A Message From the President

The National Vision

The MAP Builds Capital for the Nation

The Big Goals

The MAP and the UN Millennium Development Goals

The MAP Guiding Values

The Benefits of Having a MAP

Immediate MAP Priorities BRI

The Human Building Blocks of the MAP

New Institutions to Support the Quantum Leap

MAP Implementation System

The 8 MAP Commitments

Commitment 1: Responsible Governance

Commitment 2: Connected Infrastructure

Commitment 3: Educational Transformation

Commitment 4: Rural Development and a Green Revolution

Commitment 5: Health, Family Planning and the Fight Against HIV/AIDS

Commitment 6: High Growth Economy

Commitment 7: Cherish the Environment

Commitment 8: National Solidarity
A MESSAGE FROM THE PRESIDENT
Marc RAVALOMANANA

Dear fellow citizens of Madagascar
Dear members of the international community

Madagascar has embarked on the path of transformation. Since 2002 we have laid the foundation that will allow our country to move forward rapidly. In November 2004, we created our Vision “Madagascar, Naturally” and we have designed and implemented many programs to support our development.

To accelerate and better coordinate the development process and to make a quantum leap, we have created the Madagascar Action Plan, the MAP. The MAP is a bold, five year plan which establishes direction and priorities for the nation from 2007 to 2012. It states the commitments, strategies and actions that will ignite rapid growth, lead to the reduction of poverty, and ensure that the country develops in response to the challenges of globalization and in accordance with the national vision – Madagascar Naturally and the UN Millennium Development Goals.

To the people of Madagascar, I invite you to become active participants in the implementation of the MAP. Everyone has a role to play in the work ahead. Rapid development will bring tremendous benefits to all the villages and towns of Madagascar.

To my colleagues in the civil service, we now must face the challenge of strengthening the efficiency of the public administration to respond to the expectations of the population through provision of quality services. We also should improve our capacity to absorb and use efficiently all resources that are available to us from the international community and the donors. And we will benefit from our efforts. The time has come to reconsider the status of public servants in the Public Administration. I promise to do so. The Public Administration is the lead employer nationwide. We, its employees, are “public servants” and we must be the examples of true service and professionalism. We should show devotion, courage, integrity, and merit.

To the private sector, you are central to the achievement of the MAP goals. We are committed to becoming a high-growth economy and making a quantum leap in our development. We must promote participation of local enterprises in all sectors of the economy to create rapid employment growth. We must attract more foreign investors to support our economy. The time has come to provide strong support to the rapid and broad development of the private sector to increase production of quality and competitive goods suitable for export to regional and international markets. Our policy is based on the spreading of investments that will contribute to employment creation, to the strengthening of professional education, and to the improvement of the living conditions of the Malagasy people.

To our development partners, the international community, and the donors, you have played a vital role in the development of Madagascar. I thank you on behalf of all the Malagasy people. And I would like to gratefully thank you in advance for the substantial support that you will provide us for the implementation of the MAP. We need your assistance and strong cooperation to improve the infrastructure, develop the educational system, promote rural development, and create a comprehensive health sector that aggressively addresses family planning and the fight against HIV/AIDS. Mutual trust is crucial to success. We will continue to strengthen this partnership.

As President of the Republic of Madagascar, I publicly declare my commitment to providing the necessary leadership for the MAP to contribute to the rapid and sustainable development of Madagascar. We will succeed.

God bless our country,

Marc RAVALOMANANA
President of Madagascar
THE NATIONAL VISION: MADAGASCAR NATURALLY

Madagascar will become a prosperous nation. We will have a high growth economy and will successfully compete in the global market place.

Our environment will be cherished and protected and used in a wise and responsible way to enhance our development. The core of our growth shall come from our unique natural resources and from the transformation of our natural products.

The Malagasy people, equally in rural and urban areas, will be healthy and well-educated. They will be active participants in the development process and be gainfully employed in agriculture, industry and the provision of services.

As a nation, we will honor the multitude of cultures and traditions of all the people of Madagascar. We will be proud of our country, united in national solidarity, and work together to achieve our dreams.
THE MAP BUILDS CAPITAL FOR THE NATION

Human Capital
Human capital includes the health services, nutrition support, education and skill building that allows each person to be economically and socially productive.

Infrastructure Capital
Infrastructure capital is the roads, power, water and sanitation, airports and seaports, and telecommunications systems that are critical to support business, government and the general population in their purposeful pursuits.

Private Sector Capital
Private sector capital is the machinery, facilities, transportation, processes, strategies, and legal frameworks needed for business to be competitive in the global economy.

Natural Capital
Natural capital is the arable land, healthy soils, biodiversity, and well-functioning ecosystems that provide the environmental inputs needed for the country to flourish.
LeadershipCapital
Leadership capital is the leadership and managerial ability that exists throughout the nation to promote change, guide development, and facilitate the emergence and maintenance of all the other forms of national capital.

KnowledgeCapital
Knowledge capital is the scientific and technological know-how that raises productivity in business and government and promotes creative and competitive practices.

Public Institutional Capital
Public institutional capital is the responsible governance and civil service support to the nation needed to implement government policy and provide quality services to the people in a timely, efficient, and effective manner.
## THE BIG GOALS

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>2005</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN Human Development Index (Ranking)</td>
<td>146 out of 177</td>
<td>100</td>
</tr>
<tr>
<td>Poverty Rate (as of 2003)</td>
<td>85.1%</td>
<td>50%</td>
</tr>
<tr>
<td>Family Size (Fertility Rate)</td>
<td>5.4</td>
<td>3 to 4</td>
</tr>
<tr>
<td>Life Expectancy</td>
<td>55.5</td>
<td>58 to 61</td>
</tr>
<tr>
<td>Literacy</td>
<td>63%</td>
<td>80%</td>
</tr>
<tr>
<td>Percentage of Children Completing Secondary School</td>
<td>Lower Sec. 19% Upper Sec. 7%</td>
<td>Lower Sec. 56% Upper Sec. 40%</td>
</tr>
<tr>
<td>Economic Growth</td>
<td>4.6%</td>
<td>8% to 10%</td>
</tr>
<tr>
<td>GDP (USD)</td>
<td>$5 Billion</td>
<td>$12 Billion</td>
</tr>
<tr>
<td>GDP Per Capita (USD)</td>
<td>$309</td>
<td>$476</td>
</tr>
<tr>
<td>Foreign Direct Investment</td>
<td>$84 Million</td>
<td>$500 Million</td>
</tr>
<tr>
<td>World Bank Business Climate Ranking</td>
<td>131</td>
<td>80</td>
</tr>
<tr>
<td>Corruption Perception Index</td>
<td>2.8</td>
<td>5.2</td>
</tr>
<tr>
<td>Households Having Land Title</td>
<td>10%</td>
<td>75%</td>
</tr>
</tbody>
</table>

The MAP goals and strategies are directed to achieving poverty reduction and the enhancement of the quality of life for all Malagasy.
The MDG’s are:

1. **Eradicate extreme poverty and hunger.**
   Reduce by 1/2 the portion of world population that lives with less than 1$ per day until 2015; reduce by 1/2 world population that hungers.

2. **Achieve universal primary education.**
   All children will complete primary school by 2015.

3. **Promote gender equality and empower women.**
   Elimination of inequality of boys and girls at all levels of education by 2015.

4. **Reduce child mortality.**
   Child mortality will be reduced by 2/3 by 2015.

5. **Improve maternal health.**
   Reduce mortality of mothers by 1/2 by 2015.

6. **Combat HIV/AIDS, malaria and other diseases.**
   Containment and change of trend until 2015.

7. **Ensure environmental sustainability.**
   a) Strategies for sustainable development, protection of natural resources.
   b) Halve the population without access to drinking water and sanitation by 2015.

8. **Develop a global partnership for development.**
   Open trade and finance systems, access to markets, Debt Relief, jobs for young people, access to medicine at a fair price, and access to new technologies.
THE MAP GUIDING VALUES

We recognize that in order to successfully implement the MAP, we need to operate according to a new set of shared values. These values will be emphasized in all aspects of governance and administration.

Professionalism in All That We Do
Everybody must work to achieve the best professional standards.

Shared Leadership
Leadership must be displayed at all levels of government and in all sectors of society.
Leaders must show initiative and focus, and mobilize people and resources to make the vision and MAP goals a reality.

Continuous Capacity Building
We must be continuous learners and constantly work to strengthen our skills and abilities and our institutional capabilities so that we can succeed.

Participation and Cooperation
We will promote teamwork, participation and cooperation with all the people, regions, communes, civil society and donors.

Leverage Resources
We must minimize waste and maximize gains to ensure the smart and productive use of the nation’s resources.

Competitiveness
In order to succeed in the global market place and the regional and international arena, our educational system, civil service, and the private sector must be highly competitive.

Integrity
Integrity, honesty, and trust are essential for a government to produce results. We must be committed to operating with uncompromising integrity.

The Will to Succeed
We must be persistent, display initiative, and do what we commit ourselves to do and we must get results!
THE BENEFITS OF HAVING THE MAP

For the People of Madagascar
The MAP will create optimism and confidence in the future.

For the Malagasy Public Administration
The MAP is there to empower and guide the civil service.

For National Investors and Local Companies
The business community should feel confident that real and sustainable change is happening.

For International Investors
International investors should feel confident and excited about investing in Madagascar.

For the Development Partners
The donors should see Madagascar as a country committed to using resources wisely, responsibly and efficiently to orchestrate a real quantum leap.
IMMEDIATE MAP PRIORITIES: THE BREAKTHROUGH REFORM INITIATIVES (BRI)

We are serious in our intention to make the MAP commitments become a reality for Madagascar. This is a pioneering effort as we are out to achieve what so many other developing countries have only dreamt about. We will turn our dream into reality. To do that we must conduct a series of major reforms that we are calling “Breakthrough Reform Initiatives.” These breakthrough reform initiatives, BRI, are urgent projects that require immediate attention, superior leadership, collaboration across ministries, and dedicated resources.

BRI 1: Public Finance Reform
We have to collect more revenues in order to fund the projects and initiatives in the MAP. This is important in order to reduce our dependency on donors. As of 2006, this is one of the Government’s weakest areas. Madagascar currently collects approximately 10% of its GDP from taxes and customs duties. We will increase this figure to 15% by the year 2012. This will necessitate making dramatic changes in the tax code (making it simple) and the tax administrative process (making it more efficient, effective, and fair). With the support of the IMF and the World Bank, in the early part of 2007 we will conduct a thorough analysis of the tax code. This will be done with active consultation of the private sector and the civil society.

Within the Government, tight budget control and fiscal responsibility will also be promoted. This will necessitate establishing funding priorities for the government that promote high growth and the facilitation of important social programs.

BRI 2: Significant Increase In Investment To Promote High Growth
Through the ECONOMIC DEVELOPMENT BOARD OF MADAGASCAR we will create strong sector plans to ensure the following export-oriented industries can develop rapidly - Manufacturing, agri-business, mining, and tourism.

• We will begin an international campaign to promote Madagascar as a place to invest.
• We will prioritize infrastructure projects to support key industries.
• We will provide appropriate incentives, regulations and policies to facilitate the attraction, growth and expansion of key sectors.
• We will provide access to land, establish a bold investment law, and create an effective arbitration system to enforce contracts, mediate disputes and ensure security of investments.
• We will address the impediments and establish a business climate that investors value.
BRI 3: Sow The Seeds Of A Green Revolution
We will begin the process for creating a green revolution in Madagascar. A green revolution is the flourishing of the fields and crops of the farmers to ensure there is no hunger but an abundance of food that can meet domestic needs and also be used for export purposes. As of 2006, Madagascar was an importer of rice. Over the next few years Madagascar will become an exporter of rice and other crops. To facilitate the green revolution, the government will ensure that the needed seeds, fertilizers, and training are provided to the farmers, and new cooperative processes are established to help in the collection and distribution of harvests.

BRI 4: Transform Public Security
In regards to security, the dahalo (cattle rustlers) of the rural areas are a real annoyance and a serious impediment to progress. Also, we have a serious problem with smuggling of precious stones and timber, and illegal fishing. We will not simply reform security but transform our security system to ensure that Madagascar is a safe and secure place to live, farm, travel, invest, and conduct business.

BRI 5: Implement Bold New Measures For Health And Family Planning
Our population rate is increasing too rapidly. Family size needs to be reduced. In some rural areas there are 7 to 10 children per household. Contraceptives and birth control advice will be made available to reduce the size of the average family.

Malaria is rampant in Madagascar. As of 2006 only half of the population is protected when they sleep by bed nets. We have launched the Malaria Project to ensure that within 2 years every person has a bed net.

Also, we are committed to ensuring that HIV/AIDS never advances like it has throughout many African countries. As of 2006, only 1% of the population was infected with the AIDS virus, as compared with 30% in South Africa. We have begun to put in place a “best practice” strategy on HIV/AIDS policy.

BRI 6: Transform The Judiciary
We will undertake a series of major reforms of the judicial system - commercial courts, sentencing guidelines and prison system - to ensure that the people and investors have complete confidence and trust in the system. The judiciary must be efficient, effective and operate with utmost integrity.
THE HUMAN BUILDING BLOCKS OF THE MAP
People make it happen

1. Develop Leadership Capacity

Fundamentally, leadership is about mobilizing others to face reality, solve problems, produce resources, and achieve goals. We need strong leaders in all our institutions – the government, businesses, churches, schools, and civil society to do this work. By virtue of being at one time a colonized country, a socialist country, and a donor-dependent country, too many people have developed the habit of waiting for someone else to provide leadership. That now has to change.

To provide the needed leadership to make the MAP a reality, we will actively seek out and reward “top performers” and put them in important positions of responsibility so that they can drive the reforms.

Also, to support the development of leadership capacity we have created the National Leadership Institute of Madagascar at the Presidential palace of Iavoloha. This institute will provide training and coaching for ministers, secretary generals, director generals, chef de region, chef de district, youth leaders, civil society leaders and business leaders. We will also be strengthening other educational and training institutions in the country, such as ENAM and the universities.

The MAP is about people – the Malagasy people. To achieve our goals, some of our values, habits, practices and priorities will need to change. But hand in hand, shoulder to shoulder and heart to heart – we can do it.

To succeed, we will need to attend to the human building blocks that provide the foundation for a transformation.
2. Change Mindsets And Habits
We must change the mindsets, habits, practices and processes that get in the way of progress. As a people we must be able to deal with the threats and dangers that confront us in the age of globalization, and also be able to take advantage of the tremendous opportunities and prospects that are now abundant in the world.

Progress necessitates change. Of course, in our culture there is much that is precious and needs to be protected. But some aspects of our traditions and beliefs must be modified or even discarded. The leadership work, nationally and locally, is to help facilitate this process of change, even loss, through listening, dialogue, encouragement and learning.

3. Fight Corruption
We are all tired of corruption. Corruption increases the cost of doing business and increases the cost of the provision of government services. The leadership work is to be tough on corruption in any form - zero tolerance. While being tough, we must also promote a value shift in government and society. Those who engage in corruption, be they local civil servants or international businessmen, clearly hold a value that emphasizes self-interest over community or national interest. Leaders must aggressively promote, in their words and deeds, the values and practices that build national solidarity, integrity, and a clean and efficient way of operating.

4. Increase Know-how
Skills, skills, skills! Madagascar needs rapidly to develop the skills, know-how, and technology to thrive in a competitive and global environment. This will take time but we must accelerate this learning process. Our policy is to use international experts to coach and train locals, attract more overseas Malagasy back home, and send more Malagasies to training programs and courses - in the country and abroad.

5. Mobilize People And Resources
To make the MAP a reality we need to mobilize an extraordinary level of resources - financial, technical, material, and human. This will require creativity, initiative and leadership. We know we must do at least three things:

1) We must actively seek donor support and assistance - not just from the main donors, but increasingly more from bilateral donors and international foundations.

2) We eventually want to become self-sufficient and reduce our dependency on donors, therefore we must ensure that our national assets and resources are managed in a way to ensure maximum financial benefits for the country.

3) We will make genuine reforms in the tax regime and customs to allow us to significantly increase government revenues that can then fund our social programs in health, education, security, and rural development.
NEW INSTITUTIONS TO SUPPORT THE QUANTUM LEAP

The National Leadership Institute of Madagascar:
Developing Leadership Capacity for MAP Rapid Development

The National Leadership Institute of Madagascar (NLIM) was created in 2006 to provide cutting-edge training to build leadership capacity at all levels of government and for all sectors of society.

The NLIM is committed to training leaders to be professional, operate with integrity, be effective problem solvers and to achieve results.

It will operate hand in hand with ENAM (the National School for Public Administration) to develop government leadership capacity.

The Economic Development Board of Madagascar:
Developing the Business Conditions for MAP Rapid Development

The EDBM was set up in 2006 to facilitate and promote private domestic and foreign investment. The EDBM is charged with ensuring that the business climate of Madagascar is attractive for companies and conducive for the success of private enterprises.
MAP IMPLEMENTATION SYSTEM

The National Vision
The vision Madagascar Naturally and the United Nations Millennium Development Goals are the basis for the country's direction and long-term goals.

The MAP
The MAP five year plan reflects the eight bold commitments required to extricate the country from poverty and launch a quantum leap in medium and long-term development.

National Programs
The MAP commitments and goals are specified in greater detail in sectoral National Programs – health, education, security, transport, etc.

Monitoring & Feedback
Monitoring and feedback mechanisms will be established so that the Government can evaluate progress and make adjustments and mid-course corrections as needed.

Donor Coordination
Donor Coordination will take place through an annual Donor’s Conference and sector meetings to ensure the efficient harmonization and allocation of funds, and to ensure results are achieved, and there is a sustainable impact on poverty reduction.

Annual Planning
The MAP commitments are operationalized and implemented through the annual planning process of The Politique Generale de l'état and the national budget.
THE 8 MAP COMMITMENTS

**Responsible Governance** p.27

We will have a government that every citizen and the international community can trust and have confidence in. This government and the civil service will have integrity, be efficient, and act professional in all pursuits, activities, and the provision of services.

**Connected Infrastructure** p.37

We will be a connected nation. We will build quality roads, railroads, ports, airports, and information technology systems all across the country to enable the process of rapid development, the facilitation of business and trade, communication amongst our citizens and visitors, and to ensure that the standard of living and the access to resources and global knowledge will improve for all.

**Educational Transformation** p.51

We will create an education system with world class standards in quality and in effectiveness, which stimulates creativity and helps our students to actually transform their dreams into reality, and which provides Madagascar with the necessary human resources to become a competitive nation and a successful player in the world economy.

**Rural Development and a Green Revolution** p.63

Dynamic rural development and real poverty alleviation is at the core of the government’s endeavors. Our rural areas will flourish and prosper through a green revolution production. Agri-business centers will be established in every region to assist in training and the provision of needs such as irrigation, seeds, fertilizer and storage facilities.

To further support rapid rural development, better roads and communication networks will be established and the Government will provide favorable conditions for the flourishing of entrepreneurship and private sector initiatives.
We will work to ensure that all of our people are healthy and can contribute productively to the development of the nation and lead long and fruitful lives. The problems of malnutrition and malaria will be brought to a halt. HIV and AIDS will not advance any further; safe drinking water will become accessible; and, through education and the provision of health services the average size of the Malagasy family will be reduced.

Madagascar will have a high growth economy with growth rates reaching between 7% and 10% by 2012. We will ensure that we have a diversified and strong private sector driven by local and international investment and trade. The Government will generate the fundamental conditions that will support the facilitation of business. We will encourage the pursuit of the best ideas and cutting edge techniques, technologies, and strategies to ensure that we as a nation are responsive to the challenges of globalization, productive in the workplace, and gain a competitive advantage.

Madagascar will be a world leader in the development and implementation of environmental best-practice. After many decades of exploitation and neglect, we have begun to turn the tide. We will become a “green island” again. Our commitment is to care for, cherish and protect our extraordinary environment.

We will continue to forge a strong, unified national identity that honors the multitude of cultures and traditions of all the people of Madagascar and promotes participation and partnership. Our people must be proud of who they are, stand with their heads held high, display confidence in the face of the many challenges facing us, and take full and shared responsibility for guiding the nation into the future.