteens in areas with high food insecurity;
- Use at all levels of Information and Communication Technologies applied to Education (ICTE);
- Provide schools with modern teaching materials: textbooks, tablets for examination classes, laboratories, computer rooms;
- Standardize teaching/learning conditions and strengthen the training system;
- Deploy Preschool Education through the creation and operationalization of Early Learning Centres (CAP) with a view to strengthening the governance of the system
- Digitize transfers with a view to strengthening the governance of the system;
- Computerize the management of schooling for schools;
- Provide schools with solar packs.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of rooms built: within EPP manara-penitra inclusive with 12 classrooms	-	720	1,320	2,280	3,240	Ministry of Education
Number of rooms built: within blocks with 2 or 4 classrooms	-	476	4,608	9,692	14,776	
Number of rooms built: within CEG manara-penitra inclusive to 24 classrooms	-	408	792	1,368	1,944	
Number of rooms built: within EPP-CEG manara-penitra inclusive to 24 classrooms	-	-	432	1,248	2 064	

Indicators	2019	2020	2021	2022	2023	Responsible
Number of rooms built: within inclusive high schools manara-penitra to 12 classrooms	-	144	432	720	1,080	Ministry of Education
Two-seater bench table	-	16,800	538,800	1,356,386	1,901,443	
ICT Training and Resource Centers (CFRTICE) built	-	189	297	459	627	
Number of textbooks endowed (millions)	-	6	12	25	32	
Number of endowed Rakibolana (millions)	-	1	2	3	4	
Trained and certified student teachers	-	-	3,700	9,700	15,700	
Trained primary school pedagogical counsellors	-	-	460	1,060	1,660	
Trained and certified in-service teachers	-	-	28,692	63,122	95,639	
Qualified teachers recruited	-	-	7,500	25,545	47,290	
Rehabilitated and equipped Early Learning Centers (APCs)	-	-	2,018	4,168	6,368	
Early Learning Centers (ELCs) established	-	-	130	280	437	
Digitized transfers	-	-	154,000	200,000	215,000	
Computerized school management	-	-	2,614	5,228	7,842	
Establishments with solar packs	-	189	297	459	627	

Program 4.2: Repositioning Higher Education

OBJECTIVES:

- Multiply and modernize university infrastructures;
- Make quality higher education for all a real driver of economic and social development through excellence and innovation;
- Promote scientific research for the development of the nation.

PRIORITY PROJECTS:

- Build new university campuses;
- Build new university halls or dormitories;
- Build specific research laboratories;
- Build new academic health centers;
- Modernize the higher education and scientific research system using digital governance;
- Recruit teacher-researchers and teacher-teaching researchers;
- Recruit administrative and technical staff.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of new university campuses (Capacity per campus: 1500 students)	-	8	14	20	23	Ministry of Higher Education and Scientific Research
Number of new university residences or dormitories (capacity per city or dormitory) of 160 students	-	9	17	25	30	
Number of specific research laboratories built	-	2	6	10	14	
Number of new academic health centers	-	0	6	16	30	
Modernizing the higher education system and scientific research using digital governance	-	0%	25%	50%	100%	
Recruitment of teacher-researchers and teacher-teaching researchers	-	-	100	550	1,000	
Recruitment of administrative and technical staff	-	-	50	150	250	

Program 4.3: Non-Formal Education Support

OBJECTIVE:

Reduce illiteracy and integrate and/or retain vulnerable children under the age of 16 who are excluded from the formal education system.

PRIORITY PROJECTS:

- Set up Literacy and Resource Centers (CARs) and organize functional literacy classes for young people and adults;
- Establish special education centers for vulnerable children under the age of 16 who are excluded from the school system.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of new literacy centers operational	-	2	10	10	10	Ministries in charge of National Education and Population
Local Educators/Teachers/Supervisors Trained in Inclusive Pedagogy	-	-	1,000	2,200	3,700	

Program 4.4: Revaluation of Technical Education

OBJECTIVE:

Prepare young people for the pursuit of higher technical and technological studies.

PRIORITY PROJECTS:

Set up Technical Reference High Schools (LTF).

Indicators	2019	2020	2021	2022	2023	Responsible
Number of public Technical Reference High Schools built	-	-	11	23	35	Ministry in charge of Technical Education

VELIRANO 5

Health for all

- Program 5.1: Maternal, Child, Disability and Elderly Health
- Program 5.2: Improving Quality Care for All
- Program 5.3: Universal Health Coverage
- Program 5.4: National Community Nutrition Program



Program 5.1: Maternal, Child, Disability and Older Age Health

OBJECTIVES:

- Improve the health and reduce mortality of pregnant women, children under 5, people with disabilities, and the elderly;
- Control the demographic transition in the face of economic growth through a strengthened family planning policy;
- Provide universal access to sexual and reproductive health for adolescents and young people;
- Increase immunization coverage;
- Control population growth.

PRIORITY PROJECTS:

- Cover care for children under 5 years old, for pregnant women and for people over 65 years old;
- Recruit and redeploy qualified health and nutrition human resources according to their level and needs;
- Revitalize immunization to prevent outbreaks of preventable diseases;
- Promote and popularize natural and modern contraceptive methods;
- Strengthen the monitoring and mentoring system for sexual and reproductive health of young people and adolescents;
- Launch an ambitious national family planning program based on new strategies.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of pregnant women receiving KIA (Individual Childbirth Kit)	63,600	179,575	339,574	542,846	825,806	Ministry in charge of Public Health
Number of solar refrigerators acquired	650	790	1,281	1,801	2,330	
Number of drones acquired for 03 burst centers (hub)	-	-	3	6	9	
Immunization coverage rate (%)	85	90	91	92	95	
Number of regular contraceptive users	2,015,115	2,025,972	2,622,974	3,219,977	3,816,980	

Program 5.2: Improving Quality Care for All

OBJECTIVES:

- Multiply and modernize health infrastructure;
- Improve the quality of health services;
- Strengthen health surveillance and prevention systems.

PRIORITY PROJECTS:

- Build an international reference hospital center in Nosy Be Hell City;
- Build a cardiology and kidney transplantation center in Tanamasoandro;

- Strengthen prevention against transmissible endemo-epidemic diseases such as malaria, tuberculosis, HIV/AIDS, plague, and Covid-19 with innovative strategies;
- Strengthen prevention against non-communicable diseases (high blood pressure, chronic non-communicable diseases, oral health, etc.);- Standardize the infrastructure of health facilities: CSB manara-penitra, CHD manara-penitra and specialized centers;
- Provide state-of-the-art equipment to health facilities;
- Ensure emergencies and pre-hospital care;
- Standardize human resources through the recruitment and training of health personnel;
- Improve regulation of the health sector;
- Create a network of laboratories and pharmaceutical factory Malagasy.

Indicators	2019	2020	2021	2022	2023	Responsible
Number CHU Tanamasoandro built	-	-	-	1	1	Ministry in charge of Public Health
International reference hospital centre built	-	-	-	-	1	
Number of CSB manara-penitra buildings constructed	-	18	258	379	500	
Number of functional CHD "Manara-penitra" Hospitaly CHD	10	13	24	34	44	
Number of functional CHR "Manara-penitra" hospitals	1	2	5	8	10	
Number of CHDs equipped with laboratory equipment	-	-	30	60	98	
Number of CHRs equipped with scanners	-	-	5	10	17	
Number of CHDs equipped with Ultrasound	-	-	30	60	98	
Number of CHDs with digital radiography	-	13	43	73	98	
Number of medical facilities equipped	-	-	7	20	36	
Number of CHRs with mammography	-	-	7	14	22	
Number of UHCs brought up to standard	-	9	17	25	31	
Number of laboratories built according to ISO 17024	-	-	1	3	7	
Number of monitoring laboratories built and equipped for operational molecular biology and regional bacteriological surveillance	-	-	8	16	23	
Operational P3 laboratory	-	-	-	1	1	

Program 5.3: Universal Health Coverage

OBJECTIVES:

- Reduce inequalities by facilitating access to health services and establishing care arrangements for vulnerable households;
- Ensure health coverage for 9.5 million disadvantaged people by 2023.

PRIORITY PROJECTS:

- Operationalize the National Health Solidarity Fund (CNSS);
- Solicit public-private partnership to finance health services;
- Develop community services;
- Increase the national budget allocated to universal health coverage (UHC);
- Implement the ticket system to cover the health care costs of pregnant women, children under 5 and people over 65 years of age;
- Provide emergency funds to CHU, CHRR, CHDR and CSB.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of districts covered by UHC (universal health coverage)	1	2	8	20	46	Ministry in charge of Public Health
Number of districts with CNSS antennas	-	4	34	64	114	
Number of regions with a ticket system to cover the costs of care for pregnant women, children under 5 and persons over 65	-	-	4	8	14	
Number of UHCs with emergency funds	-	-	22	22	22	
Number of CHRRs with emergency funds	-	-	17	17	17	
Number of SMCs with emergency funds	-	-	100	100	100	
Number of CSBs with emergency funds	-	-	2 725	2 725	2 725	

Program 5.4: National Community Nutrition Program

OBJECTIVES:

- Reduce the prevalence of stunting and wasting among children, and undernutrition among pregnant and lactating women;
- Contain the scourge of hunger and malnutrition throughout the Malagasy territory;
- Improve the nutritional status and food security of the Malagasy population, particularly the most vulnerable households.

PRIORITY PROJECTS:

- Ensure the establishment of a multisectoral coordination system for nutrition actions to align all stakeholder actions around a common results framework;
- Expand the coverage of the community platform of essential services in community health and nutrition;
- Strengthen the management of acute malnutrition;
- Strengthen the prevention of chronic malnutrition of children under 5 in community nutrition sites;
- Strengthen the universal salt iodization and fluoridation program;
- Prevent and treat anaemia in women, adolescents and children;
- Promote infant and young child feeding, as well as women's nutrition;
- Promote the consumption of healthy, balanced and diversified foods, as well as foods with high nutritional value;
- Mobilize the population for behaviour change in favour of nutrition;
- Strengthen the multisectoral nutrition program at the community level through integrated actions (WASH-nutrition actions, joint nutrition champion);
- Strengthen capacities for nutrition emergency preparedness;
- Promote food fortification and biofortification of locally available products;
- Popularize research results to improve the production and consumption of quality food;
- Set up Severe Ambulatory Nutritional Education and Recovery Centers (CRENAS) in all CSBs;
- Bring Recovery and Intensive Nutrition Education Centres (CRENI) up to standard.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of CRENAS (Centre de Récupération et d'Éducation Nutrition Ambulatoire) set up in CSBs	-	441	941	1 441	1 873	Organization in charge of Nutrition and Ministry in charge of Public Health
Number of Baby-Friendly Health Facilities	100	125	310	495	680	
Number of CRENI (Centre de Récupération et d'Éducation Nutrition Intensive) brought up to standard	-	3	6	9	13	

VELIRANO 6

Decent work for all

Program 6.1: Establishment of a legal framework conducive to decent employment
Program 6.2: Job Creation through the Promotion of Entrepreneurship
Program 6.3: Job Creation through the Promotion of Handicrafts
Program 6.4: Vocational Training for Emergence



Program 6.1: Establishment of a legal framework conducive to decent work

OBJECTIVES:

- Create a legal environment conducive to the creation of decent work;
- Strengthen institutions for the promotion of decent work.

PRIORITY PROJECTS:

- Ensure the finalization of the development of the PPTD II Generation;
- Gradually implement the reformed labour code;
- Progressively implement the National Plan to Combat Child Labour;
- Effective implementation of legal texts and tools relating to labour migration;
- Set up and operationalize a National Employment Agency and its branches in the 23 regions;
- Monitor the implementation of the texts on the National Employment Policy.

Indicators	2019	2020	2021	2022	2023	Responsible
Decent Work Country Program (2020-2024) II phase implemented and developed (five-year)	-	1 200 000	6 000 000	9 000 000	12 000 000	Ministry in charge of Labour, Employment and Civil Service
Number of enterprises monitored by the labour inspection, including in the informal economy	-	67 500	157 500	270 000	405 000	
Increased social security coverage for Malagasy workers, including in the informal sector	-	87 975	134 820	181 665	252 000	
National Plan of Action (PNA) to combat child labour II	-	324 000	774 000	1 374 000	2 030 000	
Institutionalization and operationalization of the National Employment Agency and its branches (Regions)	-	-	1	12	23	

Program 6.2: Job Creation through Entrepreneurship Promotion

OBJECTIVES:

- Create decent jobs through entrepreneurship, associations and cooperatives and startups;
- Promote the creation of enterprises, trade associations and the development of clusters and cooperatives.

PRIORITY PROJECTS:

- Strengthen the FIHARIANA program: financing, subsidy and technical assistance programs for entrepreneurs;
- Modernise the legal and regulatory framework governing cooperatives;
- Promote entrepreneurial culture among young people;
- Create and modernize associations and cooperatives;
- Deploy entrepreneurship training centers;
- Sensitize and train young people on project setting up techniques and job creation;
- Train companies on the innovation of their activities.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of formalized cooperatives	-	-	500	2 000	3 000	Ministry in charge of Industry, Trade and Handicrafts
Supported entrepreneurship training centers	16	44	69	94	119	Ministry of Labour
Young people sensitized and trained on project setting up and job creation techniques	5 000	12 000	24 000	40 500	55 000	
Number of SMEs, artisans, farmers whose productivity is improved	800	1 500	3 000	4 700	6 500	

Program 6.3: Job Creation through the Promotion of Handicrafts

OBJECTIVES:

- Create decent jobs through the professionalization of craftsmen;
- Support the creation of Very Small and Micro Enterprises (VSMEs) through the formalization of craftsmen's trades.

PRIORITY PROJECTS:

- Create a City of Trades;

- Create craft villages especially in areas of tourist emergence;
- Build raw material processing centers (cooking, raffia);
- Facilitate access to raw materials by artisans in a framework that respects the environment and promotes sustainable development;
- Develop the digital identification of artisans;
- Support access for 50,000 artisans to the FIHARIANA program or similar.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of Craft Villages erected	-	-	3	5	5	Ministry in charge of Handicrafts
City of trades	-	-	1	1	1	
Number of formalized craftsmen	-	-	150 000	300 000	450 000	
Number of raw material processing centres created: leather, raffia	-	-	6	6	6	

Program 6.4: Vocational Training for Emergence

OBJECTIVE:

Train young people in the trades required by the emerging modern, traditional and artisanal sectors.

PRIORITY PROJECTS:

- Set up Reference Vocational Training Centres (CFPR);
- Set up Community Vocational Training Centres;
- Transform the existing Vocational Training Centres (CFP) into Community CFPs.

Indicators	2019	2020	2021	2022	2023	Responsible
CFPR built, equipped and digitized	-	6	17	27	37	Ministry in charge of Technical and Vocational Education + FMFP and Private Sector
Community MFP built and equipped	-	-	8	16	24	
Classrooms built	-	-	59	118	177	
Existing CFP equipped with modern equipment	-	-	19	39	59	
Number of training staff trained	-	-	190	390	590	

VELIRANO 7

Madagascar's industrialization and economic emergence

Program 7.1: Business Environment and Investment Promotion Program
7.2: Creation of a Dynamic and Competitive Industrial Fabric Program 7.3:
Mining and Petroleum Sector Development Program 7.4: Tourism Sector
Development Program 7.5: Consumer Protection and Internal Trade
Clean-up Program 7.6: Regional Integration and Export Promotion



Program 7.1: Business Environment and Investment Promotion

OBJECTIVES:

- Create a business environment conducive to growth, investment and employment;
- Strengthen the competitiveness of Malagasy companies;
- Promote foreign direct investment.

PRIORITY PROJECTS:

- Improve and consolidate the legal framework for investments: Investment Law, Free Zones Law, Special Economic Zones Law, PPP Law
- Set up the Economic Emergence Zone (ZEEC) of Taolagnaro;
- Promote the construction of local logistics and warehousing infrastructure by Chambers of Commerce and Industry;
- Support companies through mentoring, R&D, technical assistance, concessional financing, bank guarantees, capital strengthening and capital market development;
- Improve the business environment following the mechanisms of Public Private Dialogue;
- Conducts national and international investment promotion campaigns;
- Revitalize the commissions in charge of business law reforms and gradually set up new commercial courts.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of operational Public-Private Dialogue (sectoral and/or regional PPD) mechanisms	-	8	18	28	30	Ministry in charge of Industry
Updated "Malagasy Ny Antsika" label	-	-	1	1	1	
Number of Bilateral Investment Treaties developed	-	-	5	9	13	
Number of Courts of First Instance where a Commercial Court is newly established and operationalized	-	-	1	2	4	Ministry of Justice

Program 7.2: Creation of a Dynamic and Competitive Industrial Fabric

OBJECTIVES:

- Produce locally the current consumption needs of the population;
- Support export-oriented industrial activities;
- Promote regional industrialization based on the transformative potential of each region;
- Promote Industrial Emergence Zones.

PRIORITY PROJECTS:

- Create the Moramanga Textile Industrial Zone;
- Develop regional industrialization through the "One District One Factory (ODOF)" project;
- Promote the creation of industrial parks;
- Promote the creation of Industrial Emergence Zones;
- Promote the creation of industrial infrastructure (grain silos);
- Promote industries of strategic importance: PPN (sugar factory, oil mill, flour mill, pasta), cement factory, pharmaceutical, solar panels, metallurgical car construction, agro-industrial processing (vanilla extract, essential oils, fruits and vegetables).

Indicators	2019	2020	2021	2022	2023	Responsible
Number of new Districts with at least one processing unit (ODOF)	-	30	60	90	119	Ministry in charge of Industry
Number of processing units set up	-	51	171	321	391	
Number of Industrial Parks created	-	-	4	8	8	
Areas in Ha of Industrial Emergence Zones (ZEIs) created	-	-	105	345	345	

Program 7.3: Mining and Petroleum Sector Development

OBJECTIVES:

- Support the development of large mines and national mining (small-scale mines);
- Develop oil and gas resources;
- Support the establishment of national gold reserves;
- Increase added value through the implementation of the local processing policy of mining products;
- Strengthen the traceability of precious metals, precious stones and mining substances through the establishment of control mechanisms and the fight against illicit trafficking.

PRIORITY PROJECTS:

- Improve the mining and petroleum legal and fiscal framework (Mining Code and Petroleum Code);
- Set up the Bureau of Geology and Gemmology of Madagascar for the consolidation and capitalization of geological data of Madagascar in order to encourage national and international mining investments;
- Relaunch major mining projects: The Sakoa coal site, the rare earth reserves of the DIANA and SOFIA regions, the bauxite reserves of Manantenina and the SOFIA region, the nickel and copper site of Borikely-Ambatomainity, uranium reserves in the Antsirabe, Faratsio and Makay areas, iron deposits in the middle northwest;
- Relaunch the allocation of oil and gas blocks;
- Promote the formalization of the gold sector as part of the support for the constitution of the national gold reserve: Create a national gold reserve and counters, create a foundry for the production of gold bars and a bullion certification laboratory to international standards;
- Identify, formalize and professionalize national mining operators (small mines);
- Operationalize Mining Administration Offices (BAM);
- Set up and operationalize community workshops for training, demonstration, processing of mining products and stoning in high-potential areas;
- Equipping airports, ports, Mining Administration services with specific equipment for the analysis and control of metals, precious stones and mining substances.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of Operational Mining Administration Offices (BAMs)	-	5	10	15	20	Ministry in charge of Mines and Strategic Resources
Percentage of available national geological data relative to the size of the territory (cumulative %)	30%	40%	100%	100%	100%	
Number of national mining operators supervised and formalized	-	6 000	50 000	100 000	200 000	
Gold power plant created	-	0	0	100%	100%	
Improved mining legal and fiscal framework (cumulative %)	-	75%	100%	100%	100%	
Improved oil legal and fiscal framework (cumulative %)	-	15%	75%	100%	100%	

Program 7.4: Tourism Sector Development

OBJECTIVES:

- Reach the milestone of 500,000 foreign tourists by 2023;
- Develop national tourism.

PRIORITY PROJECTS:

- Diversify the tourist offer in market niches: nature, upscale, seaside, sports, hotel club, culture, MICE, agritourism, river, ecotourism;
- Increase reception capacity by ensuring the maintenance of existing structures and the creation of new capacities in ecolodges, hotel clubs and boutique hotels;
- Improve the accessibility of tourist sites by air, rail, road, river and sea (construction, rehabilitation, modernization of ports, airports and railways);
- Support national tourism through the creation of holiday villages and the promotion of the offer through new technologies;
- Intensify international promotion and develop growth markets;
- Build a high-end Eco-Resort & Spa (5*) in Ankasy and (4*) in Orangea
- Build an Eco-luxury Resort (5*) in Nosy Hara:
- Build a rustic Ecolodge in Ankarana (4*);
- Build an ecolodge on Plum Island.

Indicators	2019	2020	2021	2022	2023	Responsible
High-end Eco-Resort & Spa (5*) in Ankasy	-	-	-	-	1	Ministry in charge of Tourism and Transport
High-end Eco-Resort & Spa (4*) in Orangea	-	-	-	-	1	
Build an Eco-luxury Resort (5*) in Nosy Hara	-	-	-	-	1	
Build a rustic Ecolodge in Ankarana (4*)	-	-	-	-	1	
Ecolodge built on Plum Island	-	-	-	-	1	
Number of airports built (Bekopaka "the Tsingy of Bemara", Ranohira /Isalo)	-	-	-	-	2	

Program 7.5: Consumer Protection and Internal Trade Clean-up

OBJECTIVES:

- Strengthen the consumer protection system;
- Cleaning up internal trade;
- Ensure the supply of the market, especially for basic necessities (PPN).

PRIORITY PROJECTS:

- Modernize consumer protection systems through the establishment of sites for the destruction of non-compliant products (damaged, expired, etc.) and laboratories for physico-chemical analysis of products in growth areas;
- Create "Rungis" type purchasing groups;
- Operationalize the structures responsible for legal metrology in the Regions ("REFY" program);
- Modernize the market supply system (Digital Red Card).

Indicators	2019 2020 2021 2022 2023 Responsible					
Number of digital Red Cards issued by merchants	-	-	250 000	500 000	600 000	Ministry in charge of Trade
Number of "Rungis" type Central Purchasing Centres set up	-	-	1	2	2	
Number of industrial incinerators installed	-	-	6	6	6	
Number of landfills built	-	-	6	6	6	
Number of modernized and operational Food Analysis Laboratories	-	-	6	6	6	
Number of modernized and operational Legal Metrology Offices in the regions (REFY)	-	-	22	22	22	

Program 7.6: Regional Integration and Export Promotion

OBJECTIVES:

- Strengthen business access to regional and international markets;
- Promote exports of goods and services;
- Support Madagascar's commercial position on key sectors.

PRIORITY PROJECTS:

- Impose Madagascar Origin on the African continental market;
- Consolidate Madagascar's position as world leader in the vanilla sector by setting up the "MAISON DE LA VANILLE" Complex;
- Set up the Export Promotion Agency (APEX) and the Trade Information Portal;
- Promote key export sectors:
 - o Extension of technical and financial support to producers
 - o Renewal of plantations (coffee, pepper, vanilla, cloves)
 - o Labelling of products originating in the Big Island
 - o Launch of a specific program for the promotion and valorization of fine cocoa from Madagascar
 - o Extension of 20,000 ha of cocoa plantation with the hybrid variety of Ivory Coast

Indicators	2019	2020	2021	2022	2023	Responsible
AfCFTA Agreement ratified	-	-	1	1	1	Ministry in charge of Trade
"House of Vanilla" created	-	-	1	1	1	
Business Information Portal set up and operational	-	-	1	1	1	
Export Promotion Agency (APEX) set up	-	-	1	1	1	
Number of enterprises supported	-	-	10 000	20 000	30 000	

VELIRANO 8

Support for women, youth and the poor for an emerging nation

Program 8.1: Women's Empowerment Program 8.2: Youth
Promotion Program 8.3: Combating Gender-Based Violence
Program 8.4: Strengthening Social Protection



Program 8.1: Women's Empowerment

OBJECTIVES:

- Strengthen the political and social inclusion of women;
- Strengthen women's employability and entrepreneurial capacity.

PRIORITY PROJECTS:

- Improve national coordination between women's socio-economic integration structures for better performance;
- Reframe labour migration;
- Develop vocational training for women to strengthen their employability;
- Promote women's entrepreneurship through green title programs, FIHARIANA, TANIKETSA incubators, and group promotion;
- Promote a greater presence of women at the level of political decision-making centres.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of women's associations supported and accompanied in income-generating activities (IGAs)	-	80	305	555	955	Ministry in charge of Population

Program 8.2: Youth Development

OBJECTIVES:

- Mobilize and strengthen the civic participation of young people in the service of Emergence;
- Strengthen the economic and social inclusion of young people.

PRIORITY PROJECTS:

- Promote and develop regional structures "Youth employment hubs and youth centers"
- Promote and strengthen the capacity of public, private and community youth centers for grassroots emergence;
- Support the implementation of Veliranon'ny tanora in the service of Emergence through Youth Centres (public, private) at the community level;
- Develop vocational training for young people to strengthen their employability;
- Promote youth entrepreneurship through green title programs, Fihariana, Taniketsa incubators (Youth Employment Poles), and group promotion;
- Provide initial and continuous training of youth leaders;
- Develop the Tagnamaro initiative.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of regional structures "Youth employment centres and youth centres" established and functional	-	-	12	23	23	Ministry in charge of Trade
Number of youth centres (youth centres, youth spaces) built and equipped	-	-	1	23	45	
Number of grassroots communities supported in the implementation of six Veliranon'ny Tanora for Emergence	-	-	600	2 040	3 600	
Number of Youth Employment Centres (value chain aimed at preparing incubators or Taniketsa for young entrepreneurs) set up	-	25	225	475	775	
Number of youth cadres trained	45	45	105	105	165	
Number of volunteers mobilized for the Tagnamaro activity	2 500	5 500	30 000	60 000	100 000	Ministry in charge of Communication
Number of CTDs adopting the Tagnamaro activity	180	210	710	1 210	1 710	
Number of start-ups and SMEs created and supervised	-	600	1 700	3 000	4 000	Ministry in charge of Labour, Employment, Civil Service, Labour and Social Laws

Program 8.3: Combating Gender-Based Violence

OBJECTIVES:

- Promote women's rights:
- Fight against all forms of gender-based violence.

PRIORITY PROJECTS:

- Strengthen the legal framework and effective enforcement of laws on gender-based violence;
- Strengthen judicial structures to combat gender-based violence;
- Strengthen care structures for victims of Gender-Based Violence;
- Strengthen awareness-raising actions for the respect of human rights, including the fight against Gender-Based Violence;
- Strengthen structures for the prevention and care of child victims of violence;
- Combating trafficking in human beings.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of special channels set up at the court level	-	4	8	28	48	Ministry of Justice
Number of Integrated GBV Centres established and operational	1	2	11	21	31	Ministries in charge of Justice and Population
Number of Listening and Legal Advice Centres set up and operational	-	-	7	14	22	
Number of legal framework document, policy for gender equality adopted	-	-	4	4	4	
Number of awareness-raising sessions for the public and opinion leaders in the fight against GBV, the fight against violence against children, the fight against trafficking in persons, women's rights, the fight against harmful practices, civic education	44	458	2 658	4 158	5 158	
Number of Child Protection Networks (RPE) set up / revitalized	100	150	275	525	875	
Number of operational emergency shelters for child victims of violence	0	0	6	30	78	

Program 8.4: Strengthening Social Protection

OBJECTIVES:

- Support very poor households and victims of shocks towards sustainable and inclusive growth with integrated adapted social protection programs (FSS)
- Reduce the number of people living in extreme poverty;
- Strengthen the existing mechanism for social protection programs;
- Promote and defend the rights of older persons and persons with disabilities.

PRIORITY PROJECTS:

- Promote labour-intensive community work (HIMO), conditional cash transfer and cash-for-work programs, in support of the most vulnerable;
- Strengthen care systems for the elderly and persons with disabilities;
- Set up social restaurants for the most vulnerable in the urban environment;
- Create Social Assistance Centres and strengthen reception infrastructures for the most vulnerable segments;
- Strengthen the operationality of the register of beneficiaries towards a usable social register;
- Strengthen institutional capacity for coordination, monitoring and evaluation and implement effective guidelines for implementing agencies.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of care and training centres adapted to people with disabilities built	-	-	4	8	12	Ministry in charge of Population
Number of integrated centres for the elderly set up and operational (Akany ZO HASINA)	-	-	6	12	18	
Number of Centres for Socio-Economic Promotion (CPSE)	5	5	12	19	26	
Number of Community Sites / Number of Social Housing units	4/221	6/627	10/840	15/1 089	20/1 366	
Number of Kaly Tsinjo Operational Sites / Number of beneficiaries	-	39/152 000	47/170 400	97/223 100	120/277 000	
Number of vulnerable households benefiting from Social Safety Nets	146 500	182 723	249 603	275 880	275 880	
Number of households affected by sustained shocks (cash transfers (TOSIKA FAMENO), food distribution, reconstruction, household kits and blankets, HIMO)	-	100 686	105 686	110 686	115 686	
Number of emergency centres built at district level	-	-	14	42	82	

VELIRANO 9

Food self-sufficiency and the emergence of a modern agricultural sector

Program 9.1: Agriculture Development Program 9.2: Structured Livestock
Market Development Program 9.3: Fisheries and Aquaculture Development
and Fisheries Resource Development



Program 9.1: Agriculture Development

OBJECTIVES:

- Achieve food self-sufficiency in rice;
- Develop agribusiness.

PRIORITY PROJECTS:

- Increase rice production (Develop new perimeters (100,000 ha) and rehabilitate rice perimeters)
- Provide Green Titles to young people and local operators;
- Set up Dokany Moran'ny Mpamokatra (DMM) to facilitate access to local inputs and support services, with a view to increasing agricultural productivity;
- Set up Agribusiness Support Centres (CABIZ) and develop a digital information system on producers;
- Set up Agricultural Emergence Zones (EAZ);
- Support agricultural entrepreneurship, family farming, professional producers' organizations and rural financing;
- Support and develop high value-added food and organic farming sectors;
- Develop cash crops (vanilla, cloves, cocoa, coffee, spice).

Indicators	2019	2020	2021	2022	2023	Responsible
Newly developed rice area (Ha)	10 480	17 640	40 640	70 640	100 640	Ministry in charge of Agriculture
Rice area rehabilitated (Ha)	36 507	78 507	128 507	188 507	268 507	
Area of rainfed rice cultivated (Ha)	-	-	60 000	120 000	220 000	
Number of Green Titles awarded to young people and local operators	-	1 000	2 000	12 000	22 000	
Number of operational input/material distribution centres (MDCs)	-	12	62	110	110	
Number of operational Agribusiness Support Centres (CABIZ)	-	3	7	11	11	
Number of Agricultural Emergence Zone (EAZ) set up	-	3	4	5	6	
Number of digital producer cards issued	-	5 000	55 600	927 800	1 800 000	

Program 9.2: Structured Livestock Development to the Market

OBJECTIVES:

- Achieve dietary self-sufficiency in protein;
- Modernize livestock sectors.

PRIORITY PROJECTS:

- Develop the beef sector;
- Improve the cattle breed and dairy breed;
- Build and rehabilitate modern livestock farms;
- Build "manara-penitra" slaughterhouses;
- Establish traceability and electronic identification systems for cattle;
- Develop short-cycle livestock farming: poultry farming, beekeeping, oviculture, pig farming, etc.;
- Promote the export of livestock products.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of operational "Manara-penitra" slaughterhouses	-	1	11	36	70	Ministry in charge of Livestock
Number of modern livestock farms supported	-	-	40	90	140	
Number of bovine heads equipped with a tamper-proof traceability and/or electronic identification system	-	5 000	1 005 000	5 005 000	11 005 000	
Imported high-performance broodstock for dairy cattle	-	1 000	3 500	7 500	12 500	
Number of additional chickens breeding heads	-	15 000 000	31 000 000	50 000 000	75 000 000	

Program 9.3: Fisheries and Aquaculture Development and Fisheries Resource Development

OBJECTIVES:

- Exploit and develop fisheries resources in a sustainable and rational manner;
- Promote the landing of fishery products and their local processing;
- Increase fishermen's incomes;
- Strengthen fisheries control and surveillance;
- Contribute to food self-sufficiency based on fishery products.

PRIORITY PROJECTS:

- Strengthen the good governance of fisheries and fishery resources and the legal provisions on the issuance of collection permits and fishing licenses;
- Adaptation of port facilities to the challenges of the blue economy (fishing ports, landing stages, cold rooms, etc.);
- Develop artisanal and industrial fisheries;
- Valorization of fishery products;
- Promote fishing villages ("Marine Concept");
- Distribute safety and production kits to small-scale fishers;
- Develop marine aquaculture (seaweed farming, sea cucumber, crab culture), spirulina culture and large-scale fish farming;
- Strengthen fisheries surveillance.
- Fight against child malnutrition through spirulina production;
- Set up Fish Farming Field Schools;
- Develop the 12th marine growth area by promoting the blue economy.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of regulatory instruments developed	2	6	10	14	18	Ministry in charge of Fisheries
Number of fisheries agreements signed	-	-	1	1	1	
Number of modern fishing villages set up	-	-	4	10	20	
Number of small-scale fisher safety and production kits distributed	-	10 000	25 000	45 000	70 000	
Number of modern fish farmers operational	-	-	300	700	1 200	
Hatchery complex and community sea cucumber grow-out farm set up	-	-	4	8	10	
Number of mangrove crab stall and feedlots established	-	-	6	10	10	
Number of fisheries monitoring centres established	-	1	5	7	9	

VELIRANO 10

Sustainable management of natural resources

Program 10.1: Sustainable Management of Natural Resources,
Landscapes and Intensive Reforestation Program 10.2: Risk and
Disaster Prevention and Management



Program 10.1: Sustainable Management of Natural Resources, Landscapes and Intensive Reforestation

OBJECTIVES:

- Conserving, restoring and enhancing Madagascar's biodiversity;
- Fight against the illegal exploitation and trafficking of natural resources;
- Strengthen the protection of Protected Areas.

PRIORITY PROJECTS:

- Intensify local, useful reforestation (medicinal plants, precious woods, industrial woods, etc.) and forest restoration and fight bushfires;
- Develop a waste recovery system in Madagascar;
- Promote alternative energies (gas stove with bottles, ecological charcoal, coal briquettes, biogas and solar plate);
- Promote sustainable mangrove management;
- Expand and consolidate the network of Marine Protected Areas of Madagascar;
- Implement environmental education: production of awareness-raising and education tools and dissemination;
- Sustainably manage Conservation Areas and Livelihood Improvement to combat wildlife trafficking in Madagascar;
- Support the harmonization of resource management and coordination of the Environment Sector;
- Set up the sustainable landscape project in eastern Madagascar;
- Develop a program to reduce emissions from deforestation and forest degradation.

Indicators	2019	2020	2021	2022	2023	Responsible
Bushfire reduction rate	Nd	10%	10%	10%	20%	20%
Reforested and restored area	38 609	79 278	139 278	209 278	284 278	Ministry in charge of the Environment
Restored mangrove area	2 457	6 790	21 790	36 790	51 790	
Operational waste treatment and recovery centres	3	7	11	15	15	
Area of marine protected areas with final status	800 000	800 000	1 231 700	1 331 700	1 931 700	
Carbon avoided / Sustainable landscape project in eastern Madagascar (Tons of RE eq. CO2)	-	0,3	0,6	1,8	10	
Carbon avoided by reducing deforestation (MTonnes de RE eq. CO2)	2,4	2,4	4,4	4,4	11,4	
Trained and recruited forestry technicians (CNFTF, CNEFEREF, ECD, engineer)	-	249	362	503	646	

Program 10.2: Risk and Disaster Prevention and Management

OBJECTIVES:

- Strengthen community resilience to risks and disasters;
- Mitigating the effects of climate change.

PRIORITY PROJECTS:

- Provide each Region and District at risk with a multi-hazard contingency plan;
- Continue the implementation of institutional mechanisms for Risk and Disaster Management (DRM);
- Strengthen long-term capacities for risk and disaster management at national, provincial, local and communal levels;
- Develop a comprehensive information system on risks and disasters;
- Development of long-term financial mechanisms for the RCMP;
- Strengthen regional and international cooperation on DRM;
- Set up and operationalize the regional offices of the National Office for Risk and Disaster Management (BNGRC);
- Establish an urban air quality monitoring network.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of regional offices established and operational	-	2	4	6	8	Ministry of the Interior and Decentralization
Number of risk regions with a multi-hazard multi-hazard contingency plan	-	6	12	16	32	
Number of accommodation sites in high-risk municipalities and difficult access	-	-	2	6	10	
Pre-positioning hangars built	-	-	1	1	1	
Provision of land and nautical transport emergency equipment	-	-	2	4	6	
Urban air quality monitoring station installed	3	9	9	10	10	

VELIRANO 11

The modernization of Madagascar

Program 11.1: Land Security Program 11.2: Urban Planning and
Equipment Program 11.3: Transportation Infrastructure
Development Program 11.4: Development of the Digital Economy



Program 11.1: Land Security

OBJECTIVES:

- Secure 23% of the territory by 2023;
- Ensure massive land tenure security throughout the territory;
- Modernize land services at the national level;
- Ensure the land tenure security of investments.

PRIORITY PROJECTS:

- Acquire national coverage in high resolution ortho images;
- Ensure massive land tenure security;
- Promote local administration through the establishment of Land Services at the district level;
- Dematerialize land information and computerize Land Services;
- Strengthen the data consolidation procedure between land counters and land services and the updating of local land use plans (PLOF);
- Interconnect the central site - Land Services - Land Counters;
- Strengthen the capacities of Land Services and Counters and land agents.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of Titles created	668 526	675 000	715 000	765 000	825 000	Ministry in charge of Land
Number of land certificates published	-	416 700	1 466 700	2 566 700	2 716 700	
Number of land offices supported	501	802	1 102	1 727	2 352	
Area of the secure territory	-	117 408	123 278	129 148	135 018	
Area in km ² covered with high-resolution orthophoto image	146 750	146 750	587 041	587 041	587 041	

Program 11.2: City Planning and Equipment

OBJECTIVES:

- Minimize the housing problem in the capital and in large cities;
- Build 40,000 housing units;
- Cope with the current pace of urbanization;
- Promotion of the 12th Growth Space;
- Promote good governance and development of the public infrastructure sector.

PRIORITY PROJECTS:

- Strengthen the planning, organization and structuring of territories around the concept of space for growth and solidarity;
- Develop and implement the National Policy for the Development of Infrastructure and Equipment (PNDIE);
- Promote urban planning for the modernization of cities;
- Develop the seaside of Toamasina according to the Miami style;
- Launch projects to create new cities (Tanamasoandro-Ambohidrapeto, Amparemahitsy, Tanamasoandro-Ivato);
- Create residential and commercial zones, particularly in new cities, or Social Rehabilitation Zone (ZRS);
- Create community villages, low-rent housing, shelters and containers modified into dwelling houses;
- Build decent resilient housing for all and for all social categories: social rehabilitation areas, mora building and tranomora;
- Establish a sustainable mechanism for mobilizing funds and partnering with the private sector, under the impetus of a body controlled by the State to support the smooth running of the program, in the medium and long term;
- Identify land and develop PPPs with private individuals;
- Implement the National Housing Strategy and Policy (NLP);
- Implement the Lalankely project.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of dwellings built (NLP)	-	-	560	1 360	2 160	Vice Ministry in charge of Housing and New Cities
Number of dwellings built (PROLOG 50,000)	-	-	10 000	22 805	37 805	
Number of cities created and serviced (road infrastructure created and land serviced)	-	-	1	3	6	
Territorial planning tools (IPU, PUDÉ, RAT, SNAT)	112	153	282	332	382	Ministry of Spatial Planning and Public Works
Roads or various networks rehabilitated or built in km	1	117,5	239,9	269,4	278,9	
Number of basic infrastructure rehabilitated (toilet blocks, wash houses and public spaces) (Lalankely III)	50	794	945	976	996	
Number of basic infrastructures and rehabilitated mobility infrastructure (alleys and roads) (Lalankely IV)	50	750	862	882	932	

Program 11.3: Transportation Infrastructure Development

OBJECTIVES:

- Allow the safe movement of people and goods throughout the territory;
- Facilitate the movement of local products from producing areas to local and export markets;
- Develop Madagascar's international connectivity;
- Develop a network to connect and serve the poles of emergence;
- Integration of the environmental dimension in road and works projects.

PRIORITY PROJECTS:

- Rehabilitate national roads, and particularly structuring networks;
- Implement the construction works of the Antananarivo-Toamasina highway;
- Develop interregional and inter-municipal connections to serve and develop producing areas, underserved rural areas;
- Generate more sustainable income and put in place a maintenance plan for roads, bridges and structures;
- Provide the Regional Directorates with public works machinery, modular bridges, ferries, etc.;
- Create a road safety authority and implement the sectoral strategy
- Develop infrastructure to facilitate traffic and modernize cities (flyovers, bypasses, expressways, etc.);
- Develop urban mobility in large cities (urban train, cable car, bus, taxi, etc.);
- Build a tunnel under the city Ampantsakana - Analakely
- Develop the axis of the Andriantany Canal as a main track

- Rehabilitate and build other structuring (non-road) infrastructures to ensure multimodal transport: ports, airports, railways and rivers (enhancement of the Pangalanes Canal);
- Restructure the concession of the northern network and support the revival of rail services on the line FCE ;
- Support the recovery of Air Madagascar and Tsaradia, concede the remaining airports;
- Build a new airport in Andrakaka;
- Modernize and develop the airport of Sainte Marie Ravoraha, Toamasina Ambalamanasy ;
- Improve the navigability of the Pangalanes Canal;
- Set up a marina at Port Jasmine and its Waterfront;
- Rehabilitate and redevelop the old port of Taolagnaro;
- Establishment of the multimodal platform of the East at By Pas Antananarivo and the rail By Pass between the TCE and the TA;
- Rehabilitate and extend the ports of Toliara and Majunga;
- Resumption of activities of the Northern rail network;
- Operate the Majunga-Maintirano-Morondava ferry lines "baobab road" (minimum capacity: 10 vehicles and 100 passengers).

Indicators	2019	2020	2021	2022	2023	Responsible
National roads rehabilitated and maintained	395	9 945	23 866	40 594	57 275	Ministry in charge of public works and transport
Kilometre of rehabilitated railways (FCE, TCE-MLA)	-	164	451	648	845	
Number of existing harbours rehabilitated/developed	-	4	13	20	22	
Number of airports rehabilitated/upgraded	-	16	16	20	28	
Rehabilitated quay linear (Tulear)	-	-	-	320	320	

Program 11.4: Development of the Digital Economy

OBJECTIVES:

- Develop e-commerce
- Promote access and improve the cost/quality ratio of telecommunication services;
- Promote the emergence of a digital economy;
- Support the development of modern means of payment and banking.

PRIORITY PROJECTS:

- Develop a National Strategy for the Development of e-commerce;
- Create and develop the regulatory framework on the use of digital technology;
- Set up the IT-Board;
- Strengthen training programs in digital services;
- Complete the legal framework and strengthen the regulation of the telecommunications sector to establish an environment conducive to the development of infrastructure, the introduction of new technologies, the increase of competition, the improvement of access, the reduction of tariffs, and the emergence of innovative services;
- Implement the Smart City project to create a technopole to support the development of the BPO/IT sector;
- Operationalize Public WIFI terminals; HOTSPOT, free WIFI;
- Develop the BFM's digital currency offer (e-Ariary);
- Provide BFM with a National Payment Switch to promote financial inclusion;
- Set up ANSI (National Agency for Information Security);
- Align the government's digital transformation agenda.

Indicators	2019	2020	2021	2022	2023	Responsible
National Strategy for the Development of E-commerce developed	-	-	1	1	1	Ministry in charge of Trade
Accreditation Body for Certification Service Providers set up	-	-	1	1	1	
Operational IT-Board	-	-	1	1	1	
Number of beneficiaries of digital services training	-	-	500	1200	2200	
Number of HOTSPOT sites	-	50	90	130	130	Ministry of Posts, Telecommunications and Digital Development

VELIRANO 12

Autonomy and accountability of decentralized territorial collectivities

Program 12.1: Territorial Representation of the State in Support of Emerging Decentralization and Local Development Program 12.2: Emerging Decentralization and Local Development



Program 12.1: Territorial Representation of the State in Support of Emerging Decentralization and Local Development

OBJECTIVES:

- Increase the capacity of State Representatives in the accomplishment of their sovereign missions;
- Improve territorial control through the modernization of territorial administration and the availability of administrative data at all levels;
- Improve the coordination and mobilization of decentralized technical services and support CTDs in the local development process.

PRIORITY PROJECTS:

- Launch the program of construction, equipment and support of prefectures, districts, administrative districts and fokontany manara-penitra;
- Modernize, standardize and secure the titles related to the identification of persons, assets and activities subject to MID authorization;
- Establish and operationalize support mechanisms for CTDs;
- Strengthen the control system and information monitoring at the level of administrative districts for more effective interventions;
- Institutionally support CTDs;
- Strengthen the decentralized services responsible for supporting the DPCs (materials and equipment, premises, budget, etc.).

Indicators	2019	2020	2021	2022	2023	Responsible
Number of Manara-Penitra Prefectures built and equipped	-	12	14	19	24	Ministry of the Interior
Number of Manara-Penitra Districts built and equipped	-	-	-	10	20	
Number of manara-penitra administrative district offices built and equipped	-	-	-	60	120	
Number of Fokontany manara-penitra offices built and equipped	-	-	-	90	190	
Number of computerized title management systems and administrative authorizations in place	0%	0%	25%	50%	75%	

Program 12.2: Emerging Decentralization and Local Development

OBJECTIVES:

- Set directions and promote paradigm shift for emerging decentralization;
- Increase the capacity of CTDs to finance their operation and especially to make public investments;
- Improve the performance and quality of public services offered by decentralized territorial collectivities;
- Empower CTDs to take charge of local development.

PRIORITY PROJECTS:

- Launch the program of construction, equipment and support of Manara-Penitra municipalities;
- Develop and adopt the Emerging Decentralization Policy Letter (LPDE) and the National Emerging Decentralization Plan (PNDE);
- Launch the program of construction, equipment and support of prefectures, districts, administrative districts and fokontany manara-penitra;
- Revise the rates and criteria for granting grants to CTDs according to their specificities and self-financing capacities;
- Strengthen the capacity of CTDs in terms of territorial development scheme, local development plan, public financial management, decentralized land management, procurement, participatory budgeting, anti-corruption, local taxation, decentralized cooperation, etc., according to their IGL score;
- Establish the Territorial Public Service (FPT);
- Strengthen the institutional capacity of the bodies in charge of monitoring and assisting Decentralized Territorial Collectivities in budgetary management, in this case the Financial Courts and the Administrative Tribunals.

Indicators	2019	2020	2021	2022	2023	Responsible
Priority activities of the NDP implemented	-	0%	10%	25%	50%	Ministry of the Interior and Decentralization
Number of texts revising the rates and criteria for awarding grants according to the specificities and self-financing capacities of the DPCs	-	-	3	3	3	
Number of DPCs receiving investment grants through the LDF	463	896	1 166	1 497	1 867	
Number of Manara-Penitra Municipalities built and equipped	-	50	60	120	170	
Percentage of municipalities with a Local Governance Index (LGI) score greater than or equal to 5/10 following capacity building	7%	14%	23%	35%	50%	
Number of operational Territorial Public Servants	-	-	-	300	750	

VELIRANO 13

Sport and culture for cohesion and national pride

Program 13.1: Emerging Sport Development Program 13.2:
Promotion of Malagasy Culture Program 13.3: Promotion of
Information and Communication for Citizen Development



Program 13.1: Emerging Sport Development

OBJECTIVES:

- Ensure the emergence of a Great Sports Nation capable of competing and winning international competitions (regional, continental and global), and endowed with considerable and inexhaustible pools of sporting talent;
- Ensure the emergence of healthy, active and competent citizens through the implementation of Quality Physical Education in accordance with UNESCO recommendations.

PRIORITY PROJECTS:

- Promote and develop sports infrastructure to standards;
- Implement the Status of High Performance Athletes combined with a multi-year athlete preparation program;
- Host and organize the 2023 Island Games;
- Participate in the 2023 African Games, the 2021 and 2023 AFCON Football and other international sports competitions;
- Promote sports academies, sports development centers and revitalize the National Center for Sport Study;
- Implement a multi-year program for the implementation of Quality Physical Education, including the promotion of Sport-Health, beach sports and the revaluation of traditional games and sports;
- Establish a High Level Alliance for Quality Physical Education and Sports in Africa (Plan of Action of the President of the Republic of Madagascar in his capacity as "Champion of Quality Physical Education and Sport in Africa");
- Provide initial and continuous training of sports executives and quality physical education executives.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of manara-penitra sports facilities built in provincial capitals	-	3	6	6	6	Ministry in charge of Youth and Sports
Number of manara-penitra sports facilities built in the Regional Capitals	-	-	6	16	22	
Number of sports facilities upgraded to host the Island Games	-	-	10	10	10	
Number of athletes benefiting from the status of high-performance athletes (with a multi-year preparation program)	-	-	280	280	350	
Number of established and functional sports academies and sports development centres	-	-	5	15	27	
Number of sports and quality physical education executives trained	-	200	250	450	550	

Program 13.2: Promotion of Malagasy Culture

OBJECTIVES:

- Revalorize the Malagasy cultural wealth;
- Train professionals in arts and culture professions.

PRIORITY PROJECTS:

- Revitalize Reading and Cultural Animation Centres in rural areas;
- Make the National Academy of Arts and Culture functional;
- Build Houses of Communication and Culture;
- Erect the Steles of known Malagasy personalities;
- Build museums on the origin of the Malagasy including:
 - o1 Museum on Slavery;
 - o1 Museum of Malagasy Great Names;
 - o1 Austronesian International Centre.

Indicators	2019	2020	2021	2022	2023	Responsible
Number of National Libraries and Reading and Cultural Animation Centres revitalized	-	-	6	12	18	Ministry in charge of Culture
Progress rate of the work of the National Academy of Arts and Culture	20%	80%	100%	100%	100%	
Number of Houses of Communication and Culture built and functional	5	14	14	19	24	
Number of Stelae erected	-	3	18	33	48	
Progress rate of the Museum's work on the origin of the Malagasy	-	-	60%	100%	100%	

Program 13.3: Promotion of Information and Communication for Citizen Development

OBJECTIVE:

Promote adequate information and communication in the service of Malagasy Culture and citizen development.

PRIORITY PROJECTS:

- Modernize the infrastructure and equipment of the public chain: maintenance and development of the ORTM building; rehabilitation of the ORTM elevator and creation of new studios and sets;
- Acquire transmitters for the ORTM;
- Build a TVM Dome in Antananarivo Renivohitra, and an RNM and TVM Museum;
- Create the TVM 2.0 channel;
- Migrate to Digital Terrestrial Television;
- Build a Press House (Building + Equipment);
- Set up the Media Monitoring Unit;
- Set up modern technical blocks of size 14*7*R+2 in the 119 Districts.

Indicators	2019	2020	2021	2022	2023	Cumulation	Responsible
Number of studios and sets installed	1 JT tray 1 studio with 4 trays 1 RNM studio with 5 trays 1 tray	1 studio with 4 trays 1 RNM studio with 5 trays	1 TVM Recording Studio 1 RNM Recording Studio	-	-	8	Ministry in charge of Communication and Culture
Number of issuers acquired	29 TV transmitters 2 FM transmitters	21 TV transmitters 19 FM transmitters	50 TV transmitters 50 FM transmitters	50 TV transmitters 50 FM transmitters	50 TV transmitters 50 FM transmitters	180 TV transmitters 171 FM transmitters	

Indicators	2019	2020	2021	2022	2023	Cumulation	Responsible
Number of construction works of DOME TVM, Maison ORTM, Musée RNM and TVM and creation of TVM 2.0 carried out	-	-	4	-	-	4	Ministry in charge of Communication and Culture
Number of towers constructed, rehabilitated and/or extended	15	6	30	30	40	121	
Number of Maison de la Presse built	-	-	1	-	-	1	
Number of Media Monitoring Units set up	-	-	01	05	-		
Number of technical blocks built and rehabilitated in the 119 districts (14m*7m with 2 floors)			39	40	40	119	

APPENDIX 2

FLAGSHIP PROJECTS

EMERGENCY

through connecting infrastructures



Madagascar has a total of 48,000 km of asphalt, paved or paved drivable roads that can be driven all year round or during the dry season. Only 15% or 7200 KM are asphalted of which 43% are in good condition.

The PEM includes plans to build highways, flyovers, new railways, paved roads, asphalt roads, new modes of transport that have never existed in Madagascar.

NATIONAL HIGHWAY

20

Construction and rehabilitation

DETAILED PROJECT SHEETS ARE ATTACHED PAGES 07 - 40

ROAD NETWORK FROM MADAGASCAR

2017



Objectives

- Promote a more advanced spatial approach in the development of road network, for a denser meshing of the territory
- Promote private sector participation in road development;
- Promote private investments for the construction of highways



2040



ROUTES Objectifs 2023

50% préservation
du réseau existant

25 000KM de routes en bon état

7 000KM de routes ré-ouvertes
à la circulation

15% de nouvelles routes

Près de 10 000KM de routes

2 000KM de nouvelles routes

Spring : Madagascar: Spatial analysis of transport connectivity and growth potential
economical. World Bank, December 2017



REHABILITATION
9427KM

COST ESTIMATE
USD 5 BILLION
MGA 18 750 BILLION

Of which USD2.7 billion to search for

REHABILITATION

National roads

9427 KM of national roads will be rehabilitated by 2023

Priority axes: **RN12a:** Taolagnaro / Vangaindrano (180 KM, 244 million USD) **RN 10:** Andranovory / Ambovombe (434 KM, 290 million USD) **RN9:** Manja/ Morondava (155 KM, 159 million USD) **RN31:** Ankazobatsiahy / Bealalana (72 million USD) **RN32 :** Antsohihy / Mandritsara (186 KM, 144 million USD)

RN44— RN3: Moramanga Ambatondrazaka – Vohitraivo – Andilamena + Connection RN 32 (72 million USD) **RN1bis:** Tsiroanomandidy / Maintirano (372 KM, 283 million USD)

RN11-RN11A: Mananjary – Nosy Varika – Mahanoro – Vatomandry – Antsampanana (101 million USD) **Route Firaisankina:** Antsiranana -Toliara (2250 KM, 304 million USD) **RN13:** Ihosy – Fort Dauphin (107 KM, 82 million USD) **RN06:** Ambondromamy - Antsiranana: (240 KM, 199 million USD)

Objective

- Rehabilitate the main roads in order to facilitate the mobility of populations and intensify economic and commercial exchanges while paying particular attention to strengthening national solidarity, illustrated by the " **Firaisankan Road**" project directly linking Antsiranana to Toliara.

Impacts

- National GDP growth accelerated by boosting the mobility of people and products;
- More than 10,000 direct jobs and 100,000 indirect jobs;
- Public works sector revived and new income-generating activities created;
- Developed international and national tourism;
- North-East rice basins (RN 31, RN 32) isolated;
- RN 1 bis: Isolated Middle West regions;
- RN 12 A: Southern part of the island unlocked.

FORM: PPP - PTF - RPI

Regions involved:
23 regions of Madagascar

CONSTRUCTION

paved roads

1190 KM of new paved roads will be built by 2023 at a rate of 10 KM in each district of Madagascar.

Each Governor must build 10 km of paved road each year in the districts of his Region.

CONSTRUCTION **1190KM** Annual

Objectives

- Provide districts with basic infrastructure and create local added value;
- Make local mobility effective in each region.

Impacts

- National GDP growth accelerated by boosting the mobility of people and products;
- Direct and indirect jobs created in each district;
- Public works sector revived and new income-generating activities created;
- International and national tourism developed.

Regions involved:
23 regions of Madagascar



COST ESTIMATE
USD 152.3 million

MGA 571.12 million



PROJECTS FLYOVERS

Flyovers connected to the future West Tana Expressway (VROT) will ensure the junction of the capital's trunk roads.

**Flyover : Anosizato -
Antananarivo Flyover : Maki –
Antananarivo**

TARGET POPULATION: 2 MILLION

DURATION OF WORKS: 2 YEARS
- **START OF WORK IN 2021**
- **COMPLETION OF WORK IN 2023**

COMMISSIONING: 2023

FORM: EPC-F

Objective

Unclogging the Antananarivo agglomeration with innovative infrastructures capable of making urban and peri-urban traffic sustainable.

Impacts

- Congestion problems in the city and surroundings of Antananarivo solved;
- More than 2000 jobs created;
- City of Antananarivo modernized.

Region concerned : Analamanga



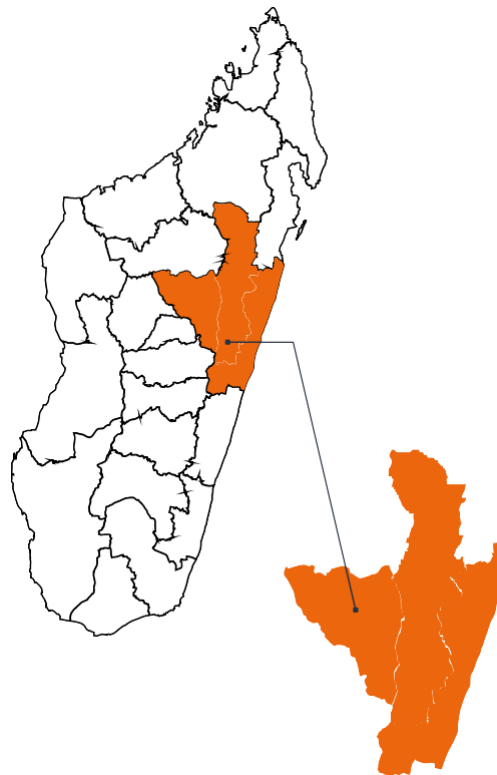
COST ESTIMATE
55 million USD
MGA 206.25 billion

MOTORWAY

Antananarivo - Toamasina

The country's first four-lane toll highway will pass through three regions:
Analamanga - Alaotra Mangoro - Atsinanana

LENGTH
260KM



Objective

- Boost the country's main economic axis with modern connectivity infrastructure.

Impacts

- Improved mobility of users and economic operators;
- Economic development of both cities and the country.

Regions involved: Analamanga, Alaotra Mangoro and Atsinanana

PPP contract duration: 25 to 30 years

COST ESTIMATE
USD 2.5 billion
MGA 9,375 billion

FORM: PPP- RPI

TRANSPORT URBAN BY CABLE

The construction of an urban cable car – aerial tramway – crossing the city of Antananarivo will allow the city of Les Milles to have a virtuous mode of transport.

- An intermediate mode of transport contributing to the reduction of road traffic congestion in the capital;
- A mode of transport that enhances the historical heritage of the capital.

RED LINE: ANOSY- AMBATOBE (9.21KM)
YELLOW LINE: ANOSY- AMBANIDIA (2.60KM)

TARGET POPULATION:
28,000 TO 38,000 PEOPLE PER DAY

FUNDING: STATE - POMA - COLAS GROUP.

FORM : PPP - RPI

COST ESTIMATE
USD 158.2 million

MGA 593.25 billion



Objective

- Improve urban mobility and travel patterns for the Tanzanian population.

Impacts

- Less greenhouse gases emitted;
- Smoother city traffic;
- Modernized and embellished capital;
- Increased productivity for businesses and the economy.

Region involved : Analamanga

TRAMWAY

An urban train will serve the four cardinal points of the city of Antananarivo.

Phase 1
2021



Phase 2
2022



Commissioning
June 2023

THE PLOT IS AS FOLLOWS:

- NORTHERN CORRIDOR 3.5KM: CITY IVANDRY - SOARANO
- SOUTHERN CORRIDOR 12KM: SOARANO – BY PASS

TARGET POPULATION: 3 TO 4 MILLION

THE RATE APPLIED WILL BE OF THE ORDER OF
1000 to 2000 ARIARY

THE CURRENT PROJECT SITUATION IS

THE STUDY WAS CARRIED OUT

TOTAL PROJECT COST EXCLUDING WAGONS:
179 BILLION ARIARY
(INFRASTRUCTURE AND EQUIPMENT)

PARTNER COMPANIES:

FORM: PPP - RPI

Objectives

- Optimize travel time in the capital; • Reduce pollution on the city;
- Improve trade between the eastern and western parts of the city by serving the Antananarivo plain;
- Link the city centre and the main centres of activity, in particular with the new multimodal By-Pass platform (East-West link);
- Relocate the Soarano railway complex for the development of new business, commercial and service centres;
- Complementarity with the cable transport project.

Impacts

- Less greenhouse gases emitted;
- Smoother city traffic;
- Modernized and embellished capital;
- Productivity gains for businesses and the economy.

Region involved : Analamanga

COST ESTIMATE
47 million USD
MGA 176.25 billion

TUNNEL UNDER THE CITY

A new tunnel linking Ampefiloha to Analakely (600m, 4 lanes) – the work will start this year – will facilitate traffic between the center and the western part of Antananarivo.

Phase 1
2021

Phase 2
2022

Commissioning
September 2023

THE PLOT IS AS FOLLOWS:

- **SOUTH INPUT:**
AMPATSAKANA BEHIND CNAPS
- **NORTH ENTRANCE:**
ANALAKELY NEAR SELECT HOTEL
- **PASSING UNDER THE BEDROCK**
ROCKS OF ANTANINARENINA

TARGET POPULATION: MOTORISTS

FORM: PPP - RPI

Objective

Improving urban mobility and travel patterns for the Tanzanian population from

Impacts

- Fluid city traffic;
- Modernized and embellished capital
- Increased productivity for businesses and the economy.
- 5000 jobs created in the construction phase and 1500 in the operation phase.

Region involved : Analamanga

COST ESTIMATE

80 million USD

MGA 300 billion

RING ROAD EAST/WEST

A new ring road will link Marais Masay to Andohatapenaka providing a direct link between the East and West ring roads

Objective

- Improve urban mobility and travel patterns for the Tanzanian population.

Impacts

- Fluid city traffic;
- Modernized and embellished capital;
- Increased productivity for businesses and the economy.

THE PLOT IS AS FOLLOWS:

ANTANANARIVO: MARAIS MASAY –
ANDOHATAPENAKA RING ROAD AND
FLYOVER LP (2.5 KM)

TARGET POPULATION: 2 MILLION

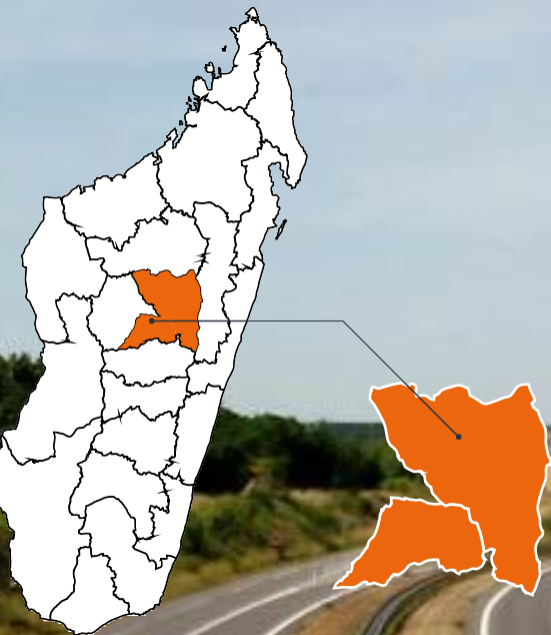
FORM: PTF - RPI

Region involved : Analamanga

Antananarivo West expressway (VroT) linking ANTANANARIVO – IMERINTSIATOSIKA

Construction of a 25KM highway, with four lanes of traffic (with parallel lanes for an urban train and cycle paths) linking Antananarivo and Imerintsiosika without taking the RN1. Imerintsiosika hosts the new town of Tanà-Masoandro.

Region involved : Analamanga - Itasy



COST ESTIMATE

roCAde Est/ouEst

USD 35.6 million

133.5 billion

VROT

AnTAnAnAriVo – imErinTsiATosiKA

167 million USD

MGA 626.25 billion

(USD 216 MILLION
WITH RAILWAY)
(MGA 810 billion)

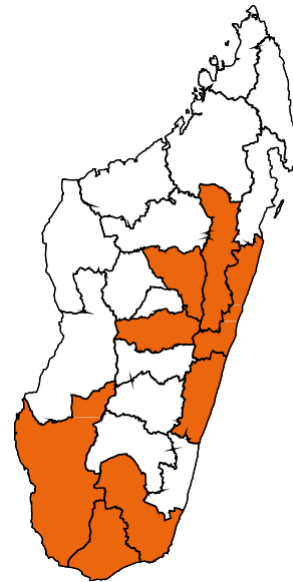
RAILWAY ROAD MADAGASCAR

The northern network, consisting of three lines of 673 KM (TCE, MLA, TA) and the FCE line (163 km), will be rehabilitated as a priority. This work will reduce the cost of transporting goods by 25%. A multimodal platform will be set up at the By Pass.

Another aspect concerns the updating of a study on the creation of a railway link of about 990 KM linking Antsirabe and the port of Toliara with a branch to Fianarantsoa at Ikalamavony.

**Analamanga – Vakinankaratra – Alaotra Mangoro
Atsinanana – Vatovavy-Fitovinany**

Perspectives: Anosy - Androy - Atsimo Andrefana (Valley of the Mines)



**COST REHABILITATION TCE, MLA, TA:
USD 196.5 MILLION**

COST REHABILITATION FCE: 18 MILLION USD

**COST SET UP PLATFORM
MULTIMODAL: USD 108 MILLION**

**MINE VALLEY COST: \$1.2 BILLION
FORM: PPP - RPI**

Impacts

- 1.5 million tonnes of goods transported;
- 1,000,000 people who have been isolated;
- Mineral deposits identified in the South and South-West region (of the order of 1 million t/year);
- More than 2000 direct and indirect jobs created on the networks;
- Boosted economic activities.

Objective

Make all localities in the landlocked areas of Madagascar accessible through the national railway network.

**COST ESTIMATE
USD 322.5 million**

MGA 1209.37 billion
(excluding the valley of the mines)

REDYNAMISATION of the Airline Sector

The rehabilitation of existing airports and the construction of new airports throughout Madagascar will promote air transport. Another challenge is to reconfigure the airport landscape in order to align the sector with the new challenges of passenger mobility and trade both internationally and domestically.

Objectives

- Make all localities in Madagascar accessible by air;
- Promote tourism and destination Madagascar.

Impacts

- Increased population mobility;
- Effective opening up of the regions;
- Productivity gains for businesses and the economy;
- More than 4000 direct jobs created during the construction phase;
- Significantly improved air connectivity and accelerated growth through tourism and trade.

AIRPORT TO REHABILITATE: SAINTE MARIE RAVORAHA, AMBALAMANASY TOAMASINA.

NEW CONSTRUCTIONS: AIRPORT IN ANDRAKAKA (367 MILLION USD), ISALO, BEKOPAKA, MODERNIZATION OF AIRPORTS MANAGED BY ADEMA

SHAPE: PPP, JOINT VENTURE AND SOVEREIGN WEALTH FUND

COST ESTIMATE
USD 1.219 BILLION

rEhAbiliTATions: 249 million USD
New constructions: USD 970 million
MGA 4571.25 billion

PORT DEVELOPMENT

The development of the economy depends on the connectivity of companies to national and international markets. The modernization of ports will strengthen trade, national and international connectivity of our island.

Objective

Rehabilitate and extend the ports of Toliara, Mahajanga and redevelopment of the port of Taolagnaro.

Regions involved: Boeny, Anosy and Atsimo-Andrefana

Impacts

- Old port of Taolagnaro rehabilitated and redeveloped into a "Port City - Yacht Club" by the private sector;
- Port of Mahajanga and Toliara rehabilitated and extended;
- Free ports set up in Toliara, Taolagnaro and Mahajanga;
- Pangalanes canal made navigable.

COST ESTIMATE
USD 1.178 BILLION

MGA 4417.50 billion

EMERGENCE

by Urban Development



The major cities of Madagascar will be equipped with modern infrastructure, in terms of housing and development. This modernization has already begun with the development of the seaside in Toamasina. The creation of the new city of TANA-MASOANDRO will begin this year, studies and development plans are carried out. This new city will be the extension of the capital of Madagascar.

In the field of housing, the State will facilitate the construction of 40,000 housing units, through the creation of concerted development zones, land tenure security and tax incentives. Most of these new constructions will be accessible to employees in the private sector and the public service.

HOUSING
40 000

DETAILED PROJECT SHEETS ARE ATTACHED ON PAGES
41 - 46

MIAMI _TOAMASINA

The northern platform, measuring 560m, of the edge of the sea of Toamasina is being redeveloped. This structure is composed of a protective structure of 800m along the coast and relaxation and leisure areas (skate park, outdoor sports area, green spaces ...).

The objective is to beautify and redevelop the waterfront through the installation of tourist attractions and entertainment areas.

TARGET POPULATION: 3 MILLION

**TOTAL PROJECT COST:
25 MILLION USD**

FORM: PPP - RPI

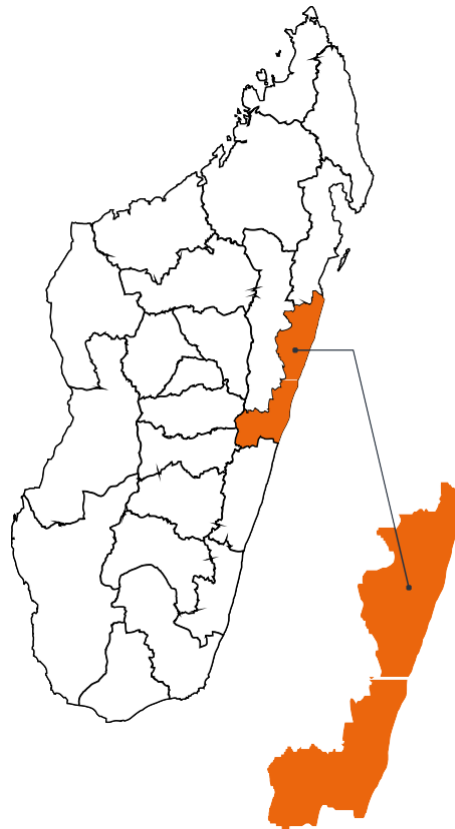
Objective

Modernize through urban and tourist development the platform North of the seaside of Toamasina.

Impacts

- Tourist attendance, both international and national, of the developed Toamasina destination;
- More than 5000 jobs created during and after the 5-month construction phase;
- City of Toamasina embellished and new income-generating activities created.

Region involved : Atsinanana



COST ESTIMATE

**25 million
USD**

MGA 93.75 billion





COST ESTIMATE

540 million USD

MGA 2,025 billion

PhAsE 1



NEW CITY TANÀ-MASOANDRO

A new modern urban space where all amenities will be nearby and in a single area of 1000 ha will be developed on the outskirts of the capital. The city will host:

- **an administrative district;**
- **investment zones;**
- **health centres;**
- **leisure centres;**
- **educational institutions.**

Objective

Unclogging the agglomeration of Antananarivo by creating a new modern urban area.

Impacts

- Strong controlled urban growth;
- Drivers of developed economic growth;
- More than 50,000 jobs created during the works phase.

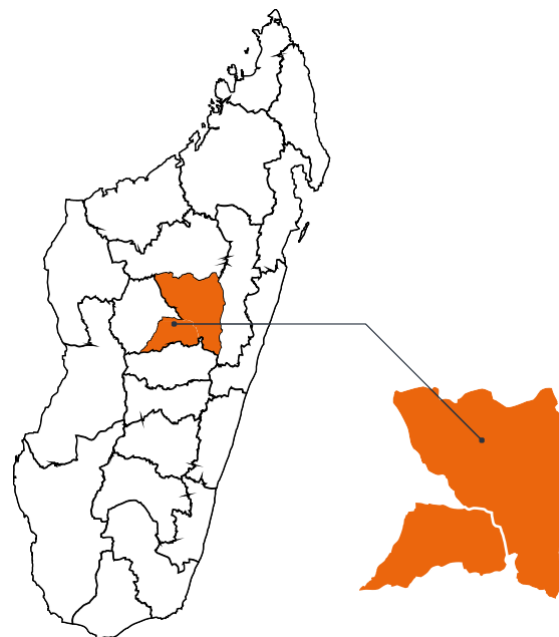
Regions involved : Analamanga - Itasy

FORM: PPP - RPI

Socio-economic impacts

The new city will bring a new breath to the Malagasy economy through the many public and private investments that will be concentrated there. It will also have a leverage effect on the development of neighbouring municipalities by professionalizing and scaling up production in all sectors of activity.

In terms of economy, planning and attractiveness, Tana Masoandro will be a competitive asset for Madagascar and a mark of modernity of the country.



Access to land:
EASE

Streamlined procedure



Tanà Masoandro

Development of a new city: A necessity for Antananarivo

The city of Antananarivo, initially designed for 300,000 inhabitants, currently has more than 3,000,000. Consequence of strong urban growth reflected in a doubling of the population in less than 15 years. The city is developing in an unplanned way and the needs far exceed reality: notorious inadequacy of basic urban facilities (health, hygiene, education), difficulties of travel and mobility, problem of access to housing. New construction can only be done on the remaining plain, illegally, without prior development, and to the detriment of the city's sanitation system. On the economic level, the city's capacity to offer structured spaces dedicated to economic development is outdated, the possibility of creating and developing large companies is limited, the creation of new formal jobs is impossible (80% of the population in the precarious neighborhoods of Antananarivo have informal jobs). As a result, the production of added value and wealth by the city is stagnating with a contribution to the national GDP of 42%.

Spaces dedicated to new opportunities, whether for housing or business development, are scarce and expensive. The city suffocates and reaches saturation. The creation of a new city is the only way out for Antananarivo to meet the needs of the present and anticipate those of the future.



STRUCTURAL ELEMENTS WITHIN TANÀ-MASOANDRO

Localization and programming

Tanà-Masoandro Imerintsiasosika, one of the 5 new cities planned for development Spaces dedicated to the economic activities of the agglomeration of Antananarivo (Master Urban Plan of Antananarivo – 2019), is with a business district (6.5%), one of the closest realization. If the central commune of Antananarivo (CUA) is only 86km², Imerintsiasosika offers a platform of 173 km², a large part of which remains to be urbanized. Designed for 300,000 residents and active indoors, Tanà-Masoandro will be the solution to the economic development and promote the development of the surrounding areas on the western axis of the city, up to Arivotohneimaat most technologies (4%):

- Business district: a 300m tower, mixed-use buildings for shops, services and offices, chancery; Tanà-Masoandro will host the country's new administrative centre (7.5%). It will have more than 50,000 housing units (67%);

- Main boulevard: 3.5km avenue and major connected roads;
- Administrative heart on 6.5 Ha: 9 ministerial buildings, Senate, National Assembly, Prime Minister's Office, City Park Hotel, Presidential Palace;
- housing on 565 Ha for more than 50,000 housing units of all types distributed in buildings, housing blocks and individual villas.



- Commercial platforms of different categories: Shopping malls (large malls and medium or economy shopping malls), China Town, car dealerships, markets of all types, shops and local services, ...
- Hotels of major international brands: VIP hotels and hotels reserved for business;
- "Sharp" health facilities (hospitals and specialized clinics) and education (training centers, university, high school, college, primary school, nursery) public and private.

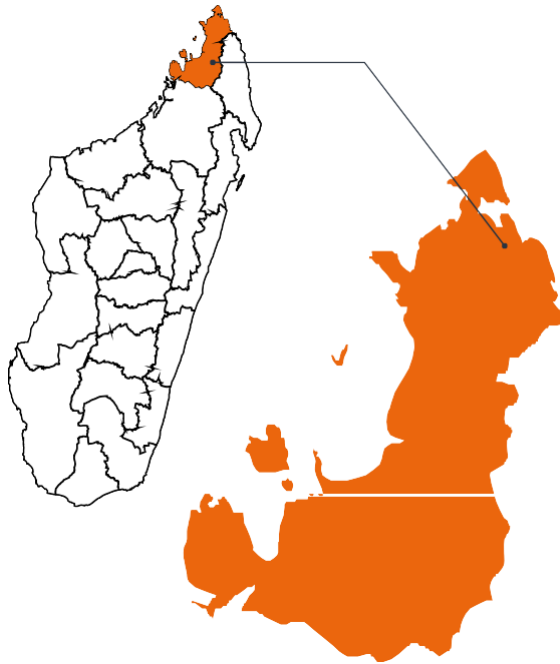


Sports, culture and leisure facilities (3%). The first constructions will come out of the ground this year. Thousands of jobs will be created both during the construction period and the period of operation and operation:

- Green corridor crossing the city from east to west;
- Modern sports facilities: fields, 15,000-seat ARENA, National Academy of High-Level Sports;
- Public equipment for emergency response, security and maintenance of the city (firefighters, police stations, technical rooms for water and electricity, waste sorting and treatment center,...)
- Public spaces and leisure areas: amusement park, cinema, promenades, parks and green spaces, bodies of water, street restorations;
- Cultural island: museums, cultural centers, libraries, esplanade,...

NEW CITY OF NOSY BE

- a business district;
- tourist areas;
- health centres;
- recreation centres;
- public spaces;
- new hotel areas.



Objective

- Improve the urban area to promote the creation of a new living space and an urban area with a tourist vocation that combines with modernity.

Impacts

- Controlled urban growth;
- Drivers of developed economic growth;
- City with special status with an economic tourism vocation created; and
- Jobs created.

FORM: PPP - RPI

Region involved: Diana

COST ESTIMATE
374 million USD
MGA 1,402.50 billion



HOUSING

MEDIUM-STANDING

2235 housing of medium standing will be built in the 07 major cities of Madagascar, on land serviced and developed by the State:

**Antananarivo – Toamasina – Antsirabe-
Mahajanga – Toliary – Antsiranana –
Fiaranarantsoa**

Several new multi-standing residential areas

Objective

Modernize large cities and create a residential areas to meet housing need in the major cities of Madagascar

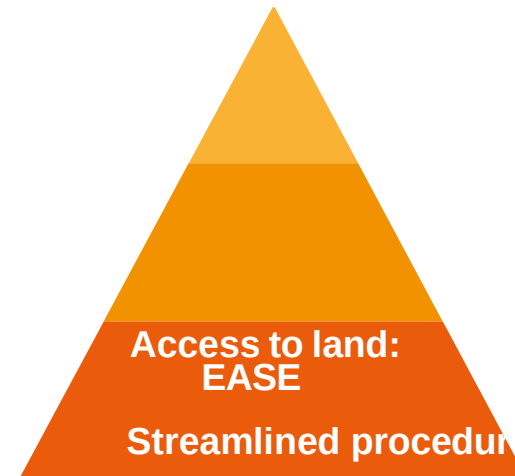
Impacts

- Strong controlled urban growth;
- Drivers of developed economic growth;
- More than 100,000 jobs created for the works phase.

Regions involved: The 07 major cities of Madagascar

FORM: PPP - RPI

COST ESTIMATE
650 million USD
MGA 2437.50 billion



HOUSING A MODERATE RENT

37,610 social housing units will be built in dedicated urban spaces.

- Several new multi-standing residential areas



Objective

Modernize large cities and create residential areas to meet housing needs in Madagascar's major cities.

Impacts

- Controlled urban growth;
- Controlled and standardized urbanization;
- Low-rent housing zone created;
- Jobs created.

Regions involved: 119 districts of Madagascar

FORM: PPP - RPI

COST ESTIMATE

533 million USD

MGA 1,998.75 billion

EMERGENCE

through Industrial Development



Madagascar is banking on the industrialization of its economy to achieve its emergence objectives as soon as possible. This industrialization aims to produce locally the basic needs of the population. This government One District One Factory (ODOF) program will allow each district to have its own industrial fabric.

Madagascar will set up Industrial Emergence Zones to increase the export volume of processed products. Industrial parks will be set up in the field of textiles and other manufactured products (household appliances, electronics, automotive city, etc.), as well as industrial infrastructures (silos, freight villages, logistics hubs, etc.).

The share of the industrial sector will increase from 15% to more than 25% of national GDP in the medium term.

Cement factories, sugar factories, pharmaceutical industries, automotive industries, solar panel production industries will be, among others, flagship projects that will lead to this industrial expansion.

DETAILED PROJECT SHEETS ARE ATTACHED PAGES 47 - 60

DEVELOPMENT OF NATIONAL INDUSTRIAL FABRIC - ODOF

Our goal is to produce on site from our agricultural productions all our food needs. This is the meaning of the national project One District One Factory or ODOF. Each district will have the foundations of its industrial fabric.

Objective

• Promote local industry by transforming agricultural and livestock production into a consumer product for the population, and export products according to international standards to meet food needs in our sub-region.

Impacts

- Accelerated GDP growth by industry;
- Significantly increased level of export volume;
- More than 20,000 jobs created for the duration of the work;
- More than 50,000 jobs created in new industrial parks.

Regions involved: 23 regions of Madagascar

FORM: PPP - RPI - PTF - IDE/IDN



COST ESTIMATE
USD 288.1 million
MGA 1 080.37 billion



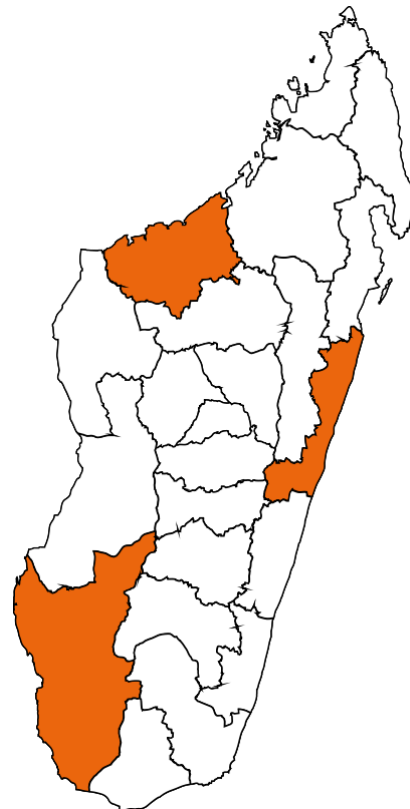
COST ESTIMATE

USD 150 MILLION

MGA 562.50 BILLION

CEMENT FACTORY

Madagascar needs 1.5 million tons of cement per year while the national production is not half of it. The realization of catalyst projects will require a high consumption of building materials. The goal is to set up three cement production plants by 2023.



Objective

- Establish cement plants at the district level to meet needs at the national and local levels.

Impacts

- Increased cement production;
- Lower market price of cement;
- Facilitated implementation of catalyst projects;
- More than 500 jobs created.

Regions involved: Atsinanana, Atsimo Andrefana, Boeny

FORM: PPP - IDE/IDN

SUGAR INDUSTRY

The Malagasy population consumes nearly 190,000 tons of sugar per year while the country produces only 90,000 tons and imports 103,400 tons of sugar per year. The establishment of sugar factories in localities suitable for this type of investment is imperative in order to meet market demand and, ultimately, for export.

Build at least four sugar mills across the country

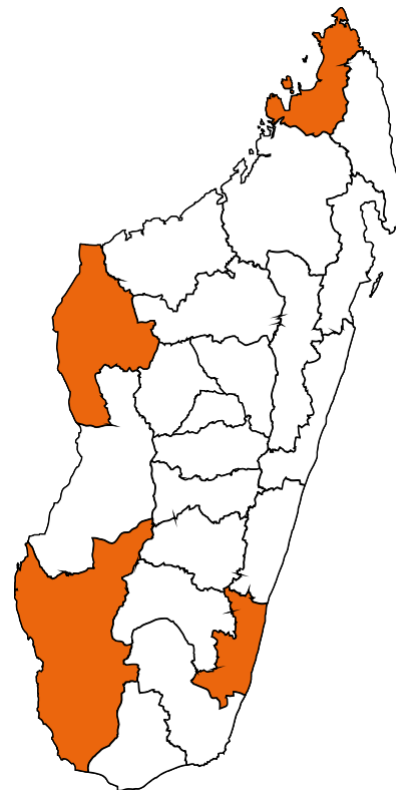


Impacts

- More than 400,000 tonnes of sugar produced per year;
- Autonomy in the production of acquired sugar;
- Jobs created and revival of effective sugar cane cultivation.

Regions involved: Vatovavy, Melaky, Atsimo Andrefana, Diana

FORM: PPP - IDE/IDN



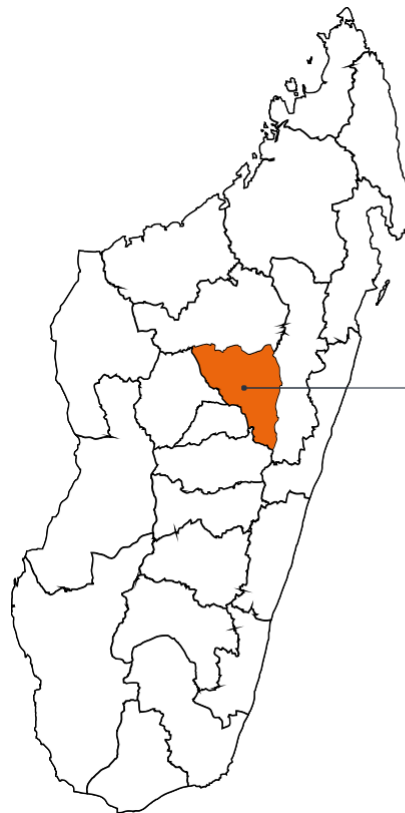
COST ESTIMATE
USD 626 million
MGA 2347.50 billion

GASY TECHNOPOLE

A vehicle assembly plant and other manufactured goods will be located in the Analamanga region.

Gasycar Automotive: USD 60 Million

150 assembly and processing plants: 180 Million



Objective

... Create a vehicle assembly unit, in
... collaboration with globally recognized brands.

Impacts

- Export of finished products ;
- Increased foreign exchange earnings;
- Strengthened industrial fabric;
- Acquisition of new technologies and know-how.

Region concerned : Analamanga

FORM: PPP - RPI - IDE/IDN



COST ESTIMATE
240 millionUSD

MGA 900 billion

TEXTILE INDUSTRIAL ZONE BY MORAMANGA

Madagascar has undeniable competitive advantages in the textile industry (skilled labor, factor costs, trade agreements, preferential access to European and American markets, etc.).

An industrial park with an export vocation operating in textile products (clothing, accessories, etc.) will be installed on an area of 683 hectares. The project will be carried out in three phases:

- 1st phase: 228 ha
- 2nd phase: 247 ha
- 3rd phase: 208 ha

Objective

- Resizing the national industrial fabric.

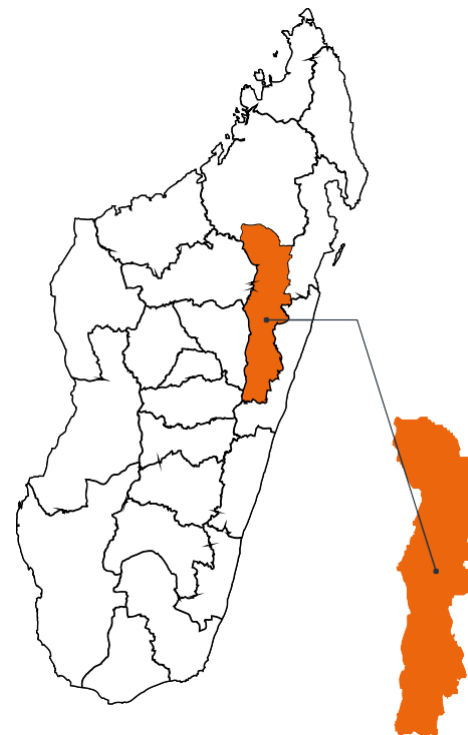
Impacts

- Contribution to achieving a 25% industry share of national GDP;
- Sustained export-oriented industrial activities;
- Regional industrialization based on the transformation potential of each developed region.

Region involved: Alaotra Mangoro, locality of Moramanga, 100 km from Antananarivo and 200 km from the main port, Toamasina.

FORM: PPP - RPI - IDE/IDN

Type of investment:
EPC, turnkey plant



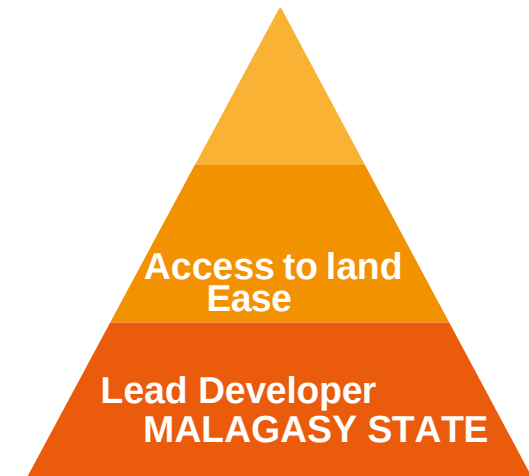
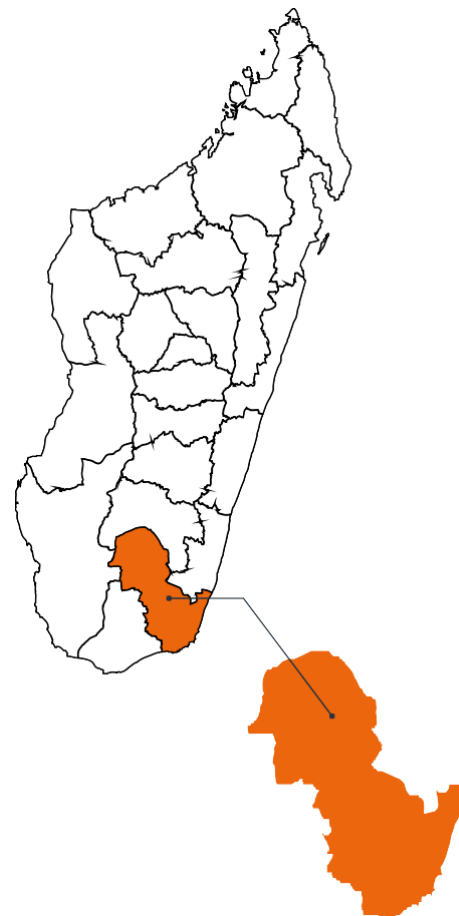
COST ESTIMATE
USD 264.5 million

MGA 991.87 billion
including area servicing and building costs

ZEEC FROM TAOLAGNARO

The Anosy region has several leading assets (agricultural raw materials, modern port infrastructure, airport...) to attract world-class investors / FDI.

New activities such as offshoring, export-oriented agriculture, tourism expansion may be established in this region.



Objective

- Position the capital of the Anosy region as a leading economic and industrial hub through the development of a vast Economic Emergence Zone.

Impacts

- More than 20,000 jobs created during and after the construction phase;
- Stock of foreign direct investment significantly increased;
- Living conditions of 70,000 inhabitants improved.

Region involved : Anosy

FORM: PPP - RPI - IDE/IDN

COST ESTIMATE

USD 2.1 billion

MGA 7875 billion

Phase 1, Private investment part

PROMOTION OF THE DIGITAL ECONOMY

The modernization of Madagascar and the establishment of accelerated and sustainable growth require the revitalization of new growth sectors, such as the digital economy.

Projects likely to improve the country's digital connectivity, make digital inclusion effective, promote economic activities in the field of ICT will be deployed:

- Implementation of "Smart Cities";
- Operationalization of public WIFI terminals (130 hotspots);
- Establishment of a technology park;
- Establishment of an IT-Board;
- Promotion of BPO (Business Process Outsourcing) activities.

Objective

• Promote the industry of new information and communication technologies and of related services to diversify the economy and accelerate the digitalization of the country.

Impacts

- Growth accelerated by the emergence of a dynamic technology sector effectively;
- More than 20,000 private jobs created (technopole, BPO);
- Modernization of Madagascar and development of human capital through effective technologies.

Regions involved:
23 regions of Madagascar

COST ESTIMATE

113 million USD
MGA 423.75 billion

VILLAGE EMERGENT

EMERGING VILLAGES

Infrastructure: USD 434 million

Emerging villages or vohitra misandratra, already existing villages, with nearby infrastructure and basic equipment (education, vocational training, health, water supply, ICT ...) and meeting the conditions to multiply income-generating activities.

Impacts:

- Velirano realized on a village scale;
- Reduced rural-urban migration;
- Diversified sources of income.



CITIES OF CRAFTS AND CRAFT VILLAGES

Infrastructure: USD 5.8 million

Launch a program of pilot projects to be replicated in the different regions according to their potential:

- Create the city of trades in Ivato;
- Establish 5 craft villages;
- Mount 5 leather tannery units;
- Set up 2 raffia treatment centers.

Regions involved: Analamanga, Itasy, Atsinanana



SOCIAL REHABILITATION

ZONE "IEM VILLAGE"

Infrastructure: USD 463.65 million

Build 110 ZRS: 12,320 to 17,160 families will be housed in extra-urban areas with an area of 3 to 4.5 hectares per ZRS. Establish decent housing infrastructure in extra-urban areas.

Impacts:

- Improved quality of habitat, standard of living and well-being of the vulnerable population;
- New income-generating activities created. **Regions involved:** 23 regions, the Analamanga region will be the starting point.



DOKANY MORAN'NY MPAMOKATRA (DMM)

Infrastructures: USD 72 million

Setting up a mechanism to enable rural actors to:

- Obtain quality, affordable and nearby inputs and materials;
- Benefit from standardized agricultural advice;
- Benefit from financial support;
- Develop income-generating activities;
- Exploit digital solutions and targeted support for producers.

Impacts:

- Dynamization of the Zones of Effective Agricultural Emergence;
- Strategy for the professionalization of economic activities in rural areas implemented;
- Principle of sharing information and advice in order to bring local economic activities up to standard;
- Creation of income-generating activities.

Regions involved: Analamanga, Vakinankaratra, Itasy, Bongolava, Alaotra Mangoro, Haute Matsiatra, Amoron'i Mania

COST ESTIMATE: USD 975,45 million
MGA 3657.94 billion

EMERGENCY

by increasing energy supply



The rate of access to electricity does not yet exceed 20% in Madagascar and the productive fabric is constantly disrupted by the weaknesses of the energy sector. The ambition of the PEM is to double the energy capacity in Madagascar, by promoting renewable energy.

Energy infrastructure will be built to sustainably fill the country's energy deficit: hydroelectric dams, renewable energy infrastructure: wind, solar, methanization, biomass, biogas.

The objective is to sell electricity at an affordable rate ranging from 30 cts to 22 cts at first and then from 22 cts to 15 cts then to reach 4.5 cts by 2030.

INCREASE IN ENERGY PRODUCTION

2019



Objective

- Increase the rate of access to electricity from less than 20% to more than 50% by launching major projects (hydroelectric dams, solar and wind power plants, methanization) in order to double production to reach 800 MW.



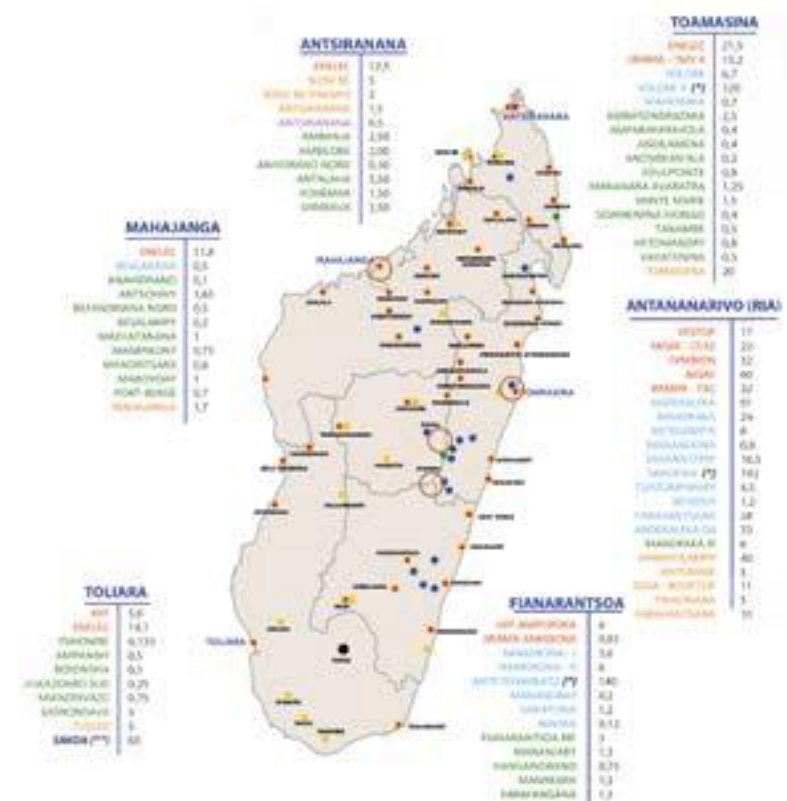
Impacts

- Accelerated growth through the supply of sufficient energy;
- Improved living conditions of the population;
- More than 15,000 jobs created during and after the construction phase;
- Increased FDI stock;
- Drastically reduced load shedding;
- Improved business environment.

FORM: PPP - RPI - PTF

Regions involved:
The 23 regions of Madagascar

2023



TEXTES :

- Thermique
- Hydroélectrique
- Hybride
- Solaire

Centre Hydroélectrique
Centre Thermique
Centre Solaire
Hybridation Solaire-Thermique
Centre Éolien
Centre Biomasse
Ring

TEXTES :

- Thermique
- Hydroélectrique
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- Solaire

Centre Hydroélectrique
Centre Thermique
Centre Solaire
Hybridation Solaire-Thermique
Centre Éolien
Centre Biomasse
Centre au Charbon
Ring

PRODUCTION IN RENEWABLE ENERGY



CONSTRUCTION OF HYDRAULIC DAMS

Infrastructure: USD 4.045 billion
Build hydroelectric dams to reduce the country's significant energy deficit and double energy production in 2023 (800MW). The main objective is to achieve in the long term 1972 MW.

Regions involved:
The 23 regions of Madagascar

CONSTRUCTION OF WIND FARMS

Infrastructure: USD 75 million
Build 32MW wind power plants.
Regions involved: Diana, Anosy



PRODUCTION OF SOLAR AND HYBRID PARKS

Infrastructure: USD 700 million
Build solar power plants with a total of 163 MW and hybrid solar/coal and solar/heavy fuel oil plants with a total of 360MW

Regions involved:
The 23 regions of Madagascar

EXPLOITATION OF BIOGAS AND BIOMASS

Infrastructure: USD 1.236 billion
Set up Biogas and Biomass plants to reach 237 Mw in renewable energy production by 2023.

Regions involved: Atsinanana, Sava, Alaotra Mangoro



COST ESTIMATE
USD 5.53 billion
MGA 20,824 billion

Ongoing Funding :

Energy Highway

Implement Madagascar's Interconnected Networks program

Objective: Achieve an electricity access rate of 50% by 2023 and 65% by 2030
Infrastructure: USD 800 million (2023)

Impacts

- Improved population well-being;
- Increased FDI stock;
- Drastically reduced load shedding;
- Improved business environment.

Energy storage

Install energy storage batteries
Ensure stability of energy supply

Infrastructure: USD 60 million (2023)

Region involved : Analamanga

EMERGENCE

by the Extractive Industry



The mining sector will be one of the levers of Madagascar's emergence. Our ambition is to make Madagascar "a country rich in mineral resources" in the medium term.

We will promote the industrial exploitation of mineral reserves.

Madagascar has various mineral resources: Sakoa coal, rare earths from the DIANA and SOFIA regions, bauxite from Manantenina and the SOFIA region, the nickel and copper site from Borikely-Ambatomainty, uranium reserves in the Antsirabe and Faratsio Makay areas, iron deposits in the middle northwest, Diana gold deposits, of Boeny and the South East.

Our goal is to have the mining sector contribute 8% of GDP in the short term.

Madagascar can become a major producer and exporter of gold. With the professionalization and industrialization of the exploitation of gold mines, our production could reach a minimum of 15t per year. This will generate more than \$300 million in annual revenue.

The annual increase in the gold reserve at the Central Bank will have to reach 05 tons. Support for the development of small-scale mines and local mining actors will encourage professional processing of extracted products.

VALORIZATION OF MINERAL RESERVES

The development of mineral resources consists mainly of projects relating to the exploration and exploitation of large mineral deposits.

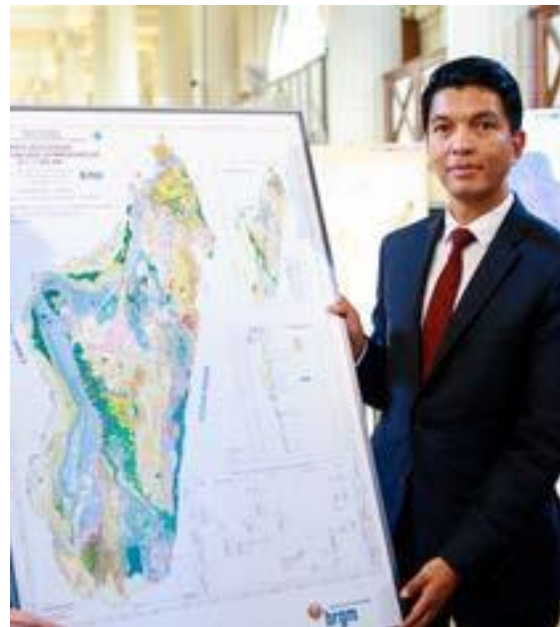
Objectives

- Attract major international mining investors and raise awareness among local operators as part of a win-win extractive sector development policy;
- Promote investment and PPPs, improve the institutional and regulatory framework and strengthen sector governance;
- Strengthen the capacities and skills of small-scale miners to professionalize and formalize the sector and encourage value addition through local processing;
- Facilitate the coexistence between mining and environmental preservation.
- Define the rule for equitable sharing of royalties and rebates;
- Improve mining tax collection and the single structure for optimized management of mining revenues.

Impacts

- Increased foreign exchange earnings;
- Increased stock of foreign direct investment;
- Economic activities in remote areas revitalized;
- Effective industrialization of the country through mining;
- More than 5,000 direct jobs created in the exploration and exploitation areas of large mines.

Regions involved: 23 regions of Madagascar



Deposits of non-metallic mineral substances used for construction and public works and energy purposes (sand, clay, marble, limestone, etc.), mineral substances for industrial use (iron, chromium, manganese, vanadium, titanium, zirconium, ilmenite), base metals (copper, iron, lead, aluminium, tin, cobalt, nickel), precious metals (gold, silver, platinum), precious and semi-precious stones (beryl, sapphire, emerald, ruby, rose quartz, topaz, tourmaline, amethyst, aquamarine), energetic mineral substances (coal, lignite, graphite) and other mineral substances (mercury, lithium, magnesium, radium, rare earths, uranium, vanadium) have been identified in the different regions of the country.

COST ESTIMATE
5.3 million USD
MGA 19.87 billion

GOLD PRODUCTION

LABEL MADAGASCAR

Madagascar will be able to take advantage of the growing demand for yellow metal on the international market to rapidly develop the exploitation of its gold deposits. This sector will be able to generate a significant financial resource for the state coffers. In order to formalize and modernize the sector, we opt for the establishment of gold refining, local gold smelting units and the industrial exploitation of gold deposits.

GOLD REFINERY

Investment: USD 55.5 million

Set up a gold refinery composed of 2 units with a capacity of 10 tons/year each and an analysis and punching laboratory.

Regions involved: Analamanga



ESTABLISHMENT OF LOCAL GOLD SMELTING UNITS

Investment: USD 3.395 million

Create gold smelting units in areas with high gold potential. Volume of gold processed per day: 25 kg to 100kg.

Regions involved:
Maevatanana – Dabolava –
Mananjary- Anosibe an'Ala - Betsiaka

INDUSTRIAL EXPLOITATION OF THE GOLD DEPOSIT

Investment: USD 1.287 billion

Regions involved and investments:

- Diana Region: Betsiaka - USD 145 million
- Betsiboka Region: Maevatanana - USD 145 million
- Vatovavy Fitovinany Region: Mananjary - 145 Million USD
- Menabe Region: Dabolava - USD 852 million



COST ESTIMATE

USD 1.346 billion

MGA 5047.50 billion

FORM: IDE/IDN

Impacts

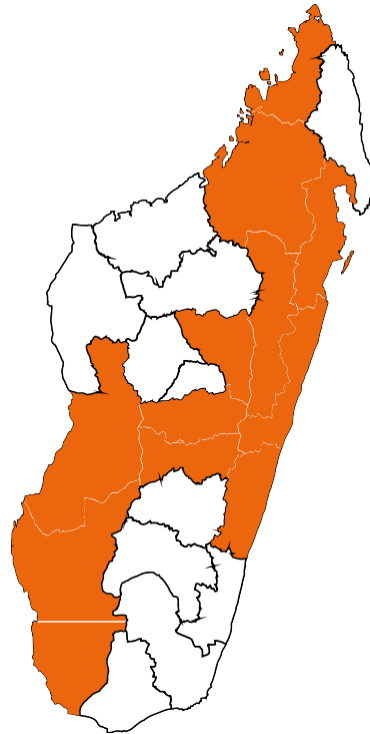
- Developed mining sector;
- More than 1000 new jobs created;
- Increased foreign exchange earnings.

PROCESSING AND STONE PRODUCTION UNITS

industrial, fine and precious stones

Processing mining products locally to increase their market value.

Make Madagascar one of the leading exporting countries of precious stones



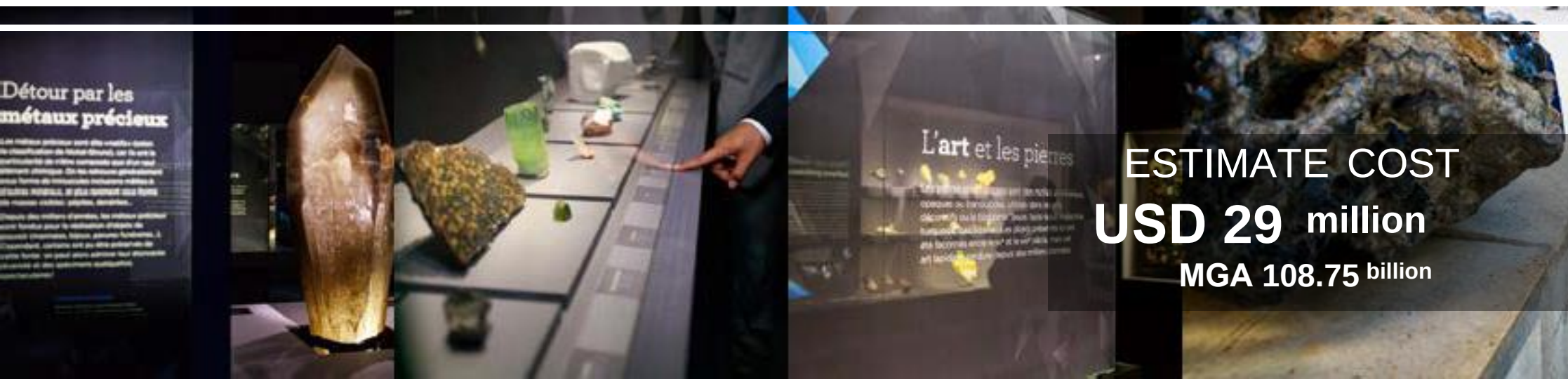
Regions involved:

- Vakinankaratra, Antsirabe District;
- Atsimo Andrefana, Sakaraha District and Ampanihy District
- Amoron'i Mania, Ambatofinandrahana District and Ambositra District;
- Diana, District Antsiranana I and District Antsiranana II: Anivorano North; Ambilobe District;
- Atsinanana, Vatomandry District;
- Analamanga, Antananarivo District;
- Menabe, Morondava District and Malaimbandy District;
- Sofia, Analalava District;
- Vatovavy Fitovinany, Mananjary District, Kianjavato;
- Alaotra Mangoro, Ambatondrazaka District
- Analanjirofo, Maroantsetra District.

Impacts

- Developed mining sector;
- More than 1000 new jobs created;
- Increased foreign exchange earnings.

FORM: IDE/IDN



EXPLOITATION OF MINERAL DEPOSITS & PRODUCTION

INDUSTRIAL STONES

Objective

Promote large-scale mining industries that take into account the country's mineral wealth.

EXPLOITATION OF MANANTENINA BAUXITE

Investment: USD 180 million

Establish an industrial fabric dedicated to the exploitation of bauxite capable of producing 1.5 million tons of aluminum or semi-finished products per year.

Regions involved:
Region Anosy, district Fort-Dauphin, commune Manantenina



ESTABLISHMENT OF MALACHITE MINING PLANT

Investment: USD 150 million

Produce and market copper labeled "vita malagasy" on the national and international market. Annual production capacity: 26,884 tonnes.

Regions involved: Amoron'i Mania, Ambatofinandrahana district, Ambatovarihina deposits

LARGE-SCALE EXPLOITATION OF MARBLE AND GRANITE DEPOSITS

Investment: USD 80.7 million

Industrialize the marble and granite sector to reach a production capacity of 7000 tons/year by installing industries for the exploitation and processing of raw materials in areas with high potential.

Regions involved:
Vakinankaratra: District Antsirabe II, Ibity;
Analamanga: District Manjakandriana, Ambohitrandriana, Ambohimandra, Ambanitsena, Carion, Anjeva Gara, Antsahamaina and Ambohimifangotra.



COST ESTIMATE
USD 410.70 million

MGA 1540.12 billion

FORM: IDE/IDN

Exploitation of the deposit of SAKOA CHARCOAL

The coal will be exploited and recovered. The objective is to:

- Acquire a new source of energy. The first reserves are located at a depth of less than 400 m and estimated at about 60 million tons for strata III, IV and V;
- Build basic infrastructure to facilitate the evacuation of mining products.

PRODUCTION
5 to 10
million TONS

Annual

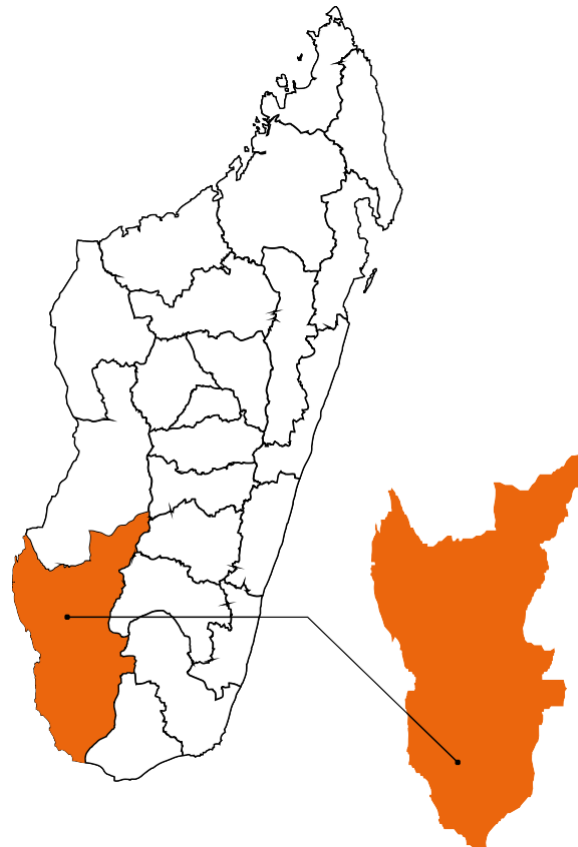
Impacts

- Developed mining sector;
- More than 1000 new jobs created;
- Increased foreign exchange earnings.

Regions involved: Deposits in the Atsimo Andrefana Region:

- Betioky-Atsimo District Soamanoniga Commune, Sakoa Basins, Lazarivo Commune
- District Ampanihy, commune Beroy

FORM: IDE/IDN



COST ESTIMATE
160 million USD
MGA 600 billion

EXPLOITATION OF RESERVES OIL

The vision of the WEP is to make Madagascar an oil producing country by 2030 to boost its economic emergence and manage oil resources in a sustainable and inclusive way. The aim is to implement projects relating to the exploration and exploitation of the country's major oil fields.

The Northeast Coast and the West Coast:

More than 1,000,000 km² of onshore and offshore sedimentary basin favorable for hydrocarbon exploration. The geological reserves of the western sedimentary basins would contain large untapped deposits of hydrocarbons.

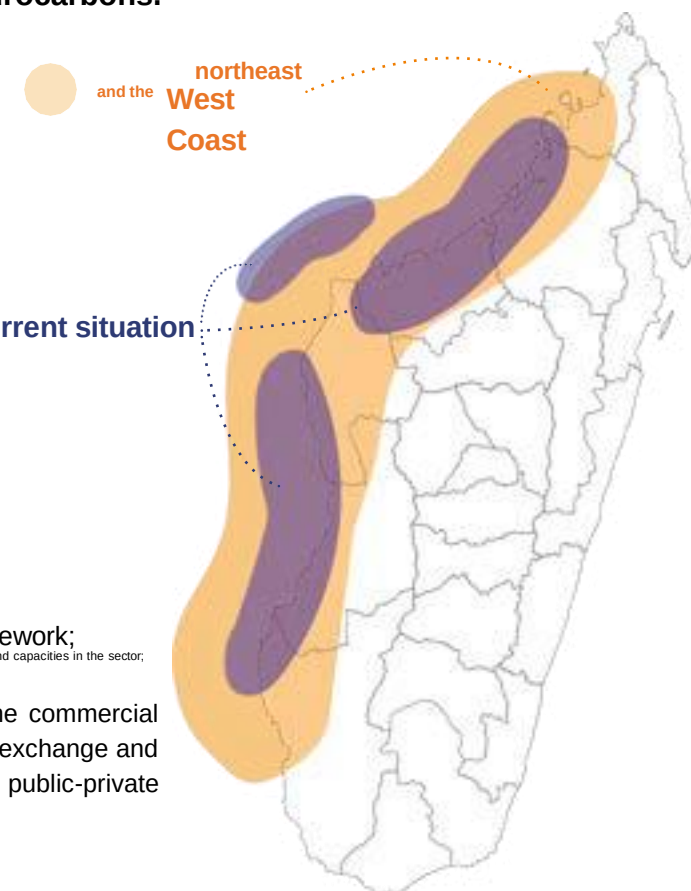
Current status: The coast

- 445,000 km² of research;
- 82 conventional oil exploration drillings;
- 1 well per 10,000 km², heavy oils and bituminous sandstone;
- More than 600 core wells, for unconventional hydrocarbons, including Bemolanga and Tsimiroro;
- USD 1.5 billion of investment between 2004 and 2013;
- 9 international oil companies:
- 13 production sharing contracts, including 8 for exploration mining titles and one for heavy oil mining titles.

Objectives

- Establish an institutional and regulatory framework;
- Promote exploration and exploitation through the strengthening of knowledge on the potential and capacities in the sector;
- Set up a national company responsible for the commercial aspects of oil activities and set up a platform for exchange and meeting between actors for the development of public-private partnerships.

FORM: IDE/IDN



COST ESTIMATE

905.24 million USD

MGA 3394.65 billion

PRODUCTION ESTIMATE

According to the United States Geological surveys

10.8 billion oil barrels

5 billion barrels of natural liquid gas 1.7 billion of heavy oil barrels

2 billion barrels of oil sandstone

83 million m³ of gas reserves

EMERGENCE by the Tourism Sector



In 2019, Madagascar recorded a historic performance by attracting 348,000 tourists thus exceeding forecasts. A country of a thousand colors and many facets, Madagascar continues to amaze tourists thanks to its various assets: natural wealth, endemic fauna and flora, unique biodiversity that makes its world famous, its welcoming people with different origins, a mixture that makes its cultural diversity. By its geographical location, its natural resources, its sense of hospitality, Madagascar has all the assets to offer itself a position of choice on the international and regional tourist scene, while promoting its domestic tourism. However, Madagascar still needs to expand its offer of accommodation and leisure facilities.

DETAILED PROJECT SHEETS ARE ATTACHED PAGES 96 - 101

DEVELOPMENT OF THE TOURISM OFFER

The State aims to take advantage of all its tourism potential by labeling Madagascar as a true Treasure Island, a reference tourist destination in the Indian Ocean. By adopting this strategy, the country hopes to attract more than 500,000 tourists in 5 years while ensuring the preservation of the environment and ecosystem.

Objectives

- Significantly strengthen the tourist attraction of the Madagascar destination by a significant quantitative and qualitative leap in terms of infrastructure (accommodation, leisure, incentive...) and by intensifying its promotion policy.
- **Development of the hotel supply with a view to offering 48,000 additional rooms;**
- **Development of adapted receptive infrastructure in natural parks and protected areas;**
- Multiplication of receptive spaces dedicated to discovery and leisure activities (marinas, parks, diving and fishing centers...);
- **Reconfiguration of the system devoted to the promotion of Madagascar as a destination and overhaul of the budgetary strategy to this end.**

Impacts

- **Materialization of the policy of setting up Tourist Emergence Zones;**
- **Contribution to the achievement of the tertiary sector growth rate target of 7.7% in 2023 and 9.5% in 2030;**
- **Target of 500,000 tourists by 2023;**
- **Madagascar becomes a reference destination for green tourism;**
- **Creation of more than 5,000 jobs during the construction phase;**
- **Creation of 79,000 jobs in the operational phase.**

FORM: PPP - PTF - IDE/IDN

COST ESTIMATE

250 million USD
MGA 937.50 billion

SOME EXAMPLES OF PROJECTS

ECOLOGES TO THE NORTH AND EAST

Infrastructure: USD 14.143 million

Ec lodge in Ankarana:

Establish a structure of 35 rooms in the treetops and 15 villas. 4* hotel concept based on the creation of a quiet and relaxing resort nestled in the forest of Ankarana. Rooms and villas built from local sustainable wood and thatched roofs and respecting the natural environment in every way.

Ec lodge on Ile aux Prunes: Implementation of a human-sized structure composed of 20 bungalows, a restaurant area, an outdoor layout and a swimming pool.

Regions involved: Diana, Atsinanana, Analanjirofo



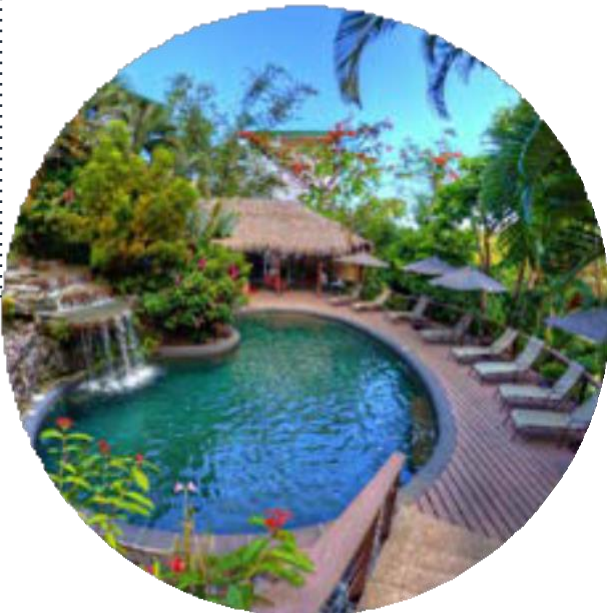
ANKASY ECO-RESORT

Infrastructure: USD 21.400 million

Develop an integrated resort with accommodation, various restaurants, offering land and water activities, spa and wellness treatments, and excursions to the forests of Mikea and Baobab. Houses and villas built from local sustainable building materials and respecting their natural environment, fully integrated into the natural setting:

- 80 upscale Resort & Spa rooms with 50 suites and 15 villas;
- Spa & Wellness Center using local organic products;
- Library, water sports, diving and activities center, kids' club, tennis and swimming pool;
- Restaurants, business center and multipurpose room.

Region involved: Atsimo-Andrefana

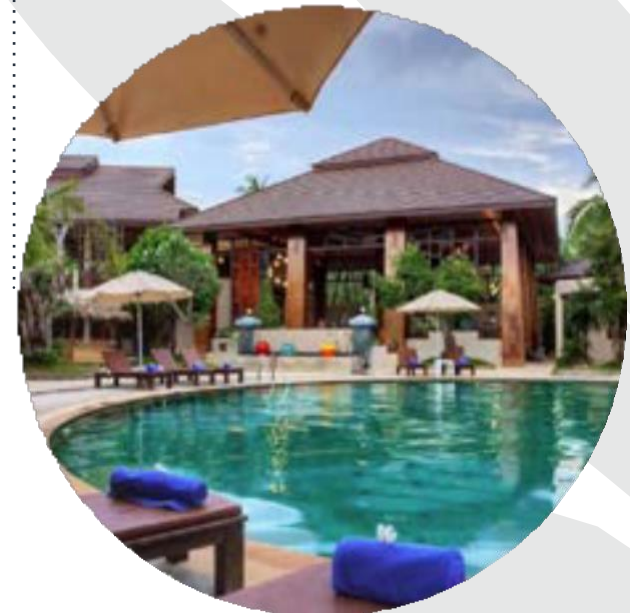


ORANGEA RESORT & SPA

Infrastructure: USD 16.920 million

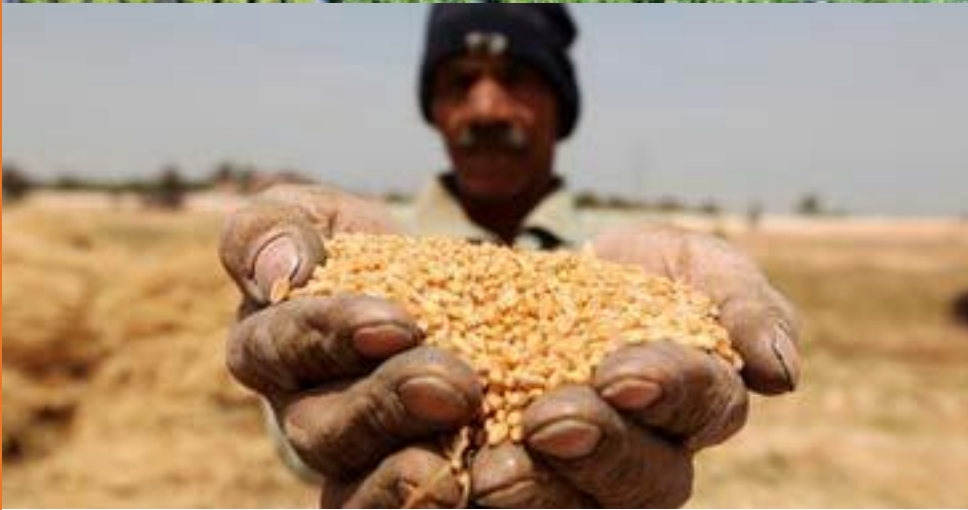
Implement an active Resort & Spa resort: Structure integrating historical and natural components in its development, as well as many activities. The suites and villas have a contemporary design and refined furnishings that are in perfect harmony with the environment (the green, blue and stone colors typical of the region):

- 80 upscale Resort & Spa rooms with 50 suites and 15 villas;
- Spa using seafood and natural products of the land;
- Restaurants and bars with a focus on organic gardens;
- Water activities (windsurfing, kitesurfing...);
- Beach club, fitness center, squash, tennis, diving;
- Kids' club;
- Business center and party room;
- Specific area for "Digital Detox".



EMERGENCE

by the Primary Sector



Madagascar has 30,000,000 ha of arable land, of which 18,000,000 ha (60%) is unexploited and available for development. For livestock, the country has 35,000,000 Ha of pasture with millions of cattle, sheep, goats.

In the fisheries sector, Madagascar has 5,000 km of coastline, 300,000 Ha of mangroves, 15,600 Ha suitable for aquaculture and an important coral reef system.

Agricultural growth is twice as effective in reducing poverty. With the right reforms, agricultural growth could reach 5% to 6% per year, generating real economic growth of 1 to 2 percentage points of GDP.

Our ambition is to become in the medium term a major player in regional markets for the production of rice and other cereals. In the short term, our goal is to increase food production.

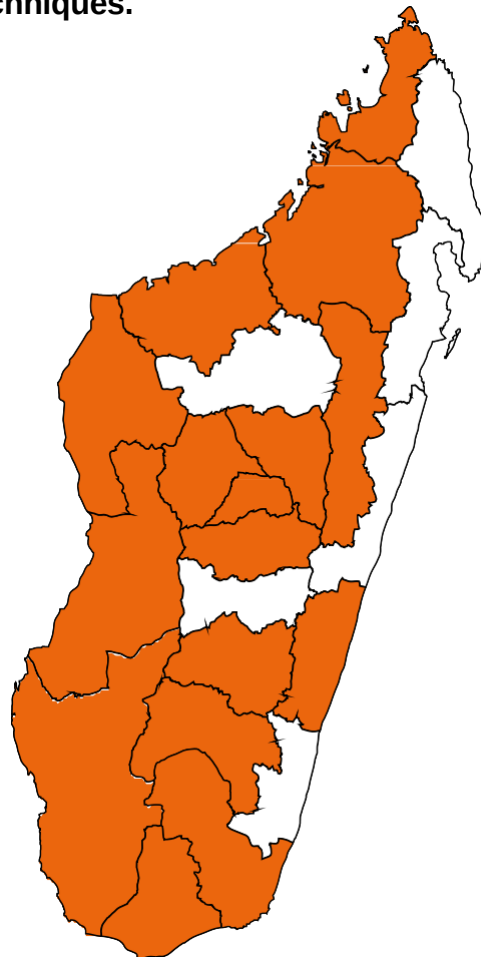
The main actions to achieve agricultural growth of at least 5%:

- Popularization of new production methods;
- Encouraging farmers to use seeds and fertilizers;
- Facilitating access to credit, especially microfinance schemes for farmers;
- Implementation of irrigation projects;
- Strengthening land tenure security;
- Connecting farmers to markets;
- Policy for the sustainable and rational exploitation of fishery resources (promotion of environmentally friendly fishing techniques, signing of win-win fisheries agreements, promotion of fish farming and aquaculture).

DETAILED PROJECT SHEETS ARE ATTACHED PAGES 102 - 138

PROFESSIONALIZATION AND INDUSTRIALIZATION of Intensive Agriculture

Private investors will be encouraged to carry out large-scale projects capable of modernising the primary sector. These investments will boost the activities of local producers. Farmers will be encouraged and mentored to adopt modern production techniques.



Objectives

- Develop new agricultural areas;
- Increase the number of rice-growing areas;
- Reconfiguring the cash crop sector;
- Develop new promising export sectors (flowers, tropical fruits, vegetables, etc.).

Impacts

- Contribution to the growth and modernization of traditional economic activities;
- Increased incomes of peasant producers;
- Contribution to the industrialization of agricultural sectors.

Regions involved: Diana, Sofia, Boeny, Alaotra Mangoro, Menabe, Haute Matsiatra, Ihorombe, Atsimo Andrefana, Analamanga, Androy, Itasy, Bongolava, Melaky, Vakinankaratra, Vatovavy Fitovinany

EXTENSION AND DEVELOPMENT — of the rice sector

1,500,000 ha of developed IP, including 100,000 ha of additional rice perimeters, will be exploited (including 50,000 ha in the Bas Mangoky perimeter). 270,000 ha of land will be rehabilitated for rice and other products.

- Extend and rehabilitate exploitable agricultural perimeters, improve agricultural technique and multiply high-performance varieties (SRI / PAPRiz, use of "hybrid rice and other newly approved varieties" seeds, implementation of a quality seed supply system...).
- Endowment of Green Titles to young trained and local operators on an area of 15,000 Ha.
- Agricultural mechanization through the acquisition of 1000 tractors

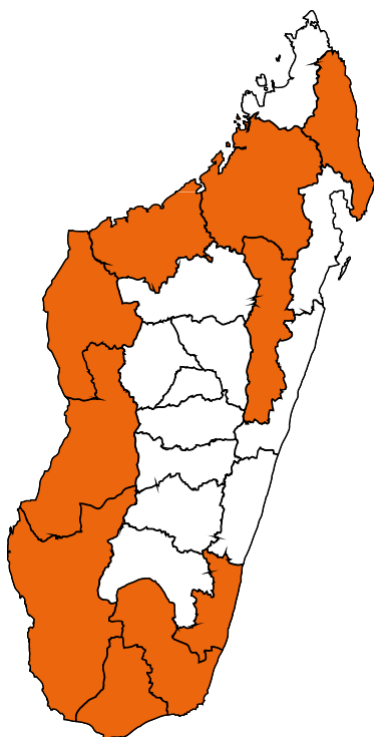
Impacts

- 500,000 tonnes of additional rice per year;
- Increase in yield from 2.4 to 3.3 tons/ha;
- Food self-sufficiency;
- Export of white rice;
- More than 540,000 beneficiary rice households.

FORM: PPP - PTF - RPI - IDE/IDN

Regions involved in the rice field extension

- **Menabe region** (Right bank of Bas Mangoky and Vondrove): **52,000ha**
- **Sofia Region** (Bekapila and Mangindrano): **13,450ha**
- **Sava Region** (Fanambana): **3,400ha**
- **Region Boeny** (Katsepy): **3,000ha**
- **Alaotra Mangoro Region** (Ampilahoana, Didy and Fiherenana): **15,500ha**
- **Melaky Region** (Maintirano and Antsalova): **3,900ha**
- **Atsimo Andrefana Region** (Left Bank of Bas Mangoky): **5,000ha**
- **Anosy Region** (Amboasary Atsimo and Betroka): **1,200ha**
- **Androy Region** (Bekily, Ambovombe, and Ampamalora): **3,600ha**
- **Atsimo Atsinanana Region** (Sahanalaotra): **350ha**



COST ESTIMATE

USD 1.763 billion

MGA 6611.25 billion

Rice field extension of 100 000 hA: **USD 1.069 billion**

Of which Bas Mangoky: **USD 480.5 million**

rehAbiliTATion 270 000 hA **ppi: USD 306 million**

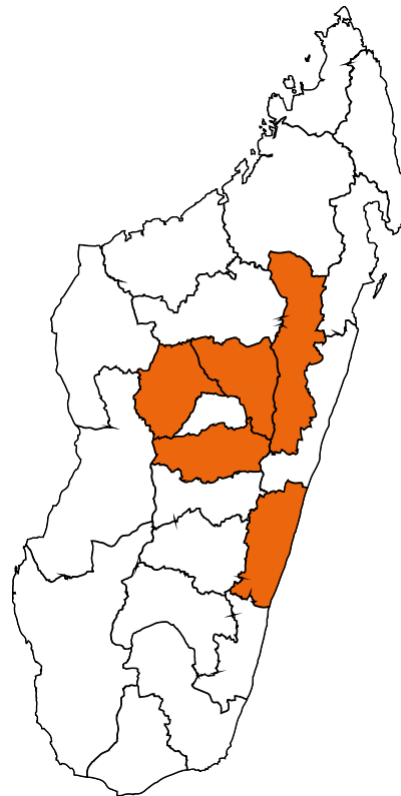
Green Titles: USD 350 million

Agricultural mechanization: USD 38 million

ESTABLISHMENT OF CENTERS of Greenhouse Communities

The production of fruits and vegetables, herbs and flowers in all seasons for export will be one aspect of the modernization of agriculture as it integrates into the international market.

- Installation of 4 modern community greenhouse centers of 15 ha;
- Cooperation between the promoter and local or cooperative producer groups for technology transfer and site management after repayment of loans related to the initial investment;
- 1,500 direct jobs are created per site;
- 2 000 t of fresh reference products per site are to be exported.



Objective

- Support the development of high value-added sectors, industrial or export crops.

Impacts

- 6000 decent jobs created;
- 8,000t of fresh reference products exported under the Vita Malagasy label;
- Net foreign exchange income after 6 years of operation of 5,499,000 Euros.

Regions involved:

Analamanga, Bongolava, Vakinankaratra, Alaotra Mangoro

FORM: PPP - PTF - IDE/IDN

COST ESTIMATE
60 million USD
MGA 225 billion



COST ESTIMATE

USD 87.7 million

MGA 328.87 billion

Cattle herd: USD 18.2 million

Dairy farming: USD 38.8 million

Slaughterhouse mAnArApEniTrA: USD 29.5 million

Goat and sheep livestock: USD 1.2 million

EXTENSION AND IMPROVEMENT OF THE CATTLE HERD

The production of beef to satisfy the domestic market will be ensured and exports will be revived. The revival of the dairy sector will be initiated to produce 1.5 million liters per year.

Revitalization of the beef and dairy sector through the quantitative and qualitative development of livestock, the industrialization of sub-sectors (livestock, slaughterhouses, etc.) and the promotion of meat exports.

Impacts

- Food self-sufficiency;
- Increased Malagasy consumption of animal protein; some
- Improvement of cattle breeds;
- 15,000 jobs created.

Regions involved:

Beef sector: Androy, Anosy, Melaky, Bongolava, Atsinanana, Ihorombe, Boeny, Sofia, Diana, Sava, Menabe, Atsimo Andrefana, Analamanga, Betsiboka and Alaotra Mangoro. **Dairy breeding:** Analamanga, Vakinankaratra, Amoron'i Mania, Hautes Matsiatra, Sofia, Diana, Itasy, Atsinanana, Alaotra Mangoro, Boeny and Vatovavy-Fitovinany

FORM: PPP - PTF - RPI- IDE/IDN

EXTENSION AND IMPROVEMENT SHEEP AND GOAT LIVESTOCK

Our goal is to have a herd of 15 million animals to resize the sector and promote the consumption and export of small ruminant meat.

Develop the sheep and goat sector through its structuring and the professionalization of actors.

Impacts

- Industrialization of the livestock sector;
- Improvement of the nutritional quality of the population;
- 10,000 jobs created.

Regions involved: Androy, Anosy, Atsimo Andrefana, Boeny, Menabe, Diana, Sava, Sofia, Alaotra Mangoro

DEVELOPMENT OF EXPORT CROPS

The agricultural cash crop and export sectors will be transformed (vanilla, cloves, cocoa, coffee, pepper, lychee, etc.) to improve productivity: renewal of plantations, increase in cultivated areas, extension of the contractualization and aggregation system, capacity building of actors.

- **Renewal of plantations (coffee, pepper, vanilla, cloves);**
- **Labelling of products originating in the Big Island;**
- **Launch of a specific program for the promotion and enhancement of fine cocoa from Madagascar;**
- **Extension of 20,000 ha of cocoa plantation with the hybrid variety of Côte d'Ivoire;**
- **Creation of the House of Vanilla.**

Objective

Industrialize the export crop sector by **increasing the value** added and foreign exchange revenue

Production :

- **Clove:** 28,000 t/year (compared to 21,000 t) USD 700,000;
- **Vanilla:** 4500 t / year (against 3 100 t) - USD 2 million;
- **Cocoa:** 90,000 t/year (compared to 13,500 t) - USD 8.2 million;
- **Coffee:** 90,000 t/year (compared to 60,000t) - USD 1.25 million;
- **Pepper:** 8 000 t /year (against 5 000 t) USD 1 million;
- **Lychees:** 300,000 t/year (compared to 100,000 t) USD 1 million.

Impacts

- Contribution to the increase in foreign exchange earnings and the modernization of traditional economic activities;
- Contribution to the industrialization of cash crop sector
- Increases in the incomes of peasant producers;

Regions involved: Sava, Sofia, Boeny, Alaotra Mangoro, Menabe, Haute Matsiatra, Ihorombe, Atsimo Andrefana, Androy, Itasy, Bongolava, Melaky, Vakinankaratra, Vatovavy Fitovinany

FORM: PPP - PTF - RPI - IDE/IDN

COST ESTIMATE
14.150 million USD
USD 53.06 billion



COST ESTIMATE
USD 734 million
MGA 2752.50 billion

- Fisheries: USD 250 million

- 10 fish transformation units **USD 150 million**

- Shrimperies: **USD 100 million**

- Fish farming: **USD 120 million**

- Seaweed farming: **USD 2 million**

- Sea cucumber farming: **USD 102 million**

- Crab farming **USD 10 million**

VALORIZATION OF FISHERIES RESOURCES

Madagascar has exceptional natural resources to make fishing a powerful lever for its accelerated and sustainable growth:

- Promotion of aquaculture and fish farming;
- Development of seaweed farming, sea cucumber, crabiculture;
- Strengthening good governance of fisheries and fisheries resources;
- Adaptation of port facilities to the challenges of the blue economy;
- Strengthening the program for the sustainable management of natural resources.



Objective

Place the blue and green economy at the center of the country's development system to become a reference in the sustainable use of maritime resources, ecotourism, organic farming and the circular economy.

Impacts

- Creation of new income-generating activities for rural communities;
- Diversification of economic activities in coastal regions;
- Contribution to increased foreign exchange earnings;
- Strengthening the image of the Big Island as a globally recognized green destination;
- Broadening of the entrepreneurial fabric

Regions involved: All regions of Madagascar especially coastal regions and those hosting protected areas.

FORM: PPP - PTF - RPI - IDE/IDN

EMERGENCE

through the Valorization of Human Capital



In Madagascar, the supply of health services is not satisfactory because the structures are not well functional and the quality of services still needs to be improved.

The education system faces a plethora of barriers related to the quality of education, student access and retention, management and good governance of the sector.

Our strategy to raise human capital will be reflected in universal access to basic services, such as education and health. Human capital will be a catalyst for Madagascar's emergence.

DEMOGRAPHIC

DIVIDEND

To achieve emergence, the Malagasy population must be in good health, have good education and excellent professional training, be proud of its culture and take advantage of its values. Emergence must thus be translated into the improvement of living conditions. Therefore, the need to control population growth by limiting the number of births per woman is one of the contextual conditionalities of the holistic approach to achieve this in the analysis of poverty versus emergence. A better social condition, education but also the promotion and popularization of natural and modern contraceptive methods will lead the country towards the control of its demography.

- Birth control: one of the country's priorities;
- Behavioural change in school and non-formal settings, through comprehensive sexuality education, and at the level of the most vulnerable;
 - Facilitation of the implementation and comprehensive management of actions in favour of family planning for men, women and young people of reproductive age in the area of sexual and reproductive health;
- Use of ICT to promote contraceptive methods and promote research to reduce the side effects of contraceptive methods;
- Education at school level by integrating the vision of a model family from the 7th grade (in 10 years or by 2030, students will be adults).



Objectives

- Achieving an age-based structure focused on the labour force;
- Increase to 55% of regular users by 2023.

Regions involved: All regions of Madagascar, starting in the great South

FORM: PTF - RPI

COST ESTIMATE

USD 448.70 million

MGA 1682.62 billion

EDUCATION AND TEACHING QUALITY FOR YOUNG PEOPLE

The State's efforts will make it possible to set up an efficient education and training system that is both quantitative and qualitative.

FOR SECONDARY EDUCATION AND BASIC EDUCATION

- 598 manarapenitra inclusive EPPs to 12 classrooms built (7,184 classrooms);
- 14,368 classrooms built (block of 2 or 4 rooms);
- 81 inclusive CEGs manarapenitra to 24 classrooms built (1,950 classrooms);
- 86 manarapenitra inclusive EPP-CEGs with 24 classrooms built (2,070 classrooms);
- 90 Manarapenitra Inclusive High Schools with 12 classrooms built (1,080 classrooms);
- 40,571 Community-based rehabilitated classrooms (HIMO);
- 4146 Preschool Activity Centres (CAP) set up;
- 95,639 teachers trained;
- 31 million textbooks.

FOR TECHNICAL TRAINING CENTRES

- 37 Reference Vocational Training Centres;
- 35 Technical Reference High Schools;
- 59 Community vocational training centres.

Impacts

- Improved enrollment and completion rates in primary and secondary education;
- Increased number of trained youth;
- Improving the quality of education in universities.

FOR UNIVERSITIES:

- 30 University Health Centers;
- 6 Refectories;
- 30 Dormitories;
- 14 Research laboratories;
- 23 Campuses;

Objectives

- Increase the number of students enrolled;
- Reduce drop-out rates;
- Integrate young people professionally.

Regions involved:

The 23 regions of Madagascar

FORM: PTF - RPI

COST ESTIMATE

USD 1.343 billion

MGA 5036.25 billion

Primary and secondary education **USD 1.205 billion**

- Vocational training **USD 39 million**

- Universities **USD 100 million**

HOSPITALS

INTERNATIONAL REFERENCE

Hospitals of international reference will be built in Tana-Masoandro and Nosy Be.



Cardiology Unit

Infrastructure: USD 5.33 million

Equipment: USD 6.67 million

Care:

- Acute coronary syndromes;
- Severe heart failure;
- Cases of pulmonary embolism;
- Pacemaker surgery;
- Cases of valvular heart disease.

Dental Care Unit

Infrastructure: USD 5.33 million

Equipment: USD 6.67 million

Care:

- Centre for Maxillofacial Surgery and Stomatology;
- Implantology Centre;
- Center for cosmetic surgery and dental restoration.



Kidney transplant unit

Infrastructure: USD 5.33 million

Equipment: USD 6.67 million

Care:

- Acute renal failure;
- Chronic renal failure;
- Nephrotic syndrome, glomerulopathies, metabolic disorders, diabetes, hypertension, hereditary diseases ...;
- Kidney transplant, kidney damage related to autoimmune diseases, various pathologies (hematology, HIV, cancer ...).

COST ESTIMATE

USD 90 million

MGA 337.50 billion

- TAnA mAsoAndro: USD 50 million
- nosy bE: USD 40 million

Impacts

- Upgrading the quality of care services
- Contribution to the diversification of the medical tourism offer of Madagascar destination;
- Creation of more than 1000 jobs during and after the construction phase.

FORM: PPP - IDE/IDN

Objective

- Act the effective entry of Madagascar in the field of high-end health through high-level health infrastructure in Tanamasoandro and Nosy Be.

Regions involved:

Analamanga – Itasy - Diana

Hospital Care Centers

MODERN IN ALL REGIONS

Modern Hospital Care Centers will also be built in all regions of Madagascar.

- Construction of 102 manara-penitra hospitals (CHR and CHD);
- Construction of 22 CHU infrastructures distributed according to a cluster system;
- Construction of 334 CSBs 2 per year (1000 CSBs in 3 years).



Regions involved:

23 regions of Madagascar

FORM: PTF - RPI



Objectives

- Record Madagascar's effective entry into the field of health for all through modern and equipped community care infrastructures;
- Achieve quality health for all and at all ages by providing the country with infrastructure and equipment that meet international standards.

Impacts

- Access to quality care for all;
- Bringing people closer together.

COST ESTIMATE
USD 383.37 million

MGA 1437.64 billion

- 102 Hopitaly Manarampenitra (hmp):
USD 220.43 million
- 22 Chu: USD 50 million
- 1 000 Basic care centers (CSB)
USD 112.94 million

WATER FOR ALL

Objective

Provide access to safe drinking water at an affordable and fair price to 60% of the population by 2023.

I - IN GREATER TANA: JIRAMA WATER III PROJECT

Investment: USD 88.71 million

(funding from the European Union and the Malagasy State)

- Strengthen production through the rehabilitation and extension of the Mandrozeza plants on the one hand, and build 3 new production plants on the other hand, totalling an additional production of 100,000 m³/d;
- Strengthen the supply networks (85 KM) and build 05 new reservoirs.

Region involved : Analamanga



II - EXPANDING AND STRENGTHENING CAPACITY IN THE PROVINCES

TOAMASINA:

Build a new plant in Fanandrahana, with a capacity of 25,000 m³/d and extension of drinking water network (5 Million USD).

MAHAJANGA: Doubling the supply pipe over 25km + Extension of the Drinking Water Network to Amborovy (3 Million USD).

FIANARANTSOA: Building new drinking water production plants, reservoirs and supply pipes (3600 m³/d) (USD 2 million).

ANTSIRANANA: Rehabilitate the PK7 + treatment plant Strengthen production by exploiting Namakia boreholes (9600 m³/d) and connection to PK7

Antsiranana (3 Million USD) **TOLIARA:**

The Great South will benefit from specific projects to fight drought and famine (USD 204.54 Million) and through the construction of 1,748 mini-grids fed by boreholes (USD 144.10 Million). Total: USD 348.64 million.

III - IMPROVING EFA SYSTEMS IN DISTRICT CAPITALS

Investment: USD 121.50 million

Acquired financing: USD 50 million on RPI

Funding to be sought: USD 71.5 million

Examples of projects:

Strengthen the existing production and distribution stations of Nosy Be, Taolagnaro, Ambanja, Antalaha.

IV - IMPROVING AEP SYSTEMS IN RURAL COMMUNES

The State will support rural communes in the construction, reinforcement, and extension of EPA systems in rural communes of Madagascar. The cost for the supply of drinking water in rural communes is estimated at USD 375,806.



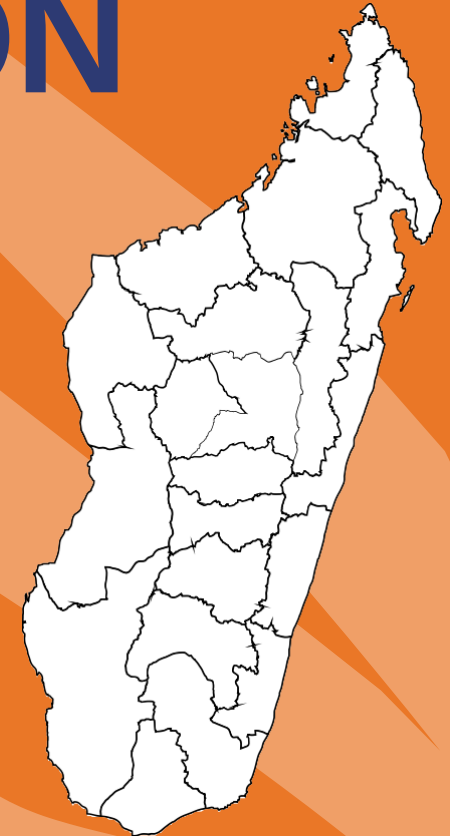
COST ESTIMATE

USD 572.225 MILLION

INCLUDING 348.64 MILLION FOR THE GREAT SOUTH

MGA 2146.84 billion

PROJECT FINANCIAL INCLUSION



Financial inclusion is defined as the access and use for all segments of the population of adapted and local financial products and services offered by sustainable institutions.

One of the obstacles to this financial inclusion is the insufficiency, or even the absence in some cases, of financial education. How can we ensure that people have access to and use financial services wisely for their daily well-being? The financial services available are savings, credit, insurance and payment including digital finance. Each segment of the population must be considered for inclusiveness: rural inhabitants, women, youth, older persons, micro, small and medium-sized enterprises (MSMEs), persons with disabilities, migrants.

financial EDUCATION



Financial education is a non-financial service that teaches the knowledge, skills and attitudes required to adopt good money management practices. Thus, with financial education, trainees are able to acquire basic information and tools to manage, spend, budget, save and borrow money. They can make better financial choices to advance their financial goals and improve their economic well-being. The overall goal of this financial education is to better prepare beneficiaries to better manage their resources, understand their financial options, and improve their present and future well-being. This project should be consistent with the future financial education strategy and the national financial education program for Madagascar, which are currently under development.

Objective

- Financially include 130,000 people each year through financial education and the use of digital finance. Include smallholder rice farmers and control over rice marketing.

Specific objectives

- Establish responsible behaviour in the management of their money and make better use of the formal financial products and services offered.
- Provide digital financial services to meet the needs of the population.
- Refinance the village community rice granary product to support rice producers and rice marketing control.

Impacts

- Improvement of the living conditions of the populations: access to education for their children, access to basic health services, access to water and hygiene through a better appreciation and use of savings and insurance in their daily lives.
- Use digital financial services for basic financial services credit, savings and insurance for financial transactions in economic life, for income-generating activities and for the daily use of money in a formal and secure way. It is also a contribution to the country's digital transformation.
- Better control of the rice sector, which is the first food commodity of the Malagasy population.

¹ Teachers & trainers at Social Centres: 40,000 - Students and Students: 55,000 - Associations, Companies, Groups: 35,000

COST ESTIMATE

Training of trainers
(Pedagogical Information and Responsibilities):

USD 150,000

Training of trainers in financial, social and entrepreneurial education of other public and private partners (ministries, social centres, associations, Groups):

USD 100,000

Media campaign:

USD 200,000

Public Treasury service:

USD 500,000

Electronic payment service of financial institutions:

USD 200,000

State guarantee on GCV credits by MFIs:

MGA 100.000.000.000

Activities to be funded:

- Implementation of financial education programs introduced in the curriculum and technical training curricula (training of trainers for teachers and education managers at the level of the DREN of the 22 Regions and the Central Ministry).
- Training of trainers in financial, social and entrepreneurial education of other public and private partners (ministries, groups, associations, social centers ...)
- Communication campaign and global financial education to raise awareness among the population to have the right behavior in the use of money (awareness through any media channel, and popularization by posters / booklets / comics ...).
- Extension of digital financial services by the State and financial institutions to enable a better appropriation of technology and a wide use of electronic money in financial transactions (technical platform and IT tools for Treasury payment cards, management information systems and technical platforms of financial institutions for a better distribution of digital financial services).
- State guarantee on the refinancing of financial institutions (MFI microfinance institutions) offering the GCV product to small producers in the rice sector.

Village Community Attic (rice)

During the rice harvest season, collectors buy production from farmers at low prices. To help them meet their needs during the period, financial institutions can grant loans to these farmers at the level of the products stored in a store closed jointly by the stakeholders and which will not be opened for destocking with a joint presence and when the price of the products is no longer very low. This financial mechanism not only helps smallholder rice producers but also to ensure regulation of rice stock through data from financial institutions. To ensure the granting of credit, financial institutions, mainly microfinance institutions, for lack of resources and must refinance with Banky Foiben'i Madagasikara (BFM). A guarantee of this refinancing by the State is required to obtain the fund from the BFM.



FINANCING AND TYPE OF PARTNERSHIP: Majority State, Public Private Partnership, Joint Venture.



A good father is the one who provides for his children. A good Head of State is one who ensures that his people have enough to eat.

Andry RAJOELINA



