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**Draft country programme document for Madagascar
(2024–2028)**

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I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. Madagascar, with a population of above 28 million (50.7 per cent women and 51.43 per cent over 18 years of age),¹ has one of the highest poverty rates in the world (75.2 per cent in 2022).²
2. According to 2021 data, the country ranks low on the Human Development Index (173rd out of 191)³ and Gender Inequality Index (143rd out of 191), and women have 44.4 per cent access to health and labour market services. The Human Capital Index (0.39) is one of the lowest globally.⁴
3. In 2022, Madagascar faced major socioeconomic challenges, exacerbated by exogenous shocks. Following a 5.7 per cent rebound in 2021, economic growth is expected to slow to four per cent in 2023 due to the war in Ukraine and reverberations of the COVID-19 pandemic that affected the energy, food and health sectors, leading to an increased inflation rate of 11.2 per cent (compared to 6.2 per cent in 2021).⁵
4. Madagascar is among the world's wealthiest countries in terms of natural resources.⁶ Economic output is projected to rise 4.8 per cent in 2024, driven by a rebound in consumer spending and private investment. The prospect of sustained economic growth by 2030, with an improved global economic outlook, will enable the country to accumulate assets and build a solid base for economic transformation and reducing rates of poverty.⁷
5. Weak rule of law, democratic institutions and social cohesion can hamper national stability. Since independence in 1960, Madagascar has been affected by weakness in political order, manifested through crises of legitimacy, and persistent inequalities that are geographic and status-based (primarily affecting women, youth, and marginalized groups),⁸ and have consequences on human rights, social justice, and democracy.⁹ Although presidential, legislative, and local elections are scheduled for late 2023 and 2024, the representation of women in central institutions is weak.¹⁰
6. The national global governance index score declined from 45 in 2016 to 44.2 in 2021.¹¹ In 2022, the island ranked 111th out of 140 countries in the World Justice Project rule of law¹² while Corruption Perception Index score was 26 out of 100 (down from 32 in 2012).¹³ Both have multiple impacts on democratic processes, public revenues, insecurity, and inequalities.
7. Madagascar is prone to extreme weather hazards and third most vulnerable (globally) to the effects of climate change.¹⁴ Southern regions are continuously affected by drought, which jeopardizes entire ecosystems and the livelihoods of socioeconomically vulnerable populations—especially those who experience discrimination and inequalities. The latter are most exposed and affected by the consequences of these shocks as they have limited capacities to cope.¹⁵

¹ See https://madagascar.unfpa.org/sites/default/files/pub-pdf/resultat_globaux_rgph3_tome_01.pdf.

² See <https://www.worldbank.org/en/country/madagascar/overview>.

³ Consult hdr.undp.org/data-center/country-insights#/ranks.

⁴ See <https://documents1.worldbank.org/curated/en/456901600111156873/pdf/The-Human-Capital-Index-2020-Update-Human-Capital-in-the-Time-of-COVID-19.pdf>.

⁵ International Monetary Fund Country Report, March 2023.

⁶ World Bank, see <https://www.worldbank.org/en/country/madagascar/overview>.

⁷ Consult <https://www.worldbank.org/en/country/Madagascar/publication/M2adagascar-economic-update-navigating-through-the-storm-a-new-drive-for-reforms-in-madagascar-is-crucial>.

⁸ The Grand Sud experiences high poverty rates (97 per cent in Androy).

⁹ United Nations common country analysis (CCA) 2022.

¹⁰ Women in public office in 2021: National Assembly (17%), Senate (11%), ministers (37%), governors (9%), mayors (5%).

¹¹ Mo Ibrahim Foundation.

¹² Visit <https://worldjusticeproject.org/news/wjp-rule-law-index-2022-global-press-release>.

¹³ See <https://www.transparency.org/en/cpi/2022/index/mdg>.

¹⁴ Humanity and Inclusion, see <https://www.hi-us.org/en/news/madagascar-the-humanitarian-impact-of-climate-change>.

¹⁵ CCA 2022.

8. In parallel, the country is amongst the 10 hotspots of global biological diversity. Natural capital represents 49 per cent of total wealth.¹⁶

9. The 2022 CCA revealed connections between political, governance, social, economic, and environmental aspects of sustainable development that require systemic approaches to address national challenges. These include: (a) systemic, recurrent crises caused by fragility of the social contract; (b) structural and demographic constraints that negatively impact sustainable development efforts and undermine social services and systems; (c) an economy and population vulnerable to domestic and international shocks; and (d) weaknesses in sustainable management of ecosystem resources.

10. Building an emerging nation through national solidarity and well-being of the Malagasy people is the medium-term development vision for Madagascar. To this end, the government intends to adopt an approach articulated around a central pivot (governance), comprising three pillars: (a) social and human capital; (b) economy and accelerated growth; and (c) environment and living conditions, structured around thirteen commitments.

11. Responding to challenges identified in the CCA and national frameworks, the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2024-2028 was developed as a joint commitment by the United Nations development system in Madagascar to accelerate progress towards achieving the Sustainable Development Goals (SDGs). This is structured around four strategic priorities: Enhance good governance, rule of law and security (strategic plan (SP) 1); ensure human capital development (SP2); trigger work productivity and creation of productive jobs for decent incomes and a competitive economy (SP3), and enhance sustainable, resilient, and inclusive environmental management (SP4).

12. Drawing on its mandate and comprehensive national consultations with the Government and key stakeholders,¹⁷ UNDP will strategically position its country programme document for 2024-2028 to align with UNSDCF outcome 1 (SP1), outcome 3 (SP3) and outcome 4 (SP4).

13. UNDP contributions to the UNSDCF will build on recommendations from prior evaluations, including the independent country programme evaluation (ICPE) of the previous programme. These evaluations highlighted UNDP efforts helped national stakeholders overcome challenges regarding the electoral process, strengthened state authority by facilitating access to justice for vulnerable people through formal and informal systems, and put instruments in place to fight corruption and reinforce the decentralization process. UNDP set up digital platforms (e-credit, value-added tax, e-procurement, e-balance sheets) to strengthen good economic governance and mobilize domestic resources for the SDGs. Other relevant achievements were noted in the areas of socio-economic resilience, energy access (solar boxes, solar initiatives for health, mini grids) and community management of protected areas, reinforcing UNDP presence and impact in the Grand Sud to support the most vulnerable.

14. UNDP will address shortfalls identified in the ICPE: (a) weak sustainability of achievements due to insufficient ownership from national counterparts; (b) strong relevance, but modest impact, of economic opportunities through job creation to reduce poverty in Grand Sud throughout back-to-back emergency crises; and (c) challenges to balancing humanitarian approaches with sustainable development and resilience-building.

15. UNDP has strong comparative advantages and a unique value proposition that complement United Nations development system development efforts. The UNDP contribution in implementing the UNSDCF is anchored in its global mandate as a lead development organization and repositioned Africa offer. As such, UNDP will leverage global and regional corporate policy networks to provide technical expertise and reinforce United Nations development system efforts across Madagascar on comprehensive resilience building, deepening the United Nations country team “zone de convergence” model. UNDP will anchor the country team integrated development approach to achieve results at scale and pursue a whole systems transformation based on a human rights approach and aims to leave no one behind. Moreover, UNDP will focus on positioning

¹⁶ See <https://documents1.worldbank.org/>.

¹⁷ Three national consultations (November 2022 to April 2023) on CCA and CPD design.

enablers of its strategic plan to play a catalytic role in strengthening national capacities in United Nations development system focus areas to deliver UNSDCF outcomes.

16. **Innovation.** UNDP experience will elevate the partnership with United Nations development system on setting up an innovative online governance system in the Presidency.¹⁸ This will empower the delivery unit responsible for overseeing implementation of the national development vision to strengthen monitoring of structuring projects.

17. **Digitalization.** Building on the existing corporate digital strategy, UNDP will work with partners and the United Nations development system to build an inclusive, ethical, and sustainable digital society, through launching: (a) a “Parliament-to-Citizens” digital communication space at the subnational level to strengthen accountability and inclusion; (b) local one-stop and free cyberspaces to aggregate public services, citizen participation in public dialogue, and information on government accountability; (c) digital tools for formalized enterprises; and (d) sustainable natural resource management, climate adaptation/mitigation and disaster risk reduction (DRR) measures by fostering data literacy and improving connectivity infrastructure in remote areas.

18. **Development financing.** Building on its work with the private sector, UNDP will anchor the United Nations development system to support the Government in mobilizing public and private capital to finance the SDGs through an investor mapping exercise. This data-focused endeavour will outline investment opportunities per sector with a focus on: (a) implementing financing solutions previously defined in the biodiversity financing plan, environmental finance strategy, and access to SDG and green bonds, and National Adaptation Plan; and (b) inclusiveness and transparency in resource allocation and revenue distribution through strategic partnerships with microfinance institutions to access the most vulnerable.

19. UNDP will adopt a co-creation approach with the Government to mobilize innovative resources and transfer knowledge and technologies using South-South and triangular cooperation. Human rights-based approaches will ensure inclusive participation of all groups, including those left behind, by leveraging engagement with the United Nations Peacebuilding Fund (UNPBF) and United Nations Volunteers (UNV) programmes to leverage volunteerism as a cross-cutting SDG accelerator.

20. The programme will focus primarily on the most underdeveloped regions of Androy, Atsimo-Andrefana, Anôsy, and Analamanga to pursue transformational change initiated in the previous cycle. Included is advisory support from the institutional level and thematic support for programming in the regions of Menabe, Atsinanana, Sava, and Analanjirifo.

21. Programme action will target the most vulnerable and those left behind—women, youth, and people living with disabilities—most of whom work in the informal sector with little access to social protection safeguards.

22. The UNDP offer is aligned with the national development plan of improving governance and rule of law, structural transformation of the economy and social protection, and preservation of ecosystems and climate resilience. It contributes to the African Union Agenda 2063,¹⁹ 2030 Agenda,²⁰ and UNDP Strategic Plan, 2022-2025.

II. Programme priorities and partnerships

23. The country programme has been designed with inputs from national stakeholders, focusing on enhancing sustainable development, inclusive growth and shared prosperity in Madagascar by reducing poverty and inequality using a strong governance framework and allowing for efficient management of the environment and natural resources. This goal will be met through

¹⁸ Information and management system for governance.

¹⁹ Agenda 2063 aspirations 1, 3 and 6.

²⁰ SDGs 1, 2, and 5 thru 17.

combined results in three priority areas: (a) allowing populations, including those left behind,²¹ to enjoy their rights in a climate of political stability, social cohesion and lasting peace, with a strengthened social contract; (b) supporting the Government in creating a conducive environment to boost labour productivity and job creation for decent incomes that is driven by enterprise in urban and rural areas, as well as transitioning towards a sustainable, modern, diversified, and competitive economy; and (c) enabling people, especially the most vulnerable, to enjoy better living conditions and enhance their resilience to shocks, disaster risks, and climate change. The latter includes improving community ability to value and sustainably manage natural resources and ecosystems.

24. Key assumptions include stability and respect for the rule of law; political will and capacity to develop policies and plans; effective engagement of communities, civil society, and private sector; effective coordination of actors, and no major exogenous or endogenous shocks.

25. UNDP intends to realize this vision by investing in integrated solutions across three priorities, leveraging its signature solutions and enablers to make substantive contributions to UNSDCF outcomes.

Priority 1: Strengthen good governance, rule of law, peace and security (SP1)

26. To strengthen the democratic process and guarantee citizen participation for stability and social cohesion, UNDP will collaborate with UNPBF, the Office of the United Nations High Commissioner for Human Rights (OHCHR), United Nations Educational, Scientific and Cultural Organization (UNESCO), UNFPA, European Commission, World Bank, the Government, parliament and civil society. In doing so, UNDP will support improvements to: (a) the electoral process; (b) dialogues to strengthen peaceful civic and democratic spaces; (c) peacebuilding mechanisms and conflict prevention through the prevention action plan to anticipate risks; (d) legal reforms; (e) media promotion, access to information and freedom of expression; and (f) inclusion and civic engagement. Moreover, UNDP will engage the SDG platform, as well as youth and women's organizations to promote citizen participation, peacebuilding and social cohesion, and agree on a social contract for greater accountability and transparency of national authorities towards all Malagasy without discrimination.

27. Using sector platforms, UNFPA, United Nations Office on Drugs and Crime (UNODC), OHCHR, the supreme court, anti-corruption institutions, UNDP will: (a) strengthen the judicial system, including informal and formal mechanisms; (b) increase trust in, and access to, the judicial system; (c) strengthen legal and institutional frameworks to fight corruption; and (d) support civil society organizations (CSOs) and media initiatives to promote rule of law.

28. UNDP will work with development partners to implement an innovative approach for inclusive, digital governance that enables efficient and accountable public administration professionals to provide accessible and quality public services. This will be done by: (a) strengthening institutional capacities and training systems for state agents; (b) supporting the implementation of service standards; and (c) supporting the evaluation of public policies by citizen and the civil society.

29. In collaboration with United Nations Children's Fund (UNICEF), United Nations Capital Development Fund (UNCDF), United Nations Human Settlements Programme (UN-Habitat), and the Ministry of Interior and Decentralization (MID), UNDP will: (a) support the effective implementation of the national plan for emerging decentralization; and (b) strengthen subnational government planning and localization of the SDGs towards inclusive, balanced, and sustainable territorial development.

Priority 2: Boost labour productivity and creation of productive jobs for decent income and a competitive economy (SP3)

30. Building on the first priority in close collaboration with the African Development Bank (AfDB) and African Union, UNDP will support government ministries in: (a) developing strategic documents with implementation frameworks; (b) improving public financing

²¹ Women, youth, and people living with disabilities from certain socio-demographic strata.

management and capacity building in targeted administrations; (c) facilitating aid coordination, including updating the Aid Management Platform; and (d) supporting national efforts for ascension to the African Continental Free Trade Area (AfCFTA).²²

31. UNDP will support the government in operationalizing the Integrated National Financing Framework through the SDG financing private sector platform. In tandem, it will strengthen management of imports to reduce customs delays and secure customs revenue, as well as operationalize the virtual tax and call centres for improved access to tax regulation.

32. In collaboration with the government, private sector, academia, civil society organizations (CSOs), micro, small and medium enterprises/industries (MSME/I), United Nations Industrial Development Organization (UNIDO), and International Labour Organization (ILO), UNDP will promote attractive, resilient entrepreneurial ecosystems that generate decent jobs and sustainable income at national and subnational levels. There will be a focus on the green and blue economy alongside: (a) improved economic environment; (b) established sustainable financing mechanisms and social protection schemes contributing to economic production; (c) support to incubators and enhanced innovation laboratories, creating a conducive environment for entrepreneurship and value creation in Madagascar; (d) strengthened intermediary structures and professional groups; and (e) expanded partnerships and public-private dialogues to leverage non-financial and financial services, and skills for young entrepreneurs.

Priority 3: Strengthen sustainable, resilient, and inclusive environmental management (SP4)

33. In partnership with law enforcement institutions, UNDP will strengthen and promote legal and regulatory frameworks governing natural resource and ecosystem management, DRR, climate change adaptation and mitigation, and the development of new financing mechanisms to reduce threats linked to biodiversity trafficking and environmental crimes.

34. UNDP and the Government, academia, UNESCO, Food and Agriculture Organization (FAO), World Food Programme (WFP), and Government of the United States will enhance the technological capacities of climate smart agricultural sectors and access to means of production and finance—from social protection instruments to market products that respect green and blue economy principles.

35. Collaborations with the World Health Organization (WHO) and UNIDO will reduce ecosystem pollution, taking into consideration the health-environment-renewable energy nexus.

36. UNDP, FAO, WFP and UNICEF will work with the National Office for Risk and Disaster Management (BNGRC) and Directorate of Meteorology to set up an innovative “Early Warning for All” system. Improved coordination on this initiative will upgrade the national drought early warning system measures to a multi-hazard early warning system that covers conflict prevention.

37. UNDP, International Financial Institutions and United Nations development system members will leverage government efforts to implement national determined contributions to promote climate change adaptation and mitigation.

38. The ongoing alliance between UNDP, Office of the Resident Coordinator, development partners and sister agencies will foster common conflict analysis and human security approaches that integrate climate change and DRR in development plans across the humanitarian-development-peace nexus.

39. UNDP contributions to UNSDCF outcomes will mainstream three “cross-cutting” signature solutions of the UNDP strategic plan: energy, resilience and gender equality.

40. UNDP will scale access to clean, sustainable, and affordable **energy**, focusing on: (a) renewable energy-powered solutions to boost economic development; (b) health and education social services; and (c) job creation, primarily in rural areas. Alongside government, academia, private sector, and UNCDF, UNDP will foster access to finance for rural electrification (mini/nano grids, solar home systems, existing local solutions). Clean cooking

²² Including South-South cooperation with selected countries.

solutions will help reduce firewood cooking and household expenditures, supporting nature-based solutions in protected areas, reducing the negative health effects of indoor air pollution, and lowering the risk women and girls encounter while collecting firewood. Additionally, UNDP will provide solar energy for green administration and public infrastructure that allows for continuity of public services.

41. Inspired by the global resilience strategy, while piloting the innovative ‘Roots of African Resilience’ approach, UNDP, UNESCO, WFP, FAO, UNICEF, and other partners will adopt a **holistic resilience** perspective that integrates multiple approaches to counter systemic risks and shocks—social, political, economic, environmental, and infrastructural. The approach builds on lessons from the previous territorial resilience approach while strengthening links between resilience to immediate shocks and long-term development. UNDP will enhance its role as an integrator for raising resilience and sustainable development within the UNDS and beyond to foster transformative change in the lives of vulnerable and marginalized communities.

42. Building on its corporate strategy, UNDP along with UNFPA, OHCHR and other stakeholders will design interventions that accelerate women’s participation in shaping society. These will focus on: (a) involvement of women in decision-making bodies for social inclusion; (b) building partner capacities to provide accessible and non-discriminatory services that leave no one behind; and (c) strengthening policy frameworks that foster equality and consider contextual inputs for tailored reforms that respect gender norms. The UNDP social and environmental standards policy will be used to build the capacities of national and local stakeholders to ensure sustainability of interventions.

III. Programme and risk management

43. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at country, regional and headquarter levels with respect to country programmes is prescribed in the organization’s programme and operations policies and procedures and internal control framework.

44. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable response to force majeure. harmonized approach to cash transfers, will be used in close coordination with other United Nations agencies to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to projects concerned.

45. In the previous programme, UNDP piloted an integrated portfolio approach that strengthens complementarities and synergies at strategic (upstream) and operational (downstream) levels and applies a systemic approach to programming. UNDP aimed to ensure relevant and coherent results by considering contextual changes and emerging challenges through an adaptive management approach. Building on this, UNDP will ensure its operational structure mirrors its portfolios and is built with a mix of thematic and geographic clustering.

46. The country office will operationalize UNDP quality assurance and social and environmental standards, as well as strict accountability mechanisms. The Enterprise Risk Management Policy will guide the design and implementation of portfolios.

47. Main risks that could jeopardize achievement of expected results include: Political and institutional instability; macroeconomic imbalances arising from national or international shocks or changes in government priorities; insufficient resources and political will to carry out reforms, including democratic processes in accordance with international standards; insufficient capacities and oversight to deliver; insecurity in the regions of intervention, notably in the Grand Sud; further socioeconomic shocks linked to evolving pandemics and the war in Ukraine, and social and environmental issues, including natural disasters.

48. Risk mitigation planning includes regular consultations and advocacy with the government to confirm or adapt commitments as per evolving priorities; confirm or adjust intervention areas; mobilize and rationalize resources; endorse service contract agreements with local non-governmental organizations to act as relays or continuity of operations in the field; confirm long-term agreements with qualified consultants and firms, and improve program delivery by strengthening the oversight unit. Moreover, surge capacity, high-level advocacy, and joint United Nations action in hard-to-access locations will help mitigate contextual and operational risks by leveraging UNDP regional and global service hubs.

IV. Monitoring and evaluation

49. UNDP will reinforce its innovative evidence-based monitoring and evaluation mechanism from the previous cycle. It will be enhanced by the establishment of a digital platform for monitoring, data collection, and real-time information gathering and analysis for learning and decision-making purposes. Moreover, adaptive management measures will ensure regular stocktaking is informed by feedback loops that allow for timely adjustments to be made based on clear evidence and inputs from government stakeholders.

50. This mechanism will be anchored in the UNSDCF monitoring and evaluation system and aligned to SDG indicators and the national monitoring and evaluation framework of the national development plan. Nationally owned sources of data, analysis and evidence will be used to track UNDP contributions to national results and be measured through national monitoring and evaluation/statistical systems. UNDP will collaborate with other United Nations development system organizations to analyse availability and quality of national data sources, supporting the National Statistics Institute (INSTAT) to undertake studies, as required.

51. Monitoring will be consolidated through biannual reviews with government and implementing partners, joint field visits to monitor achievements and impact on lives, and results groups at the UNSDCF level. Decentralized evaluations will be conducted to inform UNDP work, learning, and decision making. UNDP will commit to allocate at least five per cent of the programme budget on improvements to monitoring and evaluation.

52. The UNDP gender marker will be used as a planning, implementation, and monitoring and evaluation tool, and the country office will commit to investing 40 per cent of project budgets to support gender equality and women's empowerment.

Annex - Results and resources framework for Madagascar (2024-2028)

| National priority: General Policy of the State Commitments: N° 1. Peace and Security, Accessible and Independent Justice, N° 3. Fight against Corruption, N° 12. Emerging Decentralization. | | | | |
|---|--|---|---|-----------------------------------|
| COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #1: The Malagasy people, especially those left behind, enjoy their rights in a climate of political stability, social cohesion and lasting peace, where the social contract is strengthened. | | | | |
| RELATED STRATEGIC PLAN OUTCOME: Outcome 1 - Structural transformation accelerated, particularly green, inclusive, and digital transitions. | | | | |
| COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S) | DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES | INDICATIVE COUNTRY PROGRAMME OUTPUTS | MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS | ESTIMATED COST BY OUTCOME (US\$) |
| <p>Indicator 1: Participation rate in elections.</p> <p>Presidential Baseline (2023): 1st round: 47.2% (2018): 2nd round: 48.9% Target (2028): 1st round: 60% 2nd round: 60%</p> <p>Legislative Baseline (2019): 40.7% Target (2028): 60%</p> <p>Municipal Baseline (2019): 41.03% Target (2028): 65%</p> | <p>Independent National Electoral Commission (CENI) report Next report in 2024</p> | <p>Output 1.1.: Actors of the democratic system, including media and civil society, empowered for improved inclusive political system, guaranteeing citizen participation for stability, peacebuilding, conflict prevention and social cohesion.</p> <p>Indicator 1.1.1. (integrated results and resource framework (IRRF) 2.4.1): Extent to which the country has: A: Electoral management bodies with capacities to conduct inclusive and credible elections. B: Parliament with capacities to undertake inclusive, effective, and accountable law-making decisions. (1=weak; 2=fairly good; 3=good; 4=very good; 5=excellent) Baseline (2023): A-3; B-2 Target (2028): A-5; B-4 Source: CENI and Parliament reports Frequency: Annual</p> <p>Indicator 1.1.2. (IRRF2.4.5): Number of new national, and sub-national initiatives to promote: (a) Civil society to function in the public sphere and contribute to sustainable development. (b) Inclusive spaces, mechanisms, and capacities for public dialogue, conflict prevention, peacebuilding, and social cohesion. (c) Access to reliable information on issues of public concern. Baseline (2023): 0 Target (2028): a-3; b-3; c-2 Source: MINJUS reports Frequency: Annual</p> <p>Indicator 1.1.3.: Number of new legislative reforms undertaken for democratic governance (media, political parties, elections, parliamentary system). Baseline (2023): 0 Target (2028): 2</p> | <p>MID; Ministry of Justice (MINJUS); Ministry of Public Security; CENI, Constitutional Court; Parliament; Senate; Independent Anti-Corruption Office (BIANCO); Madagascar financial intelligence service (SAMIFIN); Integrity Protection Committee (CSI).</p> <p>OHCHR, UNFPA, UNICEF, UNPBF, UNV.</p> <p>World Bank, European Commission, Governments of the United States, France, Norway, Germany, India, South Korea.</p> <p>Electoral Institute for sustainable democracy in Africa, Associations of Young Human Rights Defenders, legal clinics.</p> | <p>Regular: 22,000,200</p> |
| | | | | <p>Other: 25,323,930</p> |

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|--|---|--|--|--|
| | | <p>Source: Project reports Frequency: Annual</p> <p>Indicator 1.1.4. (IRRF2.4.2): Number of new voters registered: Baseline (2023): 0 Target (2028): 800 000 (50% female) Source: CENI reports Frequency: Annual</p> | | |
| <p>Indicator 2: Mo Ibrahim Index of African Governance, by component: 5A) Rule of Law and Justice; (B) Anti-Corruption; (C) Accountability and Transparency; (D) Effective Administration Baseline (2021): A-45 B-30.8 C-40.6 D-43.4 Target (2028): A-48 B-33 C-43 D-45</p> | <p>Mo Ibrahim Foundation Reports Annual</p> | <p>Output 1.2.: Justice and rule of law institutions strengthened at national and subnational levels for improved and equitable access to justice, effective fight against corruption, with focus on women and marginalized groups.</p> <p>Indicator 1.2.1. (IRRF2.2.3): Number of new people with access to justice through formal and informal systems. Baseline (2024): 0 Target (2028): Formal: 60,000 (55% female; 20% minorities and people living with disabilities). Informal: 30,000(55% female; 20% minorities and people living with disabilities). Source: MINJUS reports Frequency: Annual</p> <p>Indicator 1.2.2.: Extent to which institutions for the fight against corruption and civil societies can promote enforcement of anti-corruption measures and to fight against impunity. (1=weak; 2=fairly good; 3=good; 4=very good; 5=excellent) Baseline (2023): 2 Target (2028): 4 Source: MINJUS, CSO reports Frequency: Annual</p> <hr/> <p>Output 1.3.: Capacity development systems and accountability mechanisms of public administrations strengthened for improved and inclusive access to quality services, including for those marginalized.</p> <p>Indicator 1.3.1. (IRRF E.1.2): Number of new public institutions that leverage digital technologies to improves lives at: a-National level b-Sub-national level Baseline (2023): 0 Target (2028): a-2 b-4 Source: MID, MINJUS reports Frequency: Annual</p> | | |

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|---|---|---|--|--|
| | | <p>Indicator 1.3.2. (IRRF1.3.1): Number of new people accessing basic services in the intervention areas. Baseline (2024): 0 Target (2028): 50,000 (30% female; 20% PLWD) Source: MID reports Frequency: Annual</p> <p>Indicator 1.3.3. (IRRF2.1.1): Number of new measures to strengthen accountability, and integrate anti-corruption in the management of public funds, and service delivery at: a-National level b-Sub-national level Baseline (2023): 0 Target (2028): a-2 b-1 Source: MINJUS and SAMIFIN reports Frequency: Annual</p> | | |
| <p>Indicator 3: Percentage of resources transferred to regions and municipalities compared to national budget. Baseline (2023): less than 2% Target (2028): +10%</p> | <p>Ministry of Economy and Finance (MEF) reports Annual</p> | <p>Output 1.4.: Key stakeholders at national and subnational levels enabled for effective implementation of decentralization for inclusive, balanced, and sustainable territorial development.</p> <p>Indicator 1.4.1.: Extent to which existing decentralization frameworks are updated, approved, and implemented. (0= none; 1= updated incorporating gender and basic needs dimensions; 2= approved; 3= partially implemented; 4= fully implemented) Baseline (2023): 1 Target (2028): 3 Source MID and project reports Frequency: Annual</p> <p>Indicator 1.4.2. (IRRF2.3.2): Number of new innovative measures that improved agility and responsiveness of local governance institutions for: a-Basic service delivery. b-Prevention Baseline (2023):0 Target (2028): a-2 b-2 Source: MID reports Frequency: Annual</p> | | |
| <p>National priority: General Policy of the State Commitments: N° 2 Water and energy for all, N° 6. Decent employment for all, N° 10. Green and blue economy.</p> | | | | |
| <p>COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #3: People, especially the most vulnerable women, young, and those living with disabilities, enjoy more decent and productive jobs driven by businesses and industries, including SMEs/SMIs, in urban and rural areas, that make the transition to a sustainable, modern, diversified, and competitive economic model.</p> | | | | |

| RELATED STRATEGIC PLAN OUTCOME: Outcome 2 - No one left behind centring on equitable access to opportunities and a rights-based approach to human agency and human development. | | | | |
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| COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S) | DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES | INDICATIVE COUNTRY PROGRAMME OUTPUTS | MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS | ESTIMATED COST BY OUTCOME (US\$) |
| Indicator 1: Foundations index of Economic Opportunities: A-Rural Economy B-Business & Labour Environment C-Tax & Revenue Mobilization Baseline (2021): A-54.5 B-42.3 C-40.9 Target (2028): A-56 B-44 C-43 | Mo Ibrahim Foundation reports Annual | Output 2.1.: Enabling policies and improved development financing mechanism in place for the acceleration of SDGs. Indicator 2.1.1.(IRRF.3.2): Number of new (a) policies, (b) regulatory and (c) institutional frameworks developed and adopted by public and private actors to align public and private finance with the SDGs. Baseline (2023): 0 Target (2028): a-2 b-2 c-2 Source: MEF reports Frequency: Annual Indicator 2.1.2. (IRRF.3.1): Amount (in US dollars) of public sector finance leveraged for the SDGs. Baseline (2023): 794,000,000 Target (2028): 5,000,000,000 Source: MEF reports Frequency: Annual Indicator 2.1.3: Extent to which tool for aid coordination is available and utilized (Rating: 0=none; 1=available; 2=partially; 3=fully). Baseline (2023): 0 Target (2028): 3 Source: MEF reports Frequency: Annual | MEF Ministry of industrialization, trade, and consumption (MICC) Ministry of Fisheries and Blue Economy Ministry of Energy and Hydrocarbon Ministry of Crafts and Professions Institut National de Statistique (INSTAT) FAO, ILO, UNCDF, UNIDO Group of Women Entrepreneurs Youth and philanthropy initiatives University of Antananarivo | Regular: 14,750,300 |
| | | | | Other: 27,647,855 |
| Indicator 2: Percentage of industrial sector in GDP Baseline (2022): TBD Target (2028): B+25% | INSTAT reports Annual | Output 2.2.: Dynamic and competitive private sector and SMEs/SMIs environment enabled to create added value and decent jobs, integrated at national and international levels. Indicator 2.2.1.: Extent to which (a) AfCFTA agreement is ratified and (b) national strategy is implemented (0=none; 1=partially; 2=fully) Baseline (2023): a/b=0 Target (2028): a-2, b-1. Source: MICC reports Frequency: Annual Indicator 2.2.2: Number of new (a) SMEs and (b) SMIs with decent jobs created. Baseline (2023): 0 Target (2028): | | |

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| <p>Indicator 3: Proportion of employed in the informal economy (by gender). Baseline (2021): TBD. Target (2028): B-10% (Women: B-5%)</p> | <p>Household Poverty Survey (INSTAT); Next in 2024 and 2027</p> | <p>a-300 (30% women) b-300 (30% women) Source: MICC and projects reports Frequency Annual</p> <hr/> <p>Output 2.3.: Attractive and resilient entrepreneurial ecosystem strengthened, to create inclusive green and blue jobs and sustainable incomes.</p> <p>Indicator 2.3.1: Number of new (a) regulatory frameworks and (b) financial mechanisms instruments implemented. Baseline (2023): 0 Target (2028): a-2, b-3 Source: MICC reports Frequency: Annual</p> <p>Indicator 2.3.2.: Number of new (a) MSMEs; (b) MSMIs benefiting from the services of innovative incubators in the sector of green and blue economy in place. Baseline (2023): 0 Target (2028): a-150, b-30 Source: MEF reports Frequency: Annual</p> <p>Indicator 2.3.3.: Number of new decent jobs created in the green and blue economy sector. Baseline (2023): 0 Target (2028): 5,000 (30% women) Source: MEF reports Frequency: Annual</p> <p>Indicator 2.3.4.: Number of initiatives promoting social protection for economic resilience in place. Baseline (2023): 0 Target (2028): 3 Source: MPPSPF report Frequency: Annual</p> | | |
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| | | <p>Output 2.4.: Economic structural transformation accelerated capitalizing on equitable access to clean, affordable, and sustainable energy, and digital technology.</p> <p>Indicator 2.4.1 (IRRF5.1.1): Number of new people who gained access to clean, affordable, and sustainable energy in rural areas. Baseline: 0 Target:15,000 (60% female) Source MEH Reports Frequency: Annual.</p> <p>Indicator 2.4.2 (IRRF E.1.3): Number new people using digital technologies in ways that improves their lives. Baseline (2023): 0 Target (2028): a-urban areas:3,000 (40% female; 60% male) b-rural areas:1,000 (40% female; 60% male) Source: Ministry of Digital Reports Frequency: Annual</p> <p>Indicator 2.4.3.: Number of new small-scale businesses led by women and youth using (a) renewable energy, (b) digital solutions. Baseline (2023): 0 Target (2028): a-1,000 (30% women; 50% youth) b-500 (30% women; 50% youth) Source: MICC reports Frequency: Annual</p> | | |
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| <p>National priority: General Policy of the State Commitment N° 10. Sustainable management and conservation of natural resources,</p> | | | | |
| <p>COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #4: Current and future populations, especially the most vulnerable and women, enjoy better living conditions and greater resilience to risks and climate change, and work-with key state and non-state actors-to develop and manage natural resources and ecosystems in a sustainable, inclusive and risk-sensitive way.</p> | | | | |
| <p>RELATED STRATEGIC PLAN OUTCOME: Outcome 3 - Resilience built to respond to systemic uncertainty and risk.</p> | | | | |
| COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S) | DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES | INDICATIVE COUNTRY PROGRAMME OUTPUTS | MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS | ESTIMATED COST BY OUTCOME (US\$) |
| <p>Indicator 1: Financial resources devoted to the conservation and sustainable use of biodiversity and ecosystems. Baseline (2020): 87% Target (2028): 90%</p> | <p>Ministry of the Environment and Sustainable Development (MEDD) Annual</p> | <p>Output 3.1.: Legal, strategic and intersectoral frameworks and capacities of key actors strengthened at all levels for improved enforcement of sustainable natural resource management, climate change adaptation and mitigation and resource mobilization.</p> <p>Indicator 3.1.1.: Number of new legal and regulatory frameworks on (a) natural resource management; and (b) climate change implemented. Baseline (2023): 0 Target (2028): a-2; b-2</p> | <p>MEDD</p> <p>Ministry of Livestock Agriculture and Fisheries</p> <p>Ministry of Transport Tourism and Meteorology</p> <p>BNGRC</p> | <p>Regular:24,998,250</p> |
| | | | <p>Other:34,612,451</p> | |

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| | | <p>Source: MEDD, National Office for Climate Change and Reducing Emissions from Deforestation and Forest Degradation (BNCCREDD+ reports) Frequency: Annual</p> <p>Indicator 3.1.2.: Number of new (a) public institutions, (b) private sector and (c) NGOs implementing tools and strategies integrating cross-sectoral coherence in environment, climate change, and DRR. Baseline (2023): 0 Target (2028): a-8; b-2; c-4 Source: MEDD, MID, projects reports Frequency: Annual</p> <p>Indicator 3.1.3.: Number of developed and operational financing mechanisms. Baseline (2023): 0 Target (2028): 4 Source: MEDD MEF, BNCCREDD+ reports Frequency: Annual</p> <p>Indicator 3.1.4.: Number of new (a) structures and (b) households integrating crop, livestock, and fishing technologies to increase the resilience of production and water supply systems. Baseline (2023): 0 Target (2028) a-6 b-3,000 (40% women) Source: MICC, MPPSPF reports Frequency: Annual</p> <p>Indicator 3.1.5.: Number of new households benefiting from social protection schemes to encourage transition to green and blue jobs. Baseline (2023): 0 Target (2028): 1,000 (30% women) Source: MICC reports Frequency: Annual</p> | <p>UNESCO, FAO, WFP, UNIDO, WHO</p> <p>GEF, GCF</p> <p>National Coalition for Environmental Advocacy</p> <p>Madagascar Catholic University</p> | |
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| <p>Indicator 2: Proportion of protected effectively managed. Baseline (2023): TBD Target (2028): B+25%</p> | <p>MEDD reports Annual</p> | <p>Output 3.2.: Farmers, households, local communities, and local industries enabled to apply eco-responsible lifestyles, and climate friendly production technologies for sustainable livelihoods.</p> <p>Indicator 3.2.1.(IRRF4.1.1): Number of new households and communities directly benefitting from initiatives to protect nature and promote sustainable use of natural resources. Baseline (2023): 0 Target (2028): 5,000 (40% women) Source: MICC, MPEB reports Frequency: Annual</p> <p>Indicator 3.2.2.: Number of new community organizations applying good environmental practices on new types of economic activities. Baseline (2022): 0 Target (2028): 30 Source: MEDD, MEAH reports Frequency: Annual</p> <p>Indicator 3.2.3.: Number of new local industries initiatives implemented to reduce pollution. Baseline (2022): 0 Target (2028): 4 Source: Ministry of Health reports Frequency: Annual</p> <p>Indicator 3.2.4.: Number of new farmers adopting sustainable and climate-friendly agricultural production and/or post-harvest transformation technologies. Baseline (2023): 0 target (2028): 2,000 (40% women) Source: MEDD, MPEB reports Frequency: Annual</p> <p>Indicator 3.2.5: Number of hectares used productively and sustainably through smart land conservation and green economy. Baseline (2023): 0 target (2028): 30,000 Source: MEDD reports Frequency: Annual</p> | | |
| <p>Indicator 3: Number of regions implementing DRR and disaster preparedness and response plans. Baseline (2020):1 Target (2028):6</p> | <p>BNGRC reports Annual</p> | <p>Output 3.3.: DRR tools and mechanisms updated and applied at national and subnational levels for improved resilience of local communities.</p> <p>Indicator 3.3.1 (IRRF3.1.1): Number of new risk-informed development strategies and plans in place at: National level Sub-national level</p> | | |

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| | | <p>Baseline (2023): 0 Target (2028): a-1 b-5 Source: BNGRC reports Frequency: Annual</p> <p>Indicator 3.3.2.: Number of new instruments for multi-hazards, including “early warning for all” system operational. Baseline (2023): 0 Target (2028): 2 Source: BNGRC and CPGU reports Frequency: Annual</p> | | |
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