



AGA KHAN FOUNDATION
Madagascar



STRATEGIC PLAN
2018-2025

October 2017

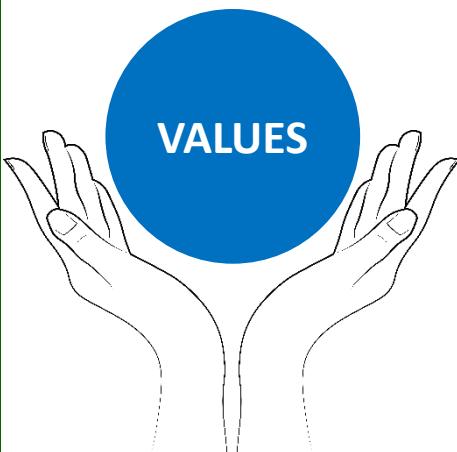


AKF Madagascar envisions a society in which rural households, women, young people and children enjoy a better quality of life, have equitable access to opportunities and a role that allows them to fully flourish individually and collectively



AKF Madagascar aspires to become a national reference in the field of integrated rural development, with the following mission:

- ✓ Influence regional policies and practices for sustainable natural resources management and climate change adaptation
- ✓ Strengthen the autonomy and resilience of rural communities
- ✓ Facilitate household access to services related to savings, loans, health, education and market access
- ✓ Promote professionalization and personal development, especially for women and young people



PLURALISM

Respecting and valuing diversity and differences

ACCOUNTABILITY

Keeping our commitments

INTEGRITY

Respecting and promoting an ethic

SOLIDARITY

Helping each other and commit as a team

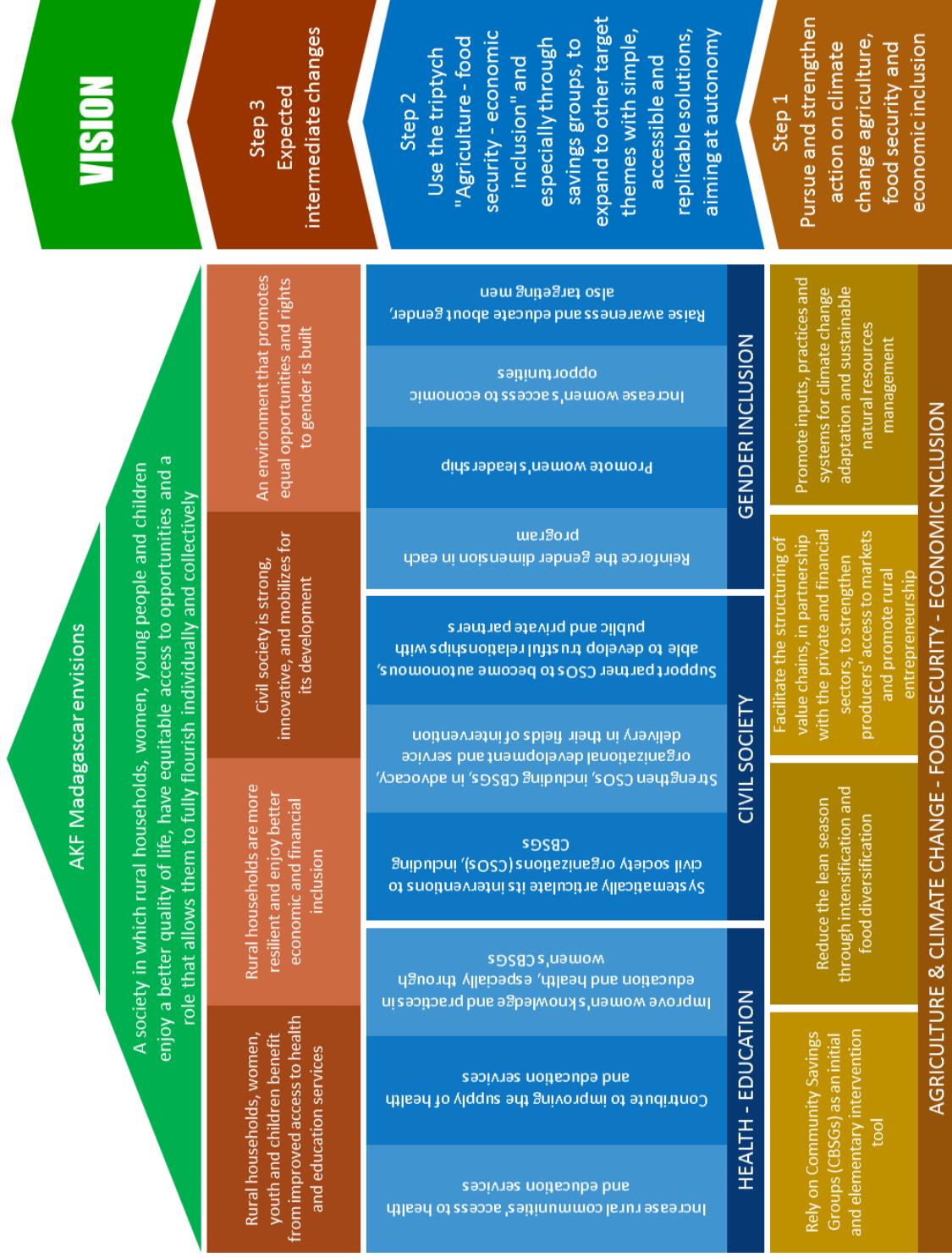
EXCELLENCE

Systematically aiming at quality

AKF Madagascar is :

- ✓ « **Pioneer** » of **sustainable agriculture**, investing time and resources in **research and innovation**. We developed and experimented an alternative to the System of Rice Intensification named "Zanatany" which clearly showed an increase in yields while decreasing the labor of women and the amount of seeds used. We have also extended our research and experimentation in matter of diversification and food security to other high-value nutritive and commercial crops while promoting the development of sustainable solutions for fertilizers and natural pesticides.
- ✓ Committed to the **long-term development** of the regions it works with.
- ✓ Promoting an **integrated rural development** approach including agriculture, education, water and sanitation, health, resilience of rural communities to natural disasters.
- ✓ Invested in **building the capacity** of our beneficiaries (collective and individual), including civil society at national and local level.
- ✓ Promoter of **gender equality** and **empowerment**, especially for women and young people.
- ✓ Committed to work in **partnership with the private sector and other actors of civil society**, in aiming at empowering rural communities in the value chain of selected products and for sustainability of the initiated approaches.
- ✓ Supported by a broad **international network** engaged in social, economic, educational and cultural development (AKDN)
- ✓ Involved in disseminating good practices and lessons learned, allowing other actors to **replicate and extend** successful initiatives
- ✓ Mindful about costs and resources optimization in order to **maximize the impact** on beneficiaries (simple and practical solutions on the ground, efficiency of management)

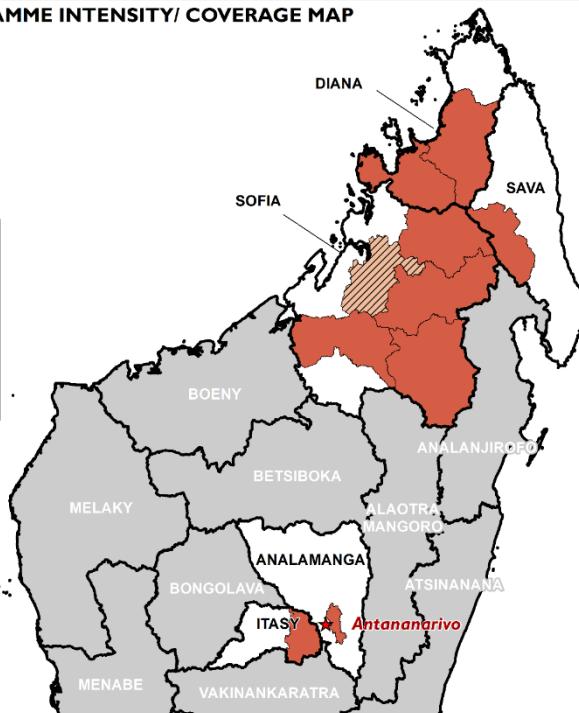
THEORY OF CHANGE



PROGRAMME INTENSITY/ COVERAGE MAP

- 1 - Only 1 theme: no intensity
- 2 - Low intensity
- 3 - Medium intensity
- 4 - High intensity
- High breadth of programmes (>3 themes)

PROGRAMME COVERAGE			
Region	Population of target districts	Population reached in 2017	Coverage % (target/reach)
Sofia	925 951	34 344	3.7%
Diana	390 288	30 514	7.8%
Sava	182 273	1 882	1.0%
Analamanga	561 735	1 820	0.3%
Itasy	292 712	1 471	0.5%
Total	2 352 959	70 031	3.0%



AKF Madagascar is committed to build human and institutional capacities in the North and Central Regions of Madagascar – and in all future Regions of intervention selected by strategic priorities – so that rural communities can develop by themselves, implement sustainable initiatives and benefit from policies to improve their living conditions.



The AKF team at the strategic planning workshop from 25 to 28 September 2017 in Mantsoa

STRATEGIC GOALS

	Strategic goals	Intermediate steps
1	Strengthen resilience and economic inclusion of rural households	<p>To achieve this goal, AKF Madagascar plans to:</p> <ul style="list-style-type: none">• Use Community Based Savings Groups (CBSGs) as an initial and basic intervention tool• Reduce the lean season through intensification and food diversification• Facilitate the structuring of selected value chains, in partnership with the private and financial sectors, to strengthen producers' access to markets and promote rural entrepreneurship• Promote inputs, practices and systems for climate change adaptation and sustainable natural resources management
2	Increase the impact of health and education services on rural households, women, youth and children	<p>To achieve this goal, AKF Madagascar plans to:</p> <ul style="list-style-type: none">• Improve women's knowledge and practices in education and health• Increase rural communities' access to health and education services (especially for early childhood)• Contribute to improving the supply of health and education services (particularly related to vocational training)
3	Contribute to build an environment that promotes equal opportunities and rights related to gender	<p>To achieve this goal, AKF Madagascar plans to:</p> <ul style="list-style-type: none">• Raise awareness and educate about gender, also targeting men• Promote women's leadership• Increase women's access to economic opportunities• Reinforce the gender dimension in each program
4	Contribute to the emergence and development of a civil society being strong, innovative and co-responsible of its development	<p>To achieve this goal, AKF Madagascar plans to:</p> <ul style="list-style-type: none">• Systematically articulate its interventions to civil society organizations (CSOs), including CBSGs• Strengthen CSOs, including CBSGs, in advocacy, organizational development and service delivery in their fields of intervention• Support partner CSOs to become autonomous and able to develop trustful relationships with public and private partners

	Strategic goals	Intermediate steps
1	<p>Develop a strong, responsive monitoring-evaluation and research-action system that facilitates organizational learning and decision-making</p>	<p>To achieve this goal, AKF Madagascar plans to:</p> <ul style="list-style-type: none"> • Collect, classify, systematically analyze information from projects, partners and the AKDN international network • Establish a system for disseminating results, best practices and lessons learned to teams and partners • Develop a monitoring program for the 2025 Strategic Plan and all projects, including the collection, verification, and cross analysis of quality data • Develop and implement a multi-year schedule of evaluations, studies and research
2	<p>Set down the partnerships and resources mobilization in a proactive approach of organizational development</p>	<p>To achieve this goal, AKF Madagascar plans to operate at three levels:</p> <p><i>Partnerships</i> Build and maintain trustful relationships with technical and financial partners, national and international (donor units, government, companies, CSOs) to respond and create greater opportunities in all areas of intervention</p> <p><i>Branding and external communication</i> Implement a powerful system for monitoring, follow-up, communication and meetings with international and national donors, potential partner organizations, allowing to be proactive on different funding opportunities</p> <p><i>Internal communication</i> Update responsibilities and set up communication modalities and channels</p>
3	<p>Provide material and financial resources, in compliance with the rules and procedures, allowing the realization of field activities</p>	<p>To achieve this goal, AKF Madagascar plans to:</p> <ul style="list-style-type: none"> • Update the tools and procedures to the standards of each funder (donors, unit donors, Administration, AKDN network) in consideration of the field realities • Plan the resources for the implementation of activities, analysis and verification of expenditures • Manage and update the budget according to defined strategies and priorities • Establish a risk control system
4	<p>Strengthen the strategic role of human resources, through effective leadership, appropriate organization, team well-being, technical capacity development and gender equality</p>	<p>To achieve this goal, AKF Madagascar plans to:</p> <ul style="list-style-type: none"> • Develop and implement a leadership strategy • Strengthen the performance management system and the degree of commitment of employees • Develop and implement a skills development strategy for employees • Develop a gender strategy • Adapt the organization chart and the human resources to the evolutions of the mission • Develop a managerial skills management planning policy



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More than 10 years of achievements, AKF
Madagascar pursues its work for improving
the quality of life of the rural world



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