



Figure 1. Training of seamstresses, Ambohidratrimo Antananarivo

RANO WASH PROJECT

Rural Access to New Opportunities in Water, Sanitation, And Hygiene, Madagascar

Annual Report Project Year 2
FY2018 October 2017 – September 2018

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ABOUT RANO WASH

The Rural Access to New Opportunities in Water, Sanitation and Hygiene in Madagascar (RANO WASH) project is a five-year USAID-funded Cooperative Agreement to increase equitable and sustainable access to water, sanitation and hygiene services, maximize the impact on human health and nutrition, and preserve the environment in 250 rural communes in six high priority regions of Madagascar. The project is managed by CARE, with partners Catholic Relief Services (CRS), WaterAid, BushProof and Sandandrano.

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ACRONYMS and ABBREVIATIONS

APS	Avant-Projet Sommaire (Technical Scoping Study)
APD	Avant-Projet Détaillé (Detailed Project Design)
AO	Agreement Officer
AOPDEM	National Association of Private Water Providers
AOR	Agreement Officer Representative
BC	Behavior Change
BCD	Behavior Centered Design
BNGRC	Bureau National de Gestion des Risques et Catastrophes (National Bureau of Disaster Risk Management)
BPOC	Budget Programme par Objectif Communal (Communal Program Budget per Objective)
BPON	Budget Programme par Objectif National (National Program Budget per Objective)
BPOR	Budget Programme par Objectif et Région (Regional Program Budget per Objective)
CARE	Cooperative for Assistance and Relief Everywhere Inc.
CHV	Community Health Volunteers
CLTS	Community Led Total Sanitation
COP	Chief Of Party
CSO	Civil Society Organization
CRM	Climate Risk Management
CRS	Catholic Relief Service
CSO	Civil Society Organization
CTTP	Center for the Triage and the Treatment of the Plague
DCOP	Deputy Chief of Party
DGRE	Direction de la Gestion des Ressources en Eau (Direction of Water Resource Management)
DiMat	District Monitoring Assessment Tool
DMEAL	Director of Monitoring, Evaluation, Accountability and Learning
DSI	Direction of the Information System
EMMP	Environmental Mitigation & Monitoring Plan
ERF	Environmental Review Form
ERR	Environmental Review Report
FAA	Fonds d'Appui pour l'Assainissement (Global Sanitation Fund)
FY	Fiscal Year
GoM	Government of Madagascar
GSF	Global Sanitation Fund
IBM	Integrated Behavioral Model
ICT4D	Information and Communication Technology for Development
IP	Implementing Partner
JSR	Joint Sectorial Review
LSHTM	London School of Hygiene and Tropical Medicine
MCSP	Maternal and Child Survival Program

MEAH	Ministère de l'Eau de l'Assainissement et de l'Hygiène (Ministry of Water, Sanitation and Hygiene)
MEEH	Ministère de l'Eau, de l'Energie et de l'Hydrocarbure (Ministry of Water, Energy and Hydrocarbon)
MEO	Mission Environmental Officer
MFI	Micro-Finance Institution
MHM	Menstrual Hygiene Management
MOC	Maîtrise d'Ouvrage Communale (Communal Project Management)
MoEEF	Ministry of Environment, Ecology and Forest
MoFB	Ministry of Finance and Budget
MoID	Ministry of Interior and the Decentralization
MoNE	Ministry of National Education
MoPH	Ministry of Public Health
MoWASH	Ministry of Water, Sanitation and Hygiene
MoWEH	Ministry of Water, Energy and Hydrocarbon
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
NPP-WSH	National Platform for the Promotion of Water, Sanitation and Hygiene
ODF	Open Defecation Free
ODDIT	Organisme de Développement de la Diocèse de Toamasina (Toamasina Diocese Development Organization)
ONCD	National Office of Concertation and Decentralization
PCT	Project Coordination Team
PGDI	Projet de Gouvernance et de Développement Institutionnel (Governance and Institutional Development Project)
PGRM	Projet de Gouvernance des Ressources Minières (Mining Resources Governance Project)
PHE	Population, Health and Environment
PIC	Projet Pôles Intégrés de Croissance (Integrated Growth Pole Project)
PMP	Performance Monitoring Plan
PNI	WASH National Investment Plan
PNP-EAH	Plateforme Nationale de la Promotion de l'Eau, Assainissement et Hygiène (National Platform for the Promotion of Water, Sanitation and Hygiene)
PPR	Performance Plan Report
RANO WASH	Rural Access to New Opportunities in Water, Sanitation, and Hygiene
RDoWEH	Regional Director of Water Energy and Hydrocarbon
SE&AM	Suivi Eau et Assainissement de Madagascar (Madagascar Water and Sanitation Monitoring)
SILC	Specialized Investment and Lending Corporation
SLC	Structure Locale de Concertation (Local Cooperation Structure)
SMILER	Simple Monitoring of Indicators for Learning and Evidence-based Reporting
SO	Strategic Objective
STEAH	Service Technique de l'Eau, Assainissement et l'Hygiène (Water, Sanitation and Hygiene Technical Department)
STH	Soil Transmitted Helminth infections
STTA	Short Term Technical Assistance

SWA	Sanitation and Water for All
SWAp	Sector Wide Approach
TDY	Temporary Duty
TOR	Terms of reference
ToT	Training of Trainers
USA	United States of America
USAID	United States Agency for International Development
USG	United States Government
VAT	Value Added Tax
VSLA	Village Savings and Loan Association
WALIS	Water for Africa through Leadership Institutional Support
WASH	Water And Sanitation and Hygiene
WASH-BAT	WASH Bottleneck Analysis Tool
WHO	World Health Organization
WMA	WASH Market Assessment
WMDP	WASH Market Development Plan
WQAP	Water Quality Assurance Plan
WSP	WASH Service Provider

INTRODUCTION

USAID awarded the five-year Cooperative Agreement (N° AID-687-A-17-00002) for the Rural Access to New Opportunities in Water, Sanitation, and Hygiene (RANO WASH) Project, Madagascar to CARE International, on June 15th, 2017. The RANO WASH project is implemented by a consortium led by CARE International as a Prime Recipient, and includes Catholic Relief Services (CRS), WaterAid, BushProof and Sandandranano.

RANO WASH aims to increase equitable and sustainable access to water, sanitation and hygiene services, maximize the impact on human health and nutrition, and preserve the environment in 250 rural communes in six high priority regions: Vatovavy Fitovinany, Atsinanana, Alaotra Mangoro and Amoron'i Mania, Haute Matsiatra and Vakinankaratra.

To accomplish this goal, the project is developing a systematic partnership with national and regional governments, water and sanitation institutions, communities, private sector actors, civil society organizations and beneficiaries in order to implement a strategic set of mutually supporting activities that contribute to three interlinked components/strategic objectives:

1. Strengthening governance and monitoring of water and sanitation;
2. Increasing engagement of the private sector in delivery of WASH services;
3. Accelerating adoption of healthy behaviors and use of WASH services.

This Annual Report presents a narrative summary of RANO WASH's implementation of these strategic objectives in FY18 (October 2017 – September 2018) in the Vatovavy Fitovinany, Atsinanana, and Alaotra Mangoro regions in Madagascar.

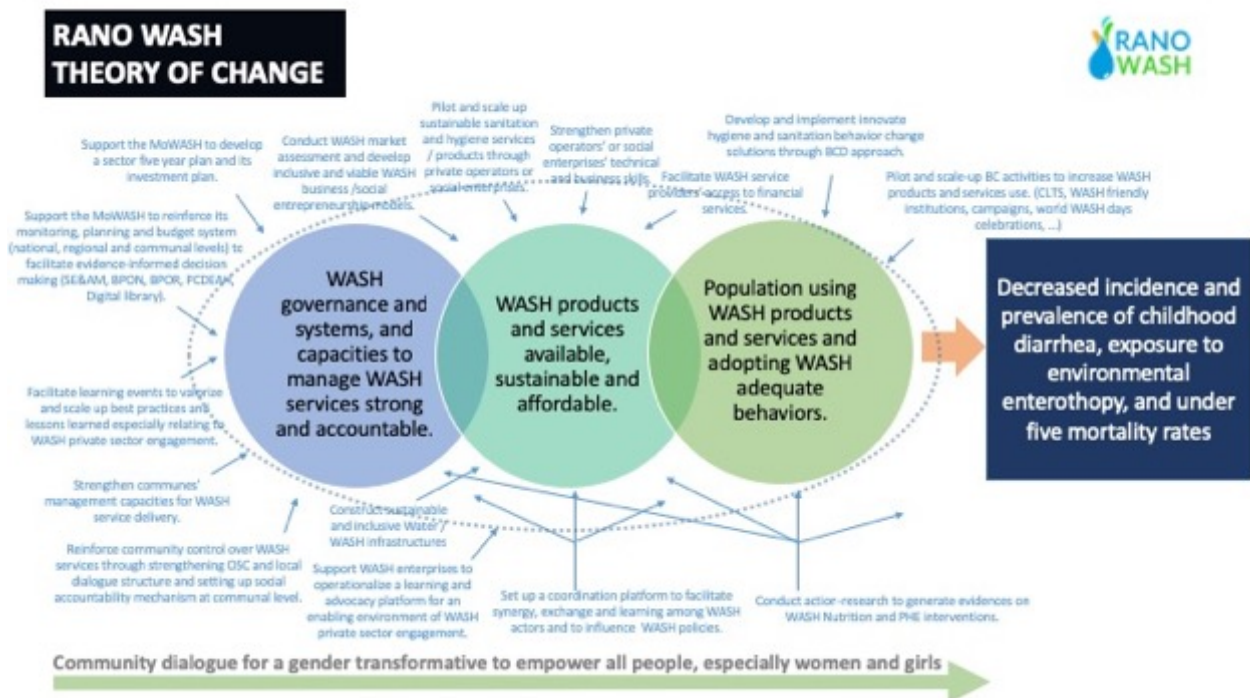


Figure 2. RANO WASH Theory of Change

EXECUTIVE SUMMARY

RANO WASH made essential strides in FY18 within its overall technical approach to strengthen governance, monitoring, accountability, and management of WASH services; increase capacity and engagement of the private sector in WASH service provision and accelerate and sustain healthy behaviors.

Strategic Objective 1: Governance and monitoring of water and sanitation strengthened for sustainable and equitable WASH services

In FY18, the project established basis for active collaborations within the WASH sector through the setup of a monitoring system to help understand and measure progress and its work with the MoWASH in defining common activities and priorities. We set up structures at local levels by promoting and supporting civil society organizations' engagement, establishing dialogue structures between local government and CSOs and enhancing knowledge and ability of communes to talk to community members. The project also strengthened capacity at communal level on public private partnerships (PPPs) and raised awareness of local communal authorities on service provision by PPPs.

The project supported the MoWASH to lead and mobilize sector stakeholders to jointly improve coordination tools at the national level. In FY18, WASH stakeholders held meetings to develop and encourage a WASH sector plan and address sector bottlenecks under the leadership of the MoWASH. The sector plan will provide the MoWASH and WASH stakeholders a framework for planning and budgeting WASH interventions in Madagascar. It is expected to be finalized in the first quarter of 2019.

As a step towards this sector plan, RANO-WASH helped conduct a bottleneck analysis to enhance the MoWASH's leadership in formulating sectoral priorities. RANO-WASH was also part of the technical committee that informed and validated the Trackfin report, whose findings highlight small private sector (around 2%) and government (12%) investment in WASH compared to other actors; these investments will have to increase to breach the finance gap for rural WASH service provision. The project will finalize the MoWASH investment plan in FY19.

To further strengthen the planning and monitoring of WASH services at national and regional levels, RANO WASH supported the production and validation of national (BPON) and regional plans (BPORs) in the three intervention regions. Although BPORs were available before the project, RANO-WASH helped validate and socialize the BPORs, including making it available online for universal access and holding workshops to share the BPOR and train technical agents from regional government to use BPOR data to plan new WASH access. The BPON will also provide critical information for the budgeting of the sector plan.

The project redesigned and updated the national WASH monitoring system (SE&AM) with the goal of improving data reliability and establishing quality controls. DREAH from all regions in Madagascar as well as commune technicians across the three intervention regions received training to operationalize the SE&AM system and improve information flow. A strengthened SE&AM improved the process of data collection at national and regional levels and increased the capacity of communities and local governments to monitor and regulate WASH services and access.

To strengthen the role of the private sector, RANO WASH negotiated a contract model for private sector water supply provision and trained communes in the management of tendering and contracting processes for water system infrastructure and service provision. This included support to local communal structures, including Local Cooperation Structures (SLCs) and establishing a network of WASH-CSOs.

The SE&AM, BPOR and Digital library of the MoWASH are available online: Www.bdeah-sesam.mg.

Strategic Objective 2: Increasing engagement of the private sector in the delivery of WASH services

RANO WASH catalyzed interest from the private sector to provide services on an enterprise model and mobilized enterprises to invest in WASH construction and service provision. Private sector investment extends the potential for service provision to communities where government has insufficient funds to cover capital costs.. To do this, RANO WASH organized sessions with private sector enterprises to introduce the idea of WASH service provision as a successful enterprise. Lack of finance/loans has been a significant barrier to private sector engagement in WASH service provision. RANO WASH facilitated links between WASH enterprises and banks, and ensured that banks understood that enterprises could manage WASH services for profit (and were thus able to repay loans). RANO WASH also encouraged banks to offer specialized loan packages to fit the needs of WASH service providers.

The WASH Market Assessment (WMA) completed in the three intervention regions deepened understanding of the status of WASH demand, supply, and barriers to supply chains, and helped inform which WASH products and services are most viable. The WASH market assessment also identified points of entry to increase the use of sanitation, hygiene, and MHM products at the household, including through Village Savings and Loan Associations (VSLAs). In FY18, local masons and seamstresses were provided materials and training to improve access to quality sanitation and hygiene services, including increased availability of sanitary napkins and gender-sensitive products that mark progress towards improved menstrual hygiene management (MHM) for women and girls in Vatovavy Fitovinany, Atsinanana, Alaotra Mangoro.

To complement to efforts in increasing private sector engagement and investment, the project developed and began the construction procurement process for 6 water supply systems and provided key capacity building to water service providers and communities that will benefit from the construction of these water supply systems. This training included providing capacity building for tender evaluation committees at the commune level and the development of a model tender document. The project mobilized a total of 70,000 USD in co-investment from private sector across the 6 systems.

By the end of FY18, a harmonized procurement process for all consortium members was developed and then approved by the MoWASH. This joint procurement process was used for nine water supply systems, which includes increasing access to safe water among health centers and schools.. As part of the infrastructure process, a total of 17 Technical Scoping Studies (APS) and 12 Detailed Project Designs (APDs) were completed and validated by local and regional authorities. Of these 12 APDs, the cost per beneficiary did not meet criteria and thus the process was launched to identify three additional sites.

The project initiated but was unable to complete infrastructures in FY18 due to challenges in construction management and delays in infrastructure completion. As a result, of the 12 water systems expected in FY18, the project launched the procurement process for 9 systems, with 4 systems beginning construction and 2 systems with tendering process completed before the end of 2018 fiscal year. Bids from private enterprises for the remaining 3 systems have been received and were under review as of September 2018.

A total of four contracts on water systems management will be signed at the beginning of the first quarter of FY19 after validation by the MoWASH at national and regional levels, the communes and private enterprises. In addition, four investor-builder and manager companies have finalized loan contracts with two SHOPS Plus partner banks (Baobab and Access banks) as a result of SHOPS Plus and RANO WASH support.

RANO WASH also collaborated with FARARANO to develop training tools on water systems management for commune technical agents and private sector entities. These tools describe roles and responsibilities, utilities management and contracting processes.

Strategic Objective 3: Accelerating adoption of health behaviors and use of WASH services

In FY18, RANO-WASH's behavior change activities, including CLTS, led to important successes in moving households away from open defecation and reaching nearly 250,000 people with key sanitation and hygiene promotion messages. However, CLTS and other demand-side interventions in the WASH sector have faced challenges in sustaining sanitation and hygiene behavior change as well as long-term maintenance of latrines¹, both in Madagascar and globally. In FY18, RANO-WASH catalyzed conversation among partners on effective behavior change methods to improve the delivery of activities while continuing research to deepen understanding of the behavioral determinants that motivate and sustain behaviors over time. This represents a deliberate effort to move away from one-sided delivery of health messages as a primary behavior change strategy. While RANO-WASH acknowledges that the incremental improvement in FY18 represented important steps in moving households away from open defecation and improving hygiene and sanitation behaviors, we will continue to inform and update our BC strategy and continuously test methods and assumptions in the coming fiscal year in an effort to ensure sustained behavior change.

To inform the design of the RANO WASH behavior change strategy, the project conducted research in collaboration with the London School of Hygiene and Tropical Medicine (LSHTM) using the Behavior Centered Design (BCD) framework to rigorously examine the behavioral setting around sanitation and hygiene in Madagascar. This research included investigation of current WASH behavior change interventions in Madagascar; gaps between behavior changes strategies and execution; and perspectives, views, and assumptions of key stakeholders in relation to behavior change. The project also collaborated with LSHTM to explore WASH and nutrition linkages that helped provided a better understanding of how current programs and policies in Madagascar integrate WASH and nutrition interventions.

¹ USAID WASHpals, April 2018. An Examination of CLTS's Contributions Toward Universal Sanitation. <https://files.globalwaters.org/water-links-files/washpals-examination-of-clts-contributions-toward-universal-sanitation.pdf>

At the community level, the project worked with 1,053 Community Health Volunteers, in collaboration with the Ministry of Health, to raise awareness on WASH issues by delivering messages and conducting sensitization on four WASH key messages: handwashing, use of safe water, use of latrines, and menstrual hygiene. These hygiene promotion efforts and other public awareness raising events reached 246,586 people across the Vatovavy Fitovinany, Atsinanana, Alaotra Mangoro regions. The promotion of menstrual hygiene management in communities was a particularly innovative addition to the traditional package and helped increase availability of information and spaces for women and girls on what is considered a taboo subject in Madagascar.

To begin reaching sanitation targets, the project started its coordination with the Global Sanitation Fund (GSAF) to inform Community Led Total Sanitation (CLTS) interventions and create synergies locally through pre-triggering, triggering and Follow up Mandoa (FUM) activities. CLTS was rolled out in the intervention areas, and a total of 4,806 latrines were constructed through tiered promotion supported by community health agents, CLTS facilitators, and VSLAs. Households share the majority of these latrines and thus do not sufficiently fulfill the criteria for basic, safe sanitation; however, this represents a significant improvement to sanitation conditions and contribution to open-defecation free (ODF) communities. A total of 56 villages were declared ODF. **Nonetheless, there were notable challenges in FY18 in moving households up the sanitation ladder from unimproved and limited to basic sanitation services, as well as attaining and sustaining ODF status. These may be due in part to poor implementation fidelity of CLTS/FUM or limited capacity of CLTS/FUM facilitators, as well as absence of a robust sanitation market that ensures access to affordable and durable latrines. However, ensuring that CLTS addresses broader behavioral determinants of long-term sanitation behaviors, may increase further demand for latrines and improve sustainability of ODF status.**

The project leveraged tools and experiences from other USAID-funded projects, like MIKOLO and FARARANO as well as partners, including radio spots and shows used under MIKOLO broadcasted over local radio. The project developed a monitoring tool to improve the ability of project staff and community health volunteers to monitor household behavior. Monthly supervision of community health volunteers was conducted in collaboration with health facility staff.

RANO WASH participated in national meetings in hygiene and sanitation initiated by key ministries such as Ministry in charge of WASH, Ministry of Public Health and Ministry of Education to allow the project to benefit from their experiences as well as opportunities to influence programming and policies by learning and sharing.

I ACHIEVEMENTS BY STRATEGIC OBJECTIVES

I.1 Strategic objective I: Governance and monitoring of water and sanitation strengthened for sustainable and equitable WASH services

Summary of Achievements:

The principal goal of SO1 is to strengthen the ownership and leadership of the government at all levels for sector performance with a sharper focus on WASH services delivery and to engage communities and civil society to play their roles and to increase their control over services used. The key pieces in strengthening WASH sector performance in Madagascar include a sector plan and financing strategy guided by national (BPON) and regional (BPORs) plans and cyclical joint-sector reviews that are coordinated under MoWASH leadership and a functional and robust information platform (SE&AM). In FY18, the project focused on strengthening the ability of the MoWASH to lead and mobilize sector stakeholders to jointly improve coordination tools at the national level as well as laying the groundwork to prepare for the development of a sector plan and financial model.

Coordination was initially centered around a national PNP-EAH platform in Q1 and 2. However, due to changes in Ministry-led priorities, the project adjusted to a modified, less formal mechanism. WASH stakeholders thus continued to hold meetings to develop and encourage a WASH sector plan and discuss the WASH-BAT and Trackfin results, under the leadership of the MoWASH.

The project assisted with the WASH-BAT analysis, which enhanced MoWASH leadership in formulating sector priorities. RANO-WASH staff was invited to participate as facilitators and experts within the review and validation of the report. Project staff also involved in the technical working group that provided content for the TrackFin report, which was led by the MoWASH and financed by WHO.

The project also provided support in the production and validation of national (BPON) and regional plans (BPORs). As BPORs were already available, the project focused on socialization of these among regional actors through regional workshops that shared the BPOR tool and data and train technical agents from regional government to use BPOR data to plan new WASH access at the regional level. The BPON is an important piece in finalizing the budgeting for the WASH sector plan.

To begin strengthening the SE&AM, the project updated its user interface and data collection process to improve data reliability and establish quality controls. In the same workshop/training for BPORs above, the project trained DREAH from all regions in Madagascar as well as commune technicians across the three intervention regions to operationalize the SE&AM system and improve data flow. By the end of Q4, the two SE&AM “data flow”, for data collection/updates were set up in the three FY18 intervention regions:

- Data flow 1- From PTF (key technical and financial partners) to WASH administration, with data validation at regional level (DREAH);
- Data flow 2 – From commune to WASH administration through territorial administration (District, Prefect) with data validation at regional level.

The accountability mechanism developed in FY18 besides to support for local dialogue structures and civil society, will work to ensure that communities can effectively advocate and communicate their WASH needs to communes and regional government.

IR1.1 Strengthened government and stakeholder commitment and accountability to sector development

Objectives	Indicator	FY18 Target	FY18 Achieved	Comments
Output 1.1.1 Sector coordination and learning mechanisms operating effectively under strong national leadership	WASH actors' coordination mechanism functional	1	0	PNP-EAH was set up in May 2018. MoWASH recommended to prioritize sector plan instead. Despite this decision, the project supported the MoWASH to mobilize stakeholders through an active working group.
	WASH working group scope of work developed	1	0	
Output 1.1.2 Ministry in charge of WASH institutional capacity developed to meet strategic needs	WASH sector Financial model updated	1	0	Efforts focused on integrating the BPOR into the BPON in order to determine costs required to reach Madagascar Universal Access goals for 2030. BPON and BPOR will inform development of the sector plan to be finalized in Q1 of FY19.

Output 1.1.1 Sector coordination and learning mechanisms operating effectively under strong national leadership

Coordination for the WASH sector was initially centered around the 2002 DIORANO WASH platform. In 2017, RANO-WASH sought to institutionalize a new national WASH coordination platform (PNP-EAH). The Ministry of Energy, Water and Hydrocarbon (MEEH) set up PNP-EAH in May 2018. Turnover in Ministers led to shifting priorities concerning the set up and functionality of the PNP-EAH and instead, the Ministers preferred to prioritize the WASH sector plan (PS-EAH). As a result, the project adjusted to a modified, less formal mechanism to facilitate MoWASH leadership in coordination. WASH stakeholders thus continued to hold WASH sector plan and WASH-BAT (WASH bottleneck analysis tool) meetings to encourage and strengthen coordination and collaboration at the national level. These meetings highlighted to all WASH actors and the MoWASH the added value of the coordination mechanism led by the MoWASH for sector development.

Output 1.1.2 Ministry in charge of WASH institutional capacity developed to meet strategic needs

The fusion of the Ministry of Water Sanitation and Hygiene with the Ministry of Energy and Hydrocarbon in June 2018 required ongoing dialogue and working sessions to identify support areas for RANO-WASH and highlighted the need for a common sector plan (PS-EAH). RANO

WASH is actively involved in technical discussions detailing the process for the sector plan development.

To prepare for the sector plan, a Bottleneck Analysis (WASH-BAT) was conducted in Q3 and is complemented by the published Trackfin report to enhance the MoWASH's leadership in formulating priorities for the sector. RANO-WASH staff consulted as experts in the analysis of the WASH-BAT served as part of the technical committee that informed and validated the Trackfin report. Findings from the Trackfin highlight small private sector (around 2%) and government (12%) investment in WASH compared to other actors.

The MoWASH led stakeholder meetings to discuss the Bottleneck Analysis and the presentation of the Trackfin results (Cycle 1 for Madagascar) through the coordination mechanism mentioned above. In Q4, RANO-WASH also participated in supporting the MoWASH to develop the action plan and review the consultant terms of references for the development of the sector plan. Advocacy efforts focused on ensuring the inclusion of the private sector and CSOs within the technical committee in charge of consulting and validating the sector plan.

To generate a financial model for Madagascar, the project's efforts in FY18 focused on producing the final version of the national plan (BPON) through the compilation of the regional plans (BPOR) already available and validated before RANO-WASH. The BPON is a significant piece in budgeting for the sector plan and shows that Madagascar needs 3.5 billion USD to reach universal access in 2030. During the BPON sharing session with the MoWASH in Q3, discussions assessed the use of three tools: the World Bank's Costing Tool, the BPON, and budgeting of the PS-EAH. The interrelation of these tools highlighted that the BPON has the notable advantage of being easily updatable through the national WASH monitoring system (SE&AM), the ease for presenting the case of Madagascar at the international level through the Costing Tool and the necessity of having a detailed budget based on the sector plan.

Activities planned for Q1 in FY19:

- Sector plan will be finalized in Q1 with actors' consultations in 7 "grand basins". UNICEF will take in charge the consultant and RANO WASH will contribute to organize workshops for the six RANO WASH intervention regions. A technical committee and a strategic committee have been set up to oversee the process until December 2018.
- RANO WASH has committed to take in charge the costing of the PS-EAH by reinforcing the use of BPOR and BPON.
- RANO WASH planned to mobilize the private sector groups to discuss key needs for the WASH private sector development
- RANO WASH planned to mobilize the WASH CSO groups to discuss key priorities

IR1.2 Improved sector monitoring, analysis and learning, influencing policy

Objectives	Indicator	FY18 Target	FY18 Achieved	Comments
Output 1.2.1 SE&AM strengthened and extended	SE&AM Action plan developed	1	1	SE&AM, the national monitoring system for WASH sector, is available online and actors at national level and in the RANO WASH's 3 intervention regions have been trained to use and update the data.
	RANO WASH Regions using SE&AM	3	3	Workshop to launch and train on the use of SE&AM and data update completed at national and regional levels. The DREAH are able to update data and will mobilize regional actors to ensure the system quarterly update. Rather than one training per commune, 7 trainings for intervention communes at regional level were organized to facilitate sharing among commune representatives.
	ToT held on SE&AM for WASH stakeholders at national, regional and communal levels	16	7	
Output 1.2.2 Learning agenda implemented to increase and better regulate private sector engagement in WASH	WASH working group TOR developed	1	0	The project planned to facilitate its learning events through the PNP-EAH. Despite advocacy, we could not move forward to use the platform to initiate learning activities. In FY2019, the project will change its strategy to work with the MoWASH to initiate events regardless of any structure.
	Digital library functional	1	1	The digital library has been operational since Q2.

Output 1.2.1 SE&AM strengthened and extended

In Q2, RANO WASH worked with the MoWASH DSI team (Information System Office) to pilot the District Monitoring Assessment Tool (DiMat) developed by WaterAid to assess the WASH monitoring processes status, gaps and weaknesses at regional and national level and to inform required changes and strengthening needs to render the SE&AM an efficient and functional monitoring system.

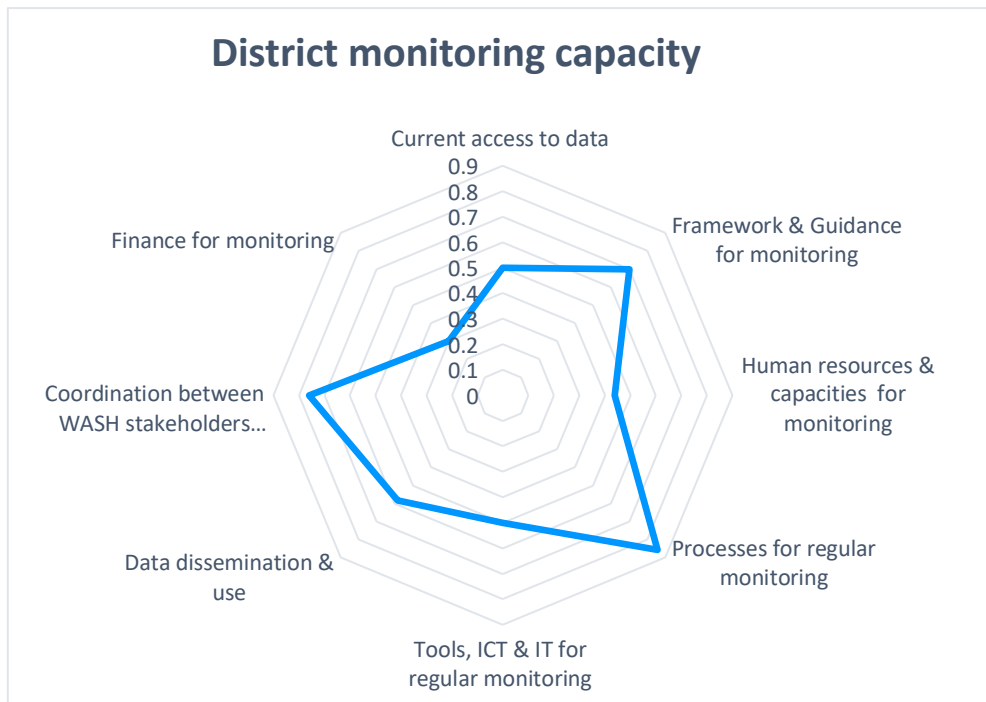


Figure 3. Alaotra Mangoro DiMat diagram

The results identified low budget allocation for sector monitoring at all levels and a need for capacity building of personnel in the Regional Directions (DREAH) on data collection, analysis and quality.

The diagram below is an example of a DiMat for Haute Matsiatra. The coordination between WASH stakeholders, the regular monitoring process and the framework and guidance for monitoring get higher score among all the identified indicators. The results are almost the same between all the regions.

The low score of the “Finance for monitoring” is due to the low budget allocated to the sector monitoring at all levels. Furthermore, the DREAH would feed into national data but, in turn, the DREAH would not receive an updated and finalized version from the MoWASH. This created parallel data versions. The DREAH notes the lack of capacity of their monitoring and evaluation officers on data analysis and interpretation. Training provided focused on data collection.

Guided by the DiMat results to strengthen the SE&AM, in FY18, the project supported the update of the user interface and data collection process with the goal of improving data reliability and establishing quality controls. The project also supported the MoWASH in making SE&AM available online and provided training for the DREAH from all regions in Madagascar as well as commune technicians across the three intervention regions to operationalize the SE&AM system and improve data flow. Each DREAH then cleaned data for their respective regions and the DSI team has finalized data compilation and cleaning, thus enhancing the data flow at the regional level and national level.

By the end of Q4, the two SE&AM “data flow” for data collection/updates were set up in the three FY18 intervention regions:

- Data flow 1- From PTF (key technical and financial partners) to WASH administration, with data validation at regional level (DREAH);
- Data flow 2 – From commune to WASH administration through territorial administration (District, Prefect) with data validation at regional level.

As of October 2018, the project is waiting for results following a round of data collection and validation and will work to enhance the effectiveness of the system in FY 19.

In Q3, the project held a training webinar for the DREAH monitoring and evaluation team on the online system SE&AM and BPOR use and a training of trainers of the MoWASH offices representatives (Water Office, Hygiene Office, Information systems Office, Communication Office) on the use of the SE&AM, BPOR and the Digital Library in Q4. The SE&AM was launched with the regional actors and authorities as well as the 10 communes (mayors and STEAH) to benefit from infrastructure during the same workshops for BPORs in Q4.

At the commune level, the project provided training on the SE&AM system use for the RANO WASH intervention communes in use of available data and updating using data collection charts in Q4 following the BPOR launch workshop. To further benefit communes, the MoWASH designed a simplified data collection for communes.

Output 1.2.2 Learning agenda implemented to increase and better regulate private sector engagement in WASH

To build on the MoWASH Digital Library supported by WaterAid, RANO WASH provided technical support to make the library available online and mobilized actors to use and upload content into the library. The project also provided a refresher training for three digital library officers on the use of the tools and on the uploading documents online. RANO WASH continues to promote the digital library during regional or national events organized by the project, such as the SE&AM regional launch.

Activities planned for Q1 in FY19:

- RANO WASH will work to re-assess progress of regional WASH monitoring and to develop new action plan for regional SE&AM activities, including data update and promoting use of SE&AM and DiMat tools for M&E;
- RANO WASH will work with the new intervention region to prepare the launch workshop of SE&AM and BPOR planned during Q2;
- RANO WASH will work with the DREAH to undertake actors inventories at regional level that will be involved in the regional learning process for the WASH sector;
- RANO WASH will undertake for this Q1 one learning event about its experiences at regional level.

IR1.3 Strengthened sub-national systems

Objectives	Indicator	FY18 Target	FY18 Achieved	Comments
Output 1.3.1 Decentralized resources available for sustained WASH service delivery	Regional owned plan for universal access shared with all regional partners	3	3	Target achieved
Output 1.3.2 Commune management capacities strengthened for WASH service delivery	Communal owned WASH plan	12	0	Discussion began with the MoWASH about the framework to develop the communal WASH plan. 10 communes benefited water infrastructure construction are among those receiving training on BPOC (Budget program per communal objective)
	Mechanism set up to ensure that WSP supported by RANO WASH will pay the required taxes into the commune bank account	1	1	Contract model between Commune and private operator has been set up with the MoWASH for the management of water services. 4 contracts have been signed outlining tax requirement from WSP.

Output 1.3.1 Decentralized resources available for sustained WASH service delivery

In Q4, the project held workshops in each of the three intervention regions to share the BPOR among regional actors and train technical agents from regional government on using BPOR data to plan new WASH access (these workshops were combined with the SE&AM workshops above). The BPOR is also available online in the same RANO-WASH supported website that houses the SE&AM and Digital library. The BPORs, in tandem with the BPON, will be critical components in improving the MoWASH's leadership in robust and precise planning and budgeting for the sector.

Output 1.3.2 Commune management capacities strengthened for WASH service delivery

A total of 23 communes benefited from a refresher training on Program Budget per Commune Objective (BPOC) in Q4 of FY18 on the content and use of the tool and in collaboration with the DREAH. To contribute to the MoWASH plan to train communes on BPOC, RANO WASH committed to cover the 51 intervention communes and the end of FY2018 achieved 23. These BPOC will inform the development of Commune WASH plan which were not completed in FY18.

A total of 10 communes received guidance on the process of contracting a private service provider to construct, operate and maintain the water system in their communes. Four of these communes will sign a management contract with a water service provider in Q1 of FY19.

Training components included the detailed preliminary project design validation process, the call for tenders, the evaluation of bids and the key elements to be taken into account in the contract.

To improve the immersion of these communes in collaboration with private operators, the mayors, the presidents of the municipal council and the accountant treasurers of the 10 communes selected

to benefit from infrastructure were mobilized to participate in exchange visits to three communes of Analamanga region: rural commune of Masindray, rural commune of Ambohimambola, rural communes of Ambohijanaka. Apart from the visits at various infrastructures, the participants were able to interact with the host communal officials, the private water provider and the beneficiaries and discuss on their lessons learned and encountered challenges.

During the exchange visit, participants had the opportunity to discuss various points such as the local governance, issues of conflicts between mayors and communal council, water management and quality assurances, financial and business management, integrated water resource management and climate change.

Under the leadership of the MoWASH and Villanova University's support, the project designed a two-week training program for the STEAH in regulating WASH services. The training curriculum covered i) the roles and responsibilities of STEAH and the other stakeholders, ii) water system maintenance and operations, iii) WASH infrastructures, iv) data management and analysis. Initially, the project aimed to operationalize STEAH in the ten communes benefiting from water supply systems. However, during MOC training for the 51 communes, 26 communes expressed their engagement to set up its STEAH. As a result, the project trained 26 STEAH in close collaboration with the DREAH, with tools shared with them to increase institutional capacity in STEAH training.

Activities planned for Q1 in FY19:

- RANO WASH will finalize during this Q1 the second phases of the STEAH training with Villa Nova University for the first 26 communes that have already design their STEAH;
- We will continue to support commune to develop Commune WASH development plan;
- We will undertake commune capacity building to oversee construction management of Water supply system for those 10 communes which are supported by RANO WASH to improve their Water system.

IR1.4 Increased community control over WASH services

Objectives	Indicator	FY18 Target	FY18 Achieved	Comments
Output 1.4.1 Communes and communities with an active civil society, aware of and organized to claim their right to water and sanitation	Mapping of civil society organizations (CSO) available at communal level	12	48	The project planned to provide support for communes receiving water infrastructure. However, the team extended its implementation in 48 communes recognizing the importance of CSO to increase community's ownership and empowerment.
	Civil society Action plan at communal level developed	12	46	
Output 1.4.2 120 communes with functional WASH accountability mechanisms	Communal development and consultation concertation structures (SLC) functional	50	51	SLC set up in 51 communes and functional
	Accountability system developed	1	1	RANO WASH with representatives of communes and CSOs set up « suggestion boxes », « community meetings » and « Community Score Cards » as part of accountability mechanism to use within commune for WASH services. They have been trained to set up and use these mechanisms.

The RANO WASH approach aims to create a balance of power between public officials, WASH service providers and communities in an effort to increase the community's ability to manage and advocate for quality WASH service delivery.

Output 1.4.1 Communes and communities with an active civil society, aware of and organized to claim their right to water and sanitation

In FY18, through the CSO mapping exercise, RANO-WASH helped increase membership to the WASH-CSO network with 46 across intervention communities and organized training sessions to strengthen the capacity on human rights to water and sanitation and Madagascar's water code to strengthen their knowledge and therefore ability to hold their government and elected officials accountable. As a network, the CSOs also developed a draft action plan that supports the WASH sector. In order to ensure the sustainability of these networks, we worked with the national WASH-CSOs to set up the process to strengthen the network to reach the communal level and the training module. The national CSO-WASH network trained 3 key individuals from each of the regional CSO-WASH on CSO mapping, the human rights to water and sanitation and the roles of CSOs in WASH sector governance. And the regional CSO-WASH worked closely to RANO WASH team for the mapping and training of commune CSO.

This collaboration with WASH-CSOs at national level and regional level highlighted the need to support internal organization and advocacy techniques in order to maximize their impact. RANO-WASH provided technical and operational support for the network to articulate their vision, missions and setting up their new staff representatives and to improve their planning. For the next two years, the general assembly of national WASH-CSO defines the following topics as their advocacy aims: improving the financing of WASH sector to make real change toward the SDGs, stabilizing WASH sectoral policies and strategy, accessing reliable information on WASH situation in Madagascar and enabling effective decentralization to allow communes to improve WASH access of their population. The WASH-CSO network designed strategic axes to fulfill these over the next two years: (Axis 1) enhancement of the organizational aspects of the CSO network at national, regional and communal levels, (Axis 2) Advocacy and interpellation, and (Axis 3) Development of knowledge, tools and evidence collection related to their advocacy aims.

Output 1.4.2 Communes with functional WASH accountability mechanisms

In collaboration with MoID, the project helped establish a dialogue platform (SLC) in each of the 50 communes to give communities and CSOs a space to advocate to and take part in dialogue with local government. SLCs represent a variety of local actors, including the mayor, communal council, private operators, chief of Fokontany, and women's, youth and farming group. Each representative mobilizes their group for each discussion before and after meetings within the SLC.

By the end of FY18, each SLC developed an action plan for capacity building, with 24 finalizing their bylaws and budgets and reporting on dialogue events in their communities. Some of the discussions held within SLCs in FY18 covered the need to tackle poor access in water supply, open defecation, infrastructure maintenance, social rules about hygiene and open defecation, the role of authorities in applying rules and the need of community work to sweep the villages.

Accountability mechanisms for the WASH sector were developed for the communal level and included "suggestion boxes", "community meetings", and the "community score card" approach. These mechanisms represent another opportunity and space through which communities and CSOs can intervene. The national and regional CSO representatives, representatives of communes and RANO WASH team at regional level received training on the use and set up of these mechanisms. RANO WASH regional team developed an action plan to outline the set-up of these mechanisms. The CSC (Community Score Card) process will be held for the communes with private water provider supported by RANO WASH.

Activities planned for Q1 in FY19:

- Coach National CSOs to support regional and commune CSOs through workshops with National CSO leadership and review and development of tools;
- Support regional and communal CSOs to review their advocacy plans;
- Continue to coach commune and SLC to systematize WASH discussion at local level;
- Train and coach commune to set up accountability mechanisms.

Lessons Learned

Despite the turnover at the central Ministry level, the project found it useful to intervene at both the national and regional level as these regional bodies respond directly to the MoWASH and thus even though activities may occur at the regional level, it is important to involve and have buy-in from the national level MoWASH.

While the SLC is intended to function as an accountability mechanism, the project observed some challenges in ensuring the integration of WASH issues into SLC discussions. To address this challenge, the project worked with the MID, who is responsible for providing capacity building to the SLCs, to discuss and identify the WASH issues at the communal level and define objectives and strategies for the SLC to address these.

Challenges and ways forward

Despite this initiative to mobilize actors in the key activities of the sector, the private sector and CSOs have limited participation in coordination mechanisms. RANO-WASH advocated successfully for their participation in the sector plan development process and will continue to ensure their participation in the coordination mechanism in FY19.

Frequent leadership changes in the sector (Minister, etc.) led to changes in directives and priorities among WASH actors. Some of these changes lacked direction due to a lack of sector reference documents clearly defining strategies and priorities. Thus RANO-WASH will provide support in the development of a sector plan.

1.2 Strategic objective 2: Private sector engagement in WASH service delivery increased and improved

Summary of Achievements

RANO WASH catalyzed interest from the private sector to provide services on an enterprise model, and mobilized enterprises to invest in WASH construction and service provision, helping to fill the financing gap for WASH. To do this, RANO WASH organized sessions with private sector enterprises to introduce the idea of WASH service provision as a successful enterprise. Lack of finance/loans has been a major barrier to private sector engagement in WASH service provision; RANO WASH facilitated links between WASH enterprises and banks, and ensured that banks understood that enterprises could manage WASH services for profit (and were thus able to repay loans), and encouraged banks to offer specialized loan packages to fit the needs of WASH service providers – both of which removed key barriers to private sector engagement.

The WASH Market Assessment (WMA) completed in the three intervention regions provided the status of WASH demand, supply and barriers to supply chains that helped inform which products and services are viable. This includes a better understanding of customer's willingness to pay for both water and sanitation services and products as well as possible entry points for increasing demand, including leveraging VSLAs. These assessments also produced valuable information for private sector enterprises and RANO-WASH will seek to identify opportunities for and bottlenecks to private sector investment for products and services.

Local masons and seamstresses were provided materials and training to improve access to quality sanitation and hygiene services, including increased availability of sanitary napkins and gender-sensitive products that mark progress towards improved MHM for women and girls in the intervention areas.

Challenges in construction management and delays in infrastructure completion continued into Q3 and Q4, with construction initiated but no infrastructure completed in FY18. The project, however, completed 17 APS studies and 12 APD studies to identify feasibility and viability for sustainability and developed a procurement process for the water supply system infrastructure, with a contract model finalized and capacity building for tender evaluation committees.

IR2.1 Strategic Development and Innovation for Private Sector Engagement in WASH service provision

Objectives	Indicator	FY18 Target	FY 18 Achieved	Comments
Output 2.1.1 A comprehensive WASH market assessment (WMA) strategy developed	ToR of the WASH Market Assessment developed	1	1	Target achieved
	Regions implementing Comprehensive, gender-sensitive WASH Market assessment	3	3	Target achieved
Output 2.1.2 Regional WASH market development plans drafted	Regions completing Gender-sensitive regional WASH market development plans	3	0	The recruitment of consultant is underway. This activity is postponed until Q1 FY19.
Output 2.1.3 Type and range of financial products for WASH services and products available and accessible increased	Mapping of financial institutions documented	1	1	A financial institution mapping per region completed to provide data on MFIs and banks working in the intervention regions and districts.
	Number of financial institutions having attended WMDP workshops	1	0	The project has changed its strategy to build first on the SHOPS Plus's partnership with Baobab and Accès bank, to link them with WSP for the 6 water systems to be constructed in FY2019 Q1. So this activity was not implemented in FY2018.

Output 2.1.1 A comprehensive WASH market assessment (WMA) strategy developed

To further the project's understanding of the private sector in Madagascar, the project conducted a regional WASH Market Assessment in FY18 for Vatovavy Fitovinany, Atsinanana and Alaotra Mangoro, which produced a snapshot of the private sector landscape WASH service provision, including demand and supply side characteristics.

On the demand side, the assessment investigated current WASH practices, the various constraints and challenges, potential WASH customers' needs and desires for services and products, and key channels for promotional message delivery. On the supply side, it helped to identify available WASH products and services, the existing network of suppliers, and factors to sustain market and supply chain key players. In general, rural households demonstrated their willingness to pay for water under the condition that there would be an effective management model in place to ensure high levels of service provision.

The supply of products and services is essential to ensuring that households can move up the sanitation ladder and gradually improve sanitation and hygiene practices. In rural and remote areas, the availability of local latrine artisans and skilled local masons is crucial to enabling improved sanitation, while fecal sludge management interventions are essential in urban areas and in rural towns where there is a lack of space to move latrines once the pit is full. In order to support a sustainable and efficient WASH market, RANO WASH must strengthen local sales structure (suppliers, retailers), stock availability, increased demand, financing institutions or associations (bank, microfinance, VSLA), WASH artisans or professional technicians.

Box 1. Recommendations from the WASH Market Assessment

Access to safe drinking water remains a main challenge in RANO WASH intervention regions. Rural households demonstrated their willingness to pay for water with the condition that there would be a good technical management model providing sufficient quantity and quality of water and solving breakdowns and malfunctions quickly.

Open defecation and use of unimproved latrines are still common practices visible during community assessments. Households want to improve their latrines, and locally accessible services and products are essential to enable families to move up the sanitation ladder. Households also need access to local masons capable of creating latrine products which are appropriate for the local context.

Soap is available in almost all villages that were visited. However, use of soap is still limited, especially among menstruating girls and women. Similarly, despite the need for improved menstrual hygiene management, women and girls are not yet accustomed to using hygienic sanitary pads during menstruation. Accessible and affordable sanitary products are important for their well-being. Awareness-raising campaigns are needed to encourage the use of these products and to reduce stigma related to menstrual hygiene management.

Output 2.1.2 Regional WASH market development plans drafted

The project planned to hire a consultant to support the development of WASH market development plans. However we were unsuccessful in recruiting the required consultant. . To overcome this challenge, the project conducted internal reflective practice to develop the methodology of WMDP development. The methodology will be implemented in FY19 Q1.

Moreover, in order to capitalize on the information provided by the WMA and promote products and services, the project focused on providing capacity building and materials to local masons and seamstresses and promoting their products as well as safe water by producing marketing tools on

WASH products and services and providing training on marketing. Marketing strategies will be developed to support local masons and seamstresses trained to sell their services and products.

Output 2.1.3 Type and range of financial products for WASH services and products available and accessible increased

To begin linking WASH enterprises and financial institutions, the RANO WASH team established a partnership with the USAID-funded SHOPS Plus to link WASH enterprises with financial institutions already working under the SHOPS Plus project in the health sector. The two projects co-organized the “Business Opportunities for the WASH Sector: Access to Financing for Pre-selected Enterprises in 2018” in September 2018 in Antananarivo. It was attended by 19 WASH enterprises and two banks.

The event sought to facilitate an exchange between financial institutions and private sector actors involved in or with potential involvement in WASH services. This created an opportunity for the discussion of financial opportunities in the sector, including the management of WASH services for profit, in an effort to demonstrate that WASH investments carry similar risk to other investments and increase confidence of financial institutions on loan repayment and/or return on investment. The event also sought to encourage financial institutions to offer favorable loan products for WASH service providers in an effort to make the WASH sector more attractive to potential private sector investment. As a result, four private enterprises that will provide water supply systems in FY19 received loans from Baobab Bank and Acces Bank.

Activities planned for Q1 in FY19:

- Under the leadership of the MoWASH, establish TOR and recruit an academic institution or “bureau d’études” for the WMA in the three new regions to produce methodology and tools;
- Conduct a WMA for Amoron’i Mania, Haute Matsiatra, and Vakinankaratra;
- Develop the regional WMDP for Vatovavy Fitovinany, Atsinanana, Alaotra Mangoro;
- Implement WMDPs and quarterly supervision;
- Develop marketing strategies to support local masons and seamstresses trained to sell their services and products.

IR2.2 Improved design, construction and management of WASH infrastructure

Objectives	Indicator	FY18 Target	FY 18 Achieved	Comments
Output 2.2.1 Design and construction of sustainable WASH infrastructure improved	Environmental Screening forms completed for each construction site	12	7	At the end of September 2018, 07 out of the 12 ESF obtained USAID approval. The 05 remaining, with APD validated by Region Direction of MoWASH, were already re submitted after revision and awaiting USAID approval.
	Number of water systems designed and constructed	12	0	4 systems were under construction and 2 going through the construction contracting process by the end of FY18.
	Number of people gaining access to a basic drinking water services as a result of USG assistance	22,000	0	These three targets depend on the achievement of the water supply system construction. It will be achieved when the infrastructure construction is completed. The activity is ongoing.
	Number of people gaining access to safely managed drinking water services as result of USG assistance	16,500	0	
	Number of institutional settings gaining access to a basic drinking water services as a result of USG assistance	20	0	
	Number of people educated on tools, approaches, a/o methods for water security, integrated water resource management, a/o water source protection	22,000	459	Community awareness in villages which will benefit water infrastructures construction has begun in Q3 by using RANO HP tools. However, tools were revised in Q4 and it delayed the implementation of the activity. The project plans three community meetings before the construction to make aware the community of their rights and duties, including the environmental aspect.

Output 2.2.1 Design and construction of sustainable WASH infrastructure improved

The design and construction process for infrastructure encompassed the following general phases: (1) commune targeting; (2) technical feasibility and detailed design studies (APSs and APDs) and ESF approval; (3) procurement process, including launching the calls for enterprises, enterprise selection and contracts; (4) construction; (5) water quality testing; and (6) final signature of the water system management contract between commune, the enterprise and RANO WASH. As mentioned above, the project initiated but was unable to complete infrastructures in FY18 due to challenges in construction management and delays in infrastructure completion. As a result, of the 12 water systems expected in FY18, the project launched the process for 9 systems, with 4 systems beginning construction before the end of the fiscal year. The 9 systems are also expected to reach 40,605 beneficiaries. These are further discussed in the challenges section above.

The project, however, was successful in developing a procurement process, negotiating a contract model with the MoWASH and producing and validating 17 APS and 12 APD technical studies before the end of the fiscal year. We also successfully obtained technical and financial offers from

18 enterprises capable of investing as well as undertaking the construction and management of the water supply system, which secured a 6 to 20% co-investment that translated to 70,000 USD of total investment across the 6 systems. This will have a significant impact in the sustainability of the systems, which is an enormous challenge for the sector. Capacity building was also provided to communities to strengthen their ability to fulfill their duties and responsibilities relating to the water services quality and sustainability.

Commune Targeting and APS and APD Studies validation

BushProof and Sandandrano conducted a rapid scoping study in January 2018 to identify communes eligible for FY18 water supply construction or extension. The initial 12 communes were identified based on the "rapid start-up" criteria stated in the proposal, which prioritized capacity of communes to integrate private sector management models and capitalizes on the gains made by former USAID projects. In FY18, this meant targeting communes with a privately managed water supply system experiencing issues affecting sustainability.

By the end of Q3, 12 detailed design studies (APD) and 17 technical feasibility studies (APS) were available. The APD studies were submitted to the DREAH for technical validation prior to the validation session with local authorities and representatives for communal councilors and beneficiaries. In collaboration with the DREAH, restitution and validation sessions by the local authorities and representatives of the beneficiaries were conducted at the end of each APS study. The signed documents for the verbal validation of these APS validation sessions are attached to the final APS report.

In Q4, 3 of the APD designs did not attain acceptable levels of cost per beneficiary and the project decided to replace these with 3 new sites in Ambodihara Sakorihy and Ambalatenina and Ambatofotsy Commune. In the Alaotra Mangoro region, the Andasibe commune refused to adopt a private management model and the project replaced this site with the Beforona in collaboration with the DREAH. The 4 additional detailed technical studies were completed by the end of Q4.

To calculate the number of beneficiaries, the project referred to the JMP (Joint Monitoring Program) standard regarding the basic and safely managed access to clean water. As a summary reminder, the basic access is granted for the use of tap-stands (public and social connection) where it takes less than 30 minutes, for the user, to fetch water including queuing. The access is called Safely Managed when it fills the criteria of basic access first, and when the user can have access to clean water as needed (in term of quantity and quality) and when needed (no time bound). So practically, Safely Managed access criteria can only be filled by private water connection.

To determine the reasonable cost per beneficiary, we refer to the actualized cost for construction in the market based on the ongoing construction activities held by the consortium partners. The second determinant parameter is the horizon used to size the water supply system which has been set to 20 years according to the RANO WASH proposal. Independent of the system size, the unit cost to construct a water supply system is currently estimated to 40USD/person and 30USD/person to upgrade an existing water supply system to handle safely managed water connection.

WQAP, EMMP, and CRM documents submitted by the project were approved by USAID, after incorporating their feedback in Q1 and Q2. During first phase of the survey (APS), observations of different hydrochemical features were done systematically, describing the quality and the identity of the water. Similarly, an ESF is provided for each construction work assessing environmental risks before, during and after the construction, and identifying measures to be taken to mitigate or prevent negative impacts of the project interventions. The Detailed technical studies (APD) provided elements to inform the ESF.

A- NOTICE OF RESTRICTED CALL FOR TENDERS

B- BOOK 1:

1. Instructions To Bidders
2. Market Conditions

C- BOOK 2: Detailed Design Studies

3. Brief Description
4. Technical Specifications
5. Quantity Quotation Bill (BDQ)
6. Plans and Appendices

C- FORMS TO BE COMPLETED BY THE BIDDER

7. Technical Form T
8. Financial Form F
9. Form Comments / Conditions C

D- MODELS OF CONTRACTS

10. Contract on construction
11. Contract on operations and maintenance

Procurement process

FY18 activities focused on preparing the restricted bidding process for a public private partnership management model, with the support of the MoWASH Director of Water Resources Management, and in collaboration with tender committee (CAO) members per commune.

A standard tender document was drawn up meet the compliance requirements of each consortium member that takes into account the experiences of other projects such as Helvetas and GRET/MEDDEA (mainly the added benefit of an enterprise with the capacity to build, manage and invest) and to solicit an offer for the construction-management and investment of the water system from the pre-selected companies.

In FY18, the project shortlisted 22 companies from two calls launched in December 2017 and April 2018 and validated by consortium members and tender committee members. These enterprises were then invited to submit their offers to co-finance, build / rehabilitate and manage the water system in the 9 communes selected (Andemaka, Kelilalina for Vatovavy Fitovinany region; Foulpointe, Ambila Lemaitso, Ilaka-Est, Ranomafana-Est, Ampasimbe Onibe for Atsinanana region; Sabotsy Anjiro and Beforona for Alaotra Mangoro region).

Site visits

As part of an enterprise’s bidding offer is a mandatory site visit that is led by the DREAH, commune representatives and regional RANO WASH team. It is intended to provide bidding enterprises with information to ascertain the nature, the technical and geographical situation of the water system, the means of transport and communication, and all the constraints and obligations resulting from the system operations.



Figure 3 Site visit in Atsinanana Region

In FY18, the project conducted 9 site visits.

Contract models in the Tender Document

Two contract models were integrated into the tender document: a construction contract signed between the respective consortium member and the successful bidder; and an agreement of management responsibility, which is signed between the municipality and the enterprises and validated by the MoWASH.

As stated above, in September 2018, the project received USAID ESF approval for 7 water systems and 4 contracts were signed between the Lead Partner (CARE, CRS, WaterAid) and enterprises on construction, and 4 investment and management contracts ready to be signed in early Q1 with a 6 to 20% of cost share across the 4 systems. These contracts outline the winning enterprise’s responsibility in the rehabilitation, construction, management and operation of the water supply system and grants the private enterprise the exclusive right to distribute drinking water by network to the natural and legal persons present in the pre-defined catchment area for a period of 15 to 20 years.

- Training Package for CAO:**
- Concept of Private Public Partnership
 - PPP contract types
 - Public Market Codes
 - Public Market / Private Market vs. PPP market
 - Procurement process
 - Invitation to tender
 - The content of the tender document
 - The submission of bids
 - Opening and processing of the bids received
 - Bid Assessment / Analysis and comparison
 - The public market principle
 - The Tenders Committee and its Roles and Responsibilities and How it Works

In September 2018, construction was launched in the 2 sites in the Atsinanana region (Foulpointe and Ilaka East) and 2 in the Alaotra Mangoro region (Beforona and Sabotsy Anjiro), under the technical control and supervision of Sandandrano and BushProof. Two construction contracts in Ranomafana Est and Ambila Lemaitso were signed as well at the end of September and the five construction works in Vatovavy Fitovinany will be signed in early Q1.

Figure 4 CAO training package / Tendering process

On-job capacity building for Tendering Committee

With the support of the DREAH, the RANO-WASH team provided on-job capacity building to 10 CAOs. Each tendering committee is composed of the mayor, and 2 representatives of users, DREAH representatives, the RANO WASH technical team (PCT and regional representatives) and representatives of the consortium member administration and finance team. This training guided the municipal representatives through the process (steps outlines in Figure 4) of selecting and awarding contracts to the water service provider. The CAO proposes a contract with a private enterprise which is then submitted to the Country Representatives of the Consortium organizations.



Figures 5.1. 6.2, 6.3 CAO on-job trainings in the RANO WASH three intervention Regions

Community Capacity Building

A total of 459 people from communities benefiting water systems construction in these six communes benefited from awareness-raising activities on the infrastructures design, the roles / duties and rights of all stakeholders (communes, service users, service providers) and environmental measures for the water security.

Activities planned for Q1 in FY19:

- Produce 33 APS reports for Q1 and Q2 (1st cycle of construction) and 30 APS reports for Q3 (2nd cycle);
- Submit ESF forms to USAID on an ongoing basis;
- Launch for calls of interest to produce a list of pre-selected enterprises that are able to invest and undertake construction and management of the FY19 water supply system and short-list;
- Conduct tendering process relating to FY18 remaining water systems construction and management;
- Construction quality monitoring by BushProof/Sandandrano;
- Capacity-building of BushProof, Sandandrano, WSPs and STEAH through study trip from Villanova U/Aqua American.

IR2.3 Strengthened technical & business skills and competencies

Objectives	Indicator	FY18 Target	FY 18 Achieved	Comments
Output 2.3.1 Capacity building for private sector in business systems and technical operations strengthened	WSP training package created or improved	1	1	Training package for STEAH, and Water Service Providers available.
	WSP of the 12 water supply systems constructed trained	12	7	A first training series held for 17 enterprises interested to be builder or manager of water systems. 7 out of these 17 enterprises are selected to be managers of the 8 water systems to be constructed by the project.
Output 2.3.2 Development of professional associations	National Association of Private Water Providers Capacity assessment completed	1	0	The project decided to postpone this activity for FY2019 to prioritize enterprises' capacity building on water supply management.

Output 2.3.1 Capacity building for private sector in business systems and technical operations strengthened

In order to ensure the sustainability and equity of the services to be implemented, RANO WASH sought to strengthen the capacity of WASH service providers through a partnership with Villanova University and the MoWASH to develop a two-week training kit for STEAH and the agents of the private entrepreneurs wishing to be managers of WASH services. The first package comprises three main topics: i) roles of commune and WSP according to the WASH code, ii) rules that must be respected to ensure water quality, iii) quality of services and technical aspects of the operation. In September of FY18, 12 STEAH and 17 private operators agents attended the first 5-day training program in Foulpointe.

To strengthen the capacity of WSP to improve the management of piped water supply system, RANO WASH benefited from Villanova university support to evaluate the potential of implementing low-cost remote monitoring technologies called Transducer. The evaluation will be performed in two ways: The first is to allow water supply system managers to measure different parameters of their system, especially the water flow and to take measures at the right time. And, the second is to pilot test the storage tank monitoring device in several communities so that the technology efficiency and the opinions of the management can be assessed to determine if it is appropriate and how they can be improved. In FY18, the Transducers were installed in the water supply systems.



Figures 6 Local masons training

To generate demand for sanitation, under SO3, RANO WASH adopted two broad approaches: CLTS and sanitation marketing. The project developed a partnership with FAA to ensure the training on CLTS for RANO WASH technicians. In partnership with local NGO partner, Saint Gabriel, a total of 79 local masons and 30 seamstresses received training in the 10 districts across the 3 intervention regions, to support households to move up the sanitation ladder and to sell their product/services. Masons benefited small equipment at the end the training and each seamstress brought home 30 sanitary pads produced by themselves.

Training of local masons included capacity to construct "FlyProof" models, which help households to build more improved latrines achieving basic sanitation services according to their needs. The contents of the training included (1) sanitation marketing techniques and types of latrines; (2) Drawing up simplified estimate for each type of latrine, (3) SANPLAT slab technologies and 3 other types of latrines (Theories and Practices), (4) Simplified stock management; (5) Latrine technical construction (for 3 or 4 types).

The WMA noted an existing demand for affordable and appropriate sanitary pad for women and girls. In FY18, RANO WASH investigated sanitary pads models adapted to rural areas and developed a partnership with Akany Ny Avoko to pilot a training for women and girls to produce sanitary pads to meet rural needs. A total of 30 seamstresses benefited from a 5-day training at Akany Ny Avoko Ambohitrarimo and returned home to share with her peers the new skill, to produce and sell the pads at a price that women and girls at rural areas can afford.

Output 2.3.2 Development of professional associations

A total of 13 AOPDEM members participated in the RANO WASH/SHOPS Plus event linking banks and enterprises. Upon hearing more information and on the advantages of AOPDEM, several new members joined the association.

Activities planned for Q1 in FY19:

- Conduct a training for water service operators, completing the modules on water science, water quality, environmental health, operation and maintenance of water system;
- Post-training follow-up for local masons and seamstresses trained during FY18 to support them to provide services to households, especially VSLA members and people benefiting from water infrastructures.

Lessons Learned

As broader learning, the project found the target-setting of a discrete number of water supply systems may not be a suitable proxy for impact in all cases. Instead, it is necessary to assess the number of people served and lives improved by each potential system and factor in viability and success for sustainability. In FY19 the project will use well defined criteria with the MoWASH that takes into account learning from this year to avoid delays in APS and APD validation. Another learning from FY18 highlighted the importance of local authorities, communities and CSO participation in the technical APS studies and selecting a management system. The project also

found that when private enterprises are involved in developing the management contract, the process is better streamlined.

The project will also maintain the synergy of SHOPS Plus and RANO WASH in partnership with the two banks, Baobab Bank and Accès, which allowed us to move quickly to develop financial products adapted to WASH service.

Challenges and ways forward

Challenges in construction management and delays in infrastructure completion continued into Q3 and 4, with construction initiated but no infrastructure completed in FY18. The water systems construction planning for FY2019 takes in account lessons learned in FY2018.

The WMA and WMDP are new concepts in Madagascar. The project team planned to hire a consultant to lead the process of WMDP development. As no firm had experience in WASH market development activities, the project was unsuccessful in recruiting the relevant consultant to support the project. We have decided to lead the WMDP development process with the engagement of WASH stakeholders in each region. The project will develop a methodology in early FY19.

While CLTS has generated household demand for latrines, limited availability of sanitation products and services has meant the few households have translated demand to the adoption of improved latrines (rather than unimproved latrines). The WMA confirms the need for communities to have access to a latrine service provider to push them to move up the sanitation ladder. Local masons are trained to promote a variety of latrines services, but it is still challenging for these local masons to be able to respond to household needs. Post-training follow-up activities will be undertaken to support these masons to respond to more needs of communities. Building on learning from FY18, RANO-WASH will continue to engage in CLTS/FUM activities while simultaneously strengthening the capacity of sanitation market actors and testing products and services. CLTS and FUM will thus serve as a test platform for market solutions developed under SO2.

1.3 Strategic objective 3: Adoption of healthy behaviors and use of WASH services accelerated

Summary of Achievements:

In FY18, the project concentrated on building knowledge around behavior change through applied research while delivering behavior change activities on the field, based on previous experiences by other projects. The Behavior Change research provided the project with a better understanding of what kinds of behavior change approaches are being used currently, and what we can build on, or should change.

Although hygiene and sanitation practices and behaviors have been introduced in the intervention areas, through CLTS and sensitization, these have not yet translated into concrete behavior change. This made Consortium members question assumptions and analyze our larger approach to hygiene behavior change and engage in conversation to test effective behavior change methods and build on the evidence base generated in FY18 on the reasons and possible methods.

At the community level, the project worked with 1,053 Community Health Volunteers, in collaboration with the Ministry of Health, to raise awareness on WASH issues by delivering messages and doing sensitization on four WASH key messages: handwashing, use of safe water, use of latrines and menstrual hygiene. These hygiene promotion efforts and other public awareness raising events reached 246,586 people across the Vatovavy Fitovinany, Atsinanana, Alaotra Mangoro regions. The promotion of menstrual hygiene management in communities was a particularly innovate addition to the traditional package and helped increase availability of information and spaces for women and girls on what is considered a taboo subject in Madagascar. The reach of promotion activities was large, however, there is need to reinforce messaging. RANO WASH will continue to develop a behavior change strategy that engages other community gatekeepers to reinforce messages and address social norms and expectations in order to build a more robust enabling environment to drive and sustain behavior change.

To begin reaching sanitation targets, the project began its coordination with FAA to inform CLTS interventions and create synergies locally through pre-triggering, triggering and Follow up Mandona (FUM) activities. CLTS was rolled out in the intervention areas and through tiered promotion supported by community health agents, CLTS facilitators and VSLAs, a total of 4,806 latrines were constructed. The majority of these latrines are shared by households and thus do not fully fulfill the criteria for basic, safe sanitation; however, this represents a significant improvement to sanitation conditions and contribution to open-defecation free (ODF) communities. A total of 56 villages were declared ODF.

The project leveraged tools and experiences from other USAID-funded projects, like MIKOLO and FARARANO as well as partners, including radio spots and shows used under MIKOLO broadcasted over local radio. To improve the ability of project staff and community health volunteers to monitor household behavior, the project developed a monitoring tool and conducted monthly supervision of community health volunteers in collaboration with health facility staff under the Ministry of Health.

Participation and contribution to national meetings in hygiene and sanitation initiated by key ministries such as Ministry in charge of WASH, Ministry of Public Health and Ministry of Education to allow the project to benefit from their experiences as well as opportunities to influence programming and policies by learning and sharing.

IR3.1 Improved hygiene and sanitation behavior change solutions through applied research

Objectives	Indicator	FY18 Target	FY 18 Achieved	Comments
Output 3.1.1 Behavioral science innovations for WASH BC explored, iterated, evaluated	A context-specific behavior centered action research completed and corresponding report published	1	1	The report on behavior centered action research is available and the results will allow the project to orient its own strategies for FY19, as well as start sharing with other key stakeholders to influence programming and policies
Output 3.1.2 Studies of integrated population, health and environment	A PHE action-research agenda developed	1	0	The project struggled to articulate a strategy for PHE due to a limited evidence base of the approach in Madagascar.

Objectives	Indicator	FY18 Target	FY 18 Achieved	Comments
(PHE) programming models stimulating cross-sectoral collaboration				
Output 3.1.3 WASH-Nutrition linkages researched	WASH-Nutrition linkages action-research agenda developed			The WASH-Nut desk review was conducted in Q2 and the stakeholder analysis in Q3. A workshop to share the results was organized in Q4.

Output 3.1.1: Behavioral science innovations for WASH BC explored, iterated, evaluated

An important priority for RANO WASH is to understand better and address the multi-level and multi-dimensional behavior drivers that influence demand for adoption and adhesiveness of sanitation and hygiene behaviors among target populations. To achieve this, in FY18 the project conducted applied research in collaboration with the London School of Hygiene and Tropical Medicine (LSHTM) on current behavior change strategies and how to learn from those practices to improve behavior change strategies.

The research protocol was based on the Behavior Centered Design (BCD) process and is part of the Assess stage. The BCD research investigated WASH behavior change interventions in the East, South East and Center regions of Madagascar, gaps between inception and execution and perspectives, views and assumptions of key stakeholders about behavior change. The researchers consulted six partners that have ongoing activities on the interventions areas of RANO WASH².

The research found a gap between implementing organizations in Madagascar in the understanding and the implementation of their policies. Despite the variety of consulted organizations, at field level, behavior change communication appears to be education- and knowledge-focused and this, despite using various approaches (CLTS, sensitization, convincing, etc.), all interventions seemed to be similar. This focus on knowledge and education reveals that many organizations are still relying on old or outdated models of behavior change. In the final submitted report, the researchers stated, “*even though it has been well documented that education and sensitization are insufficient approaches to change behavior (Biran et al., 2014, Kelly and Barker, 2016), only one of the observed activities met the minimum criteria for effective behavior change, and the rest appeared to be sensitization*”.

This conclusion highlights how important it is for RANO WASH to focus on more innovative approaches rather than repeating and using current models, while recognizing the weight of previous experiences as important as well. However, if the project wishes to generate more sustained changes, it needs to address a broader range of potential determinants. Knowledge may play an important role in behavior change, but it does not lead to sustained improvements. Innovative approaches to behavior change focus on changing habits, providing automatic cues for changing behaviors, and targeting emotional drivers of behavior and also require adequate formative research.

² mainly: CRS with its FARARANO Project in the East Coast, WaterAid and its project in Alaotra Mangoro, the National Office for the Nutrition and its regional and local activities, the Interaide project, a local NGO called ASOS which also implemented the MIKOLO project in Vatovavy Fitovinany, and the FAA and its activities implemented by its local partners

Another important finding resulting from this research is the collaboration with the Community Health Volunteers. While it is commonly agreed that CHVs are the most consistent front-line local actors to deliver messages to individuals and households, there is the need to assess their capacity to deliver nuanced behavior change strategies. At the same time, they are always the go-to person for education and sensitization activities implemented by projects and actors, and it seems that the more topics and activities are asked of them, the less quality can be expected from their interventions, especially related to behavior change. RANO WASH will need to find a more consistent way to deliver high quality behavior change strategies while at the same time keep in mind the sustainability of the chosen model.

Those preliminary results, as well as the desk review from other partners' reports, along with the gender analysis, helped the project to review its current behavior change strategies during Q4. Two main partners' reports have been used to complement those preliminary results: the first is the formative research report on hygiene from WaterAid³, when the organization made their BCD research and design strategy. The second one is the qualitative research undertaken by the FARARANO Project implemented by CRS⁴ and funded by USAID. This behavior change strategy was used while the project develops its first iteration of the BCD strategy in FY19.

This strategy is based on four major components:

1. Rearrange the topics and key messages of hygiene and sanitation using the "4H" model of the MOWASH, namely the Direction of Hygiene Promotion: environmental hygiene (including sanitation, waste management, animal feces management), food hygiene (including using of safe water), corporal hygiene (including menstrual hygiene) and domestic hygiene.
2. Use local campaigns to create needs and desire for changes, and then identify willing households who will be regularly accompanied by local promoters to attend group discussions and household visits, using participative discussions and motivational interviewing techniques. Those discussions will focus more on motivation, capabilities and opportunities for change at individual level, and how individuals can address them to initiate changes within their communities or households to change
3. Work with local promoters, which are identified through a participatory process
4. Set up a rewarding mechanism for communities, households and individuals who have consistently shown changes to improve self-esteem and positive feeling about the changes: collective celebrations, colored stickers for households with consistent changes, certificates for women, men or young leaders

³ WaterAid, Rapport de la Recherche Formative à la Promotion de l'Hygiène, Étude Effectuée dans les régions d'Analamanga, Bongolava et Alaotra Mangoro, Novembre 2016 (Formative Research Report on Hygiene Promotion, study conducted in Analamanga, Alaotra Mangoro regions, November 2016)

⁴ FARRANO Project, CRS, FY18, Rapport Provisoire de Recherche Formative sur les Barrières au Changement de Comportement. (Preliminary Report on Formative Research on barriers to Behavior Change, FY18)

Output 3.1.2: Studies of integrated population, health and environment (PHE) programming models stimulating cross-sectoral collaboration

The RANO WASH project plans to articulate its priorities and agenda in FY19 on integrated population, health and environment (PHE) programming models, stimulating cross-sectoral collaboration. In FY18, the project struggled to articulate a strategy for PHE due to a limited evidence base of the approach in Madagascar. MIKAJY and HAITAO had also only just started in FY18 limiting their ability to inform our strategy. In FY19, we will conduct a desk review of the PHE approach in Madagascar in an effort to develop a well-informed strategy concerning this approach.

Output 3.1.3: WASH-Nutrition linkages researched

The research on WASH-Nutrition linkages is being realized in partnership with the London School of Hygiene and Tropical Medicine (LSHTM). The first report, titled “Integrating WASH and nutrition in Madagascar for children’s growth, development and health,” was submitted in Q2, and the second report, titled “WASH and Nutrition in Madagascar: Stakeholder analysis,” submitted in Q3. This report focuses on the respective levels of influence and interest each organization holds in relation to the further integration of WASH and nutrition programming in Madagascar. Each stakeholder was ranked on their level of influence and interest based on information collected during key stakeholder meetings. Influence was measured as the ability to affect or change national policies or if the organization had proven ability to implement integrative WASH/ nutrition programming. Interest was measured by analyzing organizational priorities, expressed or revealed interest in further integration between these two sectors in Madagascar, or potential future collaboration with RANO WASH. This stakeholder analysis is one step forward towards the WASH-Nutrition linkages and how the programming for better linkages could be improved in Madagascar.

In July 2018, Robert Dreiblebis and Jessica Petz, from the London School of Hygiene and Tropical Medicine (LSHTM), came to make share the results of the desk review with other stakeholders involve in WASH-Nut in Madagascar. It was the occasion for the participants to learn more about the linkages between WASH and Nutrition. The WASH-Nutrition desk review and stakeholder analysis found that while biological plausibility and observational data suggest that WASH plays an important role in undernutrition, it is unclear that WASH interventions alone will impact nutrition outcomes. Furthermore, WASH interventions are often omitting nutrition-sensitive hygiene and sanitation behaviors critical to nutrition, such as food hygiene. In Madagascar, integration of WASH and nutrition activities is often one-sided; nutrition actors are more likely to integrate WASH interventions than WASH actors are to integrate nutrition or nutrition-sensitive interventions. Thus, more attention is needed to design and deliver nutrition sensitive WASH interventions.

Activities planned for Q1 in FY19

- Continue stakeholder engagement on WASH and Nutrition through various channels. RANO WASH will facilitate and share reflections, and good practices on nutrition sensitive WASH interventions ;

- On PHE, the project will develop an action research agenda that lists all items and questions that stakeholders would like to answer in relation to cross-sectoral collaboration. This list of research questions and the agenda will help stakeholders to build the body of knowledge on population, health and environment (PHE) programming and will contribute to improve cross-sectoral collaboration among stakeholders. RANO WASH will collaborate with the MAHEFA Miraka and MIKAJY projects to achieve this activity and plans to contract with a national consultant or a volunteer to conduct interviews and discussions with key stakeholders, including workshop facilitation to initiate discussions on what are the main issues for cross-sectoral collaboration. This activity will also leverage the presence of stakeholders within the learning to coordinate the research-action;
- The project will also explore the possibility of comparing a variety of strategies (WaterAid and RANO WASH) to test and produce evidence of the effectiveness of one strategy comparatively to another. As for the continuation of the BCD process itself that RANO WASH has started in FY18, the project will need to develop its theory of change related to behavior, and to undertake formative researches to complete the gap of knowledge on specific behaviors. When those complementary formative researches are done, the project will contract with a creative design firm to develop innovative approaches that will be experienced in the three regions in FY19. Those complementary formative researches will be done with the collaboration of LSHTM. In Q1, a workshop with LSHTM to design the theory of change will take place and will engage consortium members.

IR3.2 Improved implementation of WASH behavior change at all levels: communities, government and private sector

Objectives	Indicator	FY18 Target	FY 18 Achieved	Comments
Output 3.2.1 WASH BC program coordination improved in RANO WASH regions	Number of WASH national meetings on BCC attended by RANO WASH team	3	6	The RANO WASH team attended the sharing session of the WASH national communication plan.
Output 3.2.2 Innovative CLTS and WASH BC implementation	Number of RANO WASH staff trained in gender-transformative approaches for VSL, WASH-friendly and WASH BC	50	56	
	Number of RANO WASH sub grantees staff benefiting CLTS ToT	50	68	CLTS training were delivered by FAA trainers

Objectives	Indicator	FY18 Target	FY 18 Achieved	Comments
	# of villages verified as "open defecation free" (ODF) as a result of USG assistance	150	56	The verification process is an ongoing. 248 villages were triggered in Q4, 492 FUM were realized and 85 were self-proclaimed as ODF. As the members of the verification committee are local community members, with Commune and Fokontany representatives, they need to organize the verification visits, along with the project staff, thus the verification process took longer than expected.
	Number of basic sanitation facilities provided in institutional settings as a result of USG assistance	20	0	This activity is closely linked with construction activities and the objective is to give the institutional settings the WASH friendly status. The training of those institutional settings has started: 12 schools were trained, and trainees include teachers, and directors, and 03 health centers including doctors and CHV.

Output 3.2.1: WASH Behavior Change program coordination improved in RANO WASH regions

The National WASH Communications strategy emphasizes the importance of greater coordination and harmonization of sanitation and hygiene behavior change efforts in Madagascar, at national and local level. That is why RANO WASH takes into account the importance of contributing to this coordination by facilitating the learning hub at national and regional levels in FY19.

During this first year, RANO WASH worked closely with the MoWASH at central level and engaged with two ministry departments on communication : the Hygiene Promotion Direction and the Communication Direction responsible for the National Communication Action Plan for WASH and adopted communication tools and hygiene promotion messages developed by the Hygiene Promotion Direction.

In addition, the exchange with the Communication Direction allowed the project to align with the six key messages promoted in the National Communication Action Plan (handwashing with water and soap, use of toilet, use of safe water, menstrual hygiene promotion, household garbage management and waste management). Furthermore, RANO WASH attended the national workshop on the National Communication Action Plan and had committed to contribute to its implementation in the regions of Vatovavy Fitovinany, Alaotra Mangoro and Atsinanana, especially by taking into account the two key messages in the new BC strategy, namely waste management and waste water management, that are now included in the environmental hygiene

topic. The regional MoWASH director of each region were present and aware that RANO WASH will work in those regions.

More focus will be given in coordination at regional level for FY19. A mapping of different organizations working at regional level has been completed and the behavior centered research realized with London School and Tropical Medicine had allowed the beginning of dialogues and discussions between the project and those regional actors. It appeared that those organizations are really interested on behavior change approaches but currently, there are not really opportunities to discuss those, and to learn more on how behavior change can be improved. During the workshop in September on behavior change, and during which LSHTM made a preliminary presentation of their results, the participants, including participants from Ministry of Health, Ministry of Education, and other project such as FARARANO project, or WaterAid, were very keen on continuing this discussion to improve their own practice. Those conversations will be continued consistently during next year at regional levels, using existing platforms or supporting local initiatives for platform creation, if all actors and partners deem it necessary. These coordination activities will be realized along with activities under Strategic Objective 1 related to governance.

Output 3.2.2: Innovative CLTS and WASH BC implementation and gender activities

RANO WASH contracted with an international consultant to train its staff on gender-transformative approaches and to conduct gender context-specific analysis in RANO WASH intervention regions. All national staff and regional and local staff in Vatovavy Fitovinany and Alaotra Mangoro benefited from this training, along with the facilitation of the gender analysis at local level to orient project strategies on gender promotion and activities. The details of this activity are described in detail in Page 55.

CLTS and Sanitation activities

The project strategies during this year focused on two major activities: i) implement CLTS to trigger communities into becoming Open Defecation Free (ODF) communities and villages and ii) implement sanitation marketing approach in ODF villages to facilitate household access to improved sanitation services and climb the sanitation ladders.

The villages and fokontany were categorized based on their current status:

- if they are new villages, we implement CLTS;
- if they are already triggered villages but have not achieved ODF status, we implement Follow-Up Mandona (FUM) to raise them to ODF status;
- if they are already ODF villages, we implement sanitation marketing approach and focus on training local masons, supporting other sanitation related local business activities;

VERIFICATION of ODF or « Open Defecation » Status – Village Level

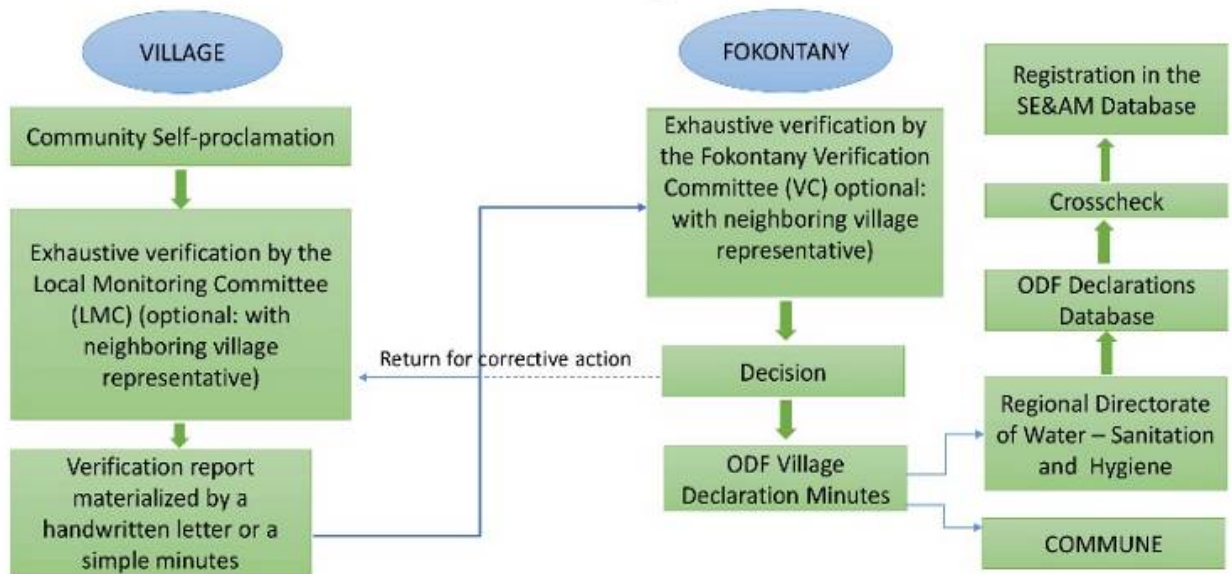


Figure 7 ODF verification process

This activity is realized with the *Fonds d'Appui pour l'Assainissement* (FAA or Global Sanitation Fund). FAA teams have trained 68 RANO WASH staff members to be able to undertake pre-triggering, triggering and follow-up Mandona. Those staff members are mainly field agents and field supervisors. RANO WASGH conducted the “basic training”, during this year, while the more advanced training will be given to the staff members that have shown accomplished skills in triggering processes.

For the results of CLTS activities in the three regions, 248 villages were triggered, 56 villages were verified as ODF 50 in Alaotra Mangoro and 6 in Vatovavy Fitovinany, while 85 others are self-proclaimed as ODF in Vatovavy Fitovinany and Atsinanana. The high level of ODF status in Alaotra Mangoro is likely due to receiving an earlier cycle of CLTS training in FY18, which allowed more time to engage in the verification process than the other two regions.



Figure 8 Latrine constructed after CLTS triggering in Alaotra Mangoro

A total of 217 Follow-Up Mandona sessions were also conducted in the three regions. As CLTS is an ongoing process, the project will continue supporting

triggered villages to become Open Defecation Free. The project also triggered the construction of some local model of latrines and handwashing systems already in place and successful through previous projects, that can be scaled up in other villages. CLTS was rolled out in the intervention areas and through tiered promotion supported by community health agents, CLTS facilitators and VSLAs, a total of 4,806 latrines were constructed. The majority of these latrines are shared by households and thus do not fully fulfill the criteria for basic, safe sanitation; however, this represents a significant improvement to sanitation conditions and contribution to open-defecation free (ODF) communities but this is a significant improvement and a significant contribution to open defecation.

The project trained local masons during Q4, under the Strategic Objective 2, and the idea is that those local masons will offer their sanitation products and services to allow households in ODF villages to maintain and improve their latrines and move up the sanitation ladder. However, it is still challenging to coordinate activities in the field and have trained local masons in all ODF villages. Moreover, the number of trained local masons will not be enough to cover all ODF villages, so the project still needs to encourage innovative local solutions to improve access to basic sanitation. Improving this kind of coordination and creativity at the field level will be the focus for the next year. Another challenge is the implementation of institutional triggering processes to create more responsibility and more ownership by local actors and authorities. This process will be thoroughly discussed with FAA and should be integrated in the general intervention process that RANO WASH implements in each area.

Finally, the biggest challenge concerning sanitation is the completion of the basic sanitation criteria. The project is using the Joint Monitoring Program (JMP) definition which defines *basic sanitation services as the use of improved facilities that are not shared with other households. Improved facilities include flush/pour flush to piped sewer systems, septic tanks or pit latrines; ventilated improved pit latrines, composting toilets or pit latrines with slabs.*⁵

⁵ Progress on Drinking Water, Sanitation and Hygiene, 2017 updates and SDG Baselines

This first year of implementation of RANO WASH allowed us to realize how challenging it is to achieve this definition, when open defecation is still a very common practice for many households. The baseline study realized by the project shows that 36% of households are still practicing open defecation, and 49.51% are using non fly proof latrines. For those who actually use improved latrines, which represents only 0,43% of people, those latrines are still shared with other households, and this means that they do not meet the “basic sanitation” definition as given by the JMP. For FY18, in Atsinanana, after CLTS and sensitization activities, 1,901 latrines were constructed, in Vatovavy Fitovinany, only 302 latrines were constructed, and this is not surprising as this region has proven to have the least access to sanitation. In Alaotra Mangoro, 1,548 latrines were constructed. The total number of latrines constructed is 4,806 for the three regions. However, those latrines are shared with other households and thus do not meet the “basic sanitation” definition.

This shows the importance of having a well-thought and well-informed behavior change strategy and the limitations of sensitization only as a mean to achieve behavior change, especially related to sensitive issue such as sanitation. That is why the project plans to invest in the BCD process for FY19, and to start improving its current strategy.

Community mobilization

During FY18, the project started community mobilization activities using participatory tools such as community mapping and focus group discussions. The process aims to mobilize community members to better understand local issues related to WASH, to develop local action plan to address those issues, and to identify potential community volunteers that are commonly recognized as active leaders that can positively inspire changes at community and household levels. Those community volunteers also include previous volunteers that were working with previous USAID-funded projects such as FARARANO and MIKOLO. All those volunteers, along with Community health volunteers will create local WASH committees at the Fokontany and Communal level and will implement their local action plan related to WASH. The main purpose of this process is to encourage responsibility through participation and involvement, which is a key aspect leading towards behavior change at community levels. This activity is also closely linked with the fourth intermediate result of the first strategic objective related to increasing community control over WASH services. The main idea is that the leaders, volunteers and local committees will also participate in platform such as civil society organizations and the local discussions structures.

In Atsinanana, 170 local committees at Fokontany level have been established by the communities, while in Vatovavy Fitovinany, 17 WASH committees were set at communal levels with the identification of 129 natural leaders. Those leaders can be leveraged and be encouraged to inspire changes within the communities and households.



Figure 9 Group discussion with women in Atsinanana

RANO WASH also conducted a participatory process in the communes where the project will build infrastructure. Indeed, the communities in those communes and fokontany need to be ready to feel ownership over those infrastructures and to be able to take care and protect them. This ownership feeling is facilitated through community meetings and discussions where beneficiaries can learn more about the project and the principles that RANO WASH would like to promote such as community ownership and responsibility, private and public partnership and accountability. Those community meetings were

opportunities for communities and households to learn the details of the infrastructure construction and to validate those details. Based on the RANO HP project, RANO WASH developed three-time community meetings that will be conducted in each Commune where infrastructure is constructed.

Behavior change communication activities

RANO WASH started its behavior change activities through Community Health Volunteers (CHV). The project has identified and worked with 1,053 CHV by the end of the first fiscal year. Those CHV were trained by RANO WASH teams on activities and key messages, and realized communication activities such as mass communication, group discussions and household visits. RANO WASH is still in the process of developing its own BC strategy based on the Behavior Centered Design framework, but this does not prevent the project to start communication activities. For the moment, the project focused more on household visits because there could more interactions between the CHV and the household's members, and the changes can be better measured when the CHV has to come back to monitor the changes within the households. Priority is given to households that have children under 5 years old. For FY18, 1,053 CHV have reached a total of 164,505 people through household visits. On average, a CHV visited 31 households five times from March to September 2018. The households were visited after mass communication activities and group discussions, and the four key messages were discussed during those visits.

In addition of these local activities led by CHV, the project also worked with local radio stations to broadcast radio programs related to WASH. Local radios with the best coverages have been identified and broadcasting the key messages related to handwashing with soap, use of toilets and use of safe water. The project has used and promoted MIKOLO's project radio spots and programs.

The project also celebrated international days and local events related to nutrition and school feeding program to create discussions and raise awareness on WASH issues. The most prominent celebrations are, among others that were realized more locally:



Figure 10 World Water Day Celebration in Atsinanana

- *International Women Day*: the project participated in the national level celebration and had a booth during the four-day exhibition at the Palais de Sports Mahamasina. This event was organized by the Ministry of Population. The project also participated during a conference and made a presentation on the access of WASH for women in rural areas. Furthermore, the project contributed by having two talk shows on two different topics. The first one was menstrual hygiene, and it was organized with girl scouts from Alaotra Mangoro. Girl scouts were identified as a

very effective mean to spread key message among young girls and young women, so the project took this opportunity to partner with them to promote the message on menstrual hygiene. The second talk show was about the role of women in delivering sustainable WASH services. The guest speaker was a woman from Anivorano Est, currently managing a “bloc sanitaire” and plays a good role in offering a better alternative for women to do their laundry and have safe water.

- *Menstrual hygiene world Day*: the national celebration of the menstrual hygiene world Day was held in Belavabary village of Alaotra Mangoro region, in partnership with the MoWASH. The celebration allowed RANO WASH to reach 836 people, and the main topic was the key messages related to menstrual hygiene such as the necessity to regularly and thoroughly wash intimate parts during menstruation, to dry reusable menstrual pads in the sun, and to encourage community discussions on the issues that women might face during their period, and how community and household members can contribute to lessen those issues. In addition, the RANO WASH regional team in Atsinanana has worked as well with the Regional Direction in charge of WASH to hold a regional celebration in Ilaka Est on June 1, 2018.

Promotion of WASH-friendly institutions

One of RANO WASH strategies to promote behavior change is also to improve access to better WASH services in local institutions such as health centers and schools. To acquire the WASH Friendly status, the institutions must meet a number of criteria including the provision of access to water and sanitation services to its users, and the adoption of hygienic measures.

For health centers, improving access to WASH services is a way to contribute to the healthcare system improvement as well as to allow the local health centers to offer more complete and better health services. RANO WASH is working with the Ministry of Public Health, through the Health and Environment service, to lead the process of supporting local health centers to acquire the WASH friendly status. The process comprised of infrastructure improvement that undertaken under the second objective of the project, while the training and support of the staff to be able to deliver high quality WASH services are undertaken under the third strategic objective. For FY2018, RANO WASH trained 03 health centers staff and community health volunteers working

with those health centers: health centers in Andemaka, Andovoranto and Ranomafana Est. The trainers are from the Ministry of Public Health.

For the process to support WASH friendly-schools, RANO WASH worked with the Ministry of Education. During FY18, twelve schools were trained by the trainers. The participants were teachers and school directors and they developed an action plan to integrate WASH in the education curriculum, and to organize activities that will raise students' awareness on WASH issues in schools as well as within their communities. The WASH friendly process in schools is particularly important for RANO WASH as it includes the approach "Students for communities". This approach leverages the competencies and skills that students obtain in schools to influence and inspire changes within households and communities.

Village Savings and Loans Associations

During the FY18 period, RANO WASH has identified **603** Village Savings and Loans Associations (VSLA) in the three intervention regions. With an average of 20 members per group, nearly 9,680 members will be able to invest in WASH services and products; they will also be encouraged to improve WASH behavior.

For FY18, in Atsinanana, 12,576 VSLA members were sensitized on key WASH messages. The project has also developed a strategy that will be used throughout the project which is based on four strategic activities: support existing and new VSLA groups in RANO WASH areas to strengthen them, encourage use of WASH services by VSLA group members, training on financial education and develop innovative means for VSLA groups to make their activities more secure such as exploring the use mobile banking.



Figure 11 VSLA group meeting in Andemaka, Vatovavy Fitovinany

to make their activities more secure such as exploring the use mobile banking.

Activities planned for Q1 in FY19

- For Q1, the project will continue the verification process of ODF status in triggered villages. The project also plans to organize a joint mission with FAA to learn together on CLTS achievements, challenges and main difficulties. The idea is to improve the process, and the quality of the results;
- The project also plans to train the staff on community mobilization and how to integrate gender analysis in this process. A guide for this will be developed and all the trainings are due to be finished by the end of Q1;
- Also, to start its new BC strategy, the project will identify and start the training of local promoters on the new topics to be addressed for FY19. The project will also continue its support to the WASH Friendly institutions and will support health centers and schools in implementing their action plans to promote WASH in their activities.

IR 3.3 Evidence-based WASH Behavior Change and hygiene promotion shared to influence policy

Objectives	Indicator	FY18 Target	FY18 Achieved	Comments
Output 3.3.1 National-level networks, policies and programs engaged for sustainable WASH BC	Number of WASH national meetings attended by RANO WASH team	3	10	The project organized a workshop and sharing session with the results of the Desk review of WASH-Nut, and BC and Gender strategy

Output 3.3.1 National-level networks, policies and programs engaged for sustainable WASH BC

RANO WASH participated to the national launch of the PNP-EAH platform and the TrackFin workshop. This launch allowed also the project to contribute to the implementation plan of the National WASH Communication Action Plan, and to align its activities on the different strategies that the MoWASH is promoting. In addition, in July 2018; the project organized a workshop with LSHTM to share the results of the WASH-Nut studies. It was also an opportunity for LSHTM to share about the latest theories on behavior change and how partners and stakeholders could improve their behavior change strategies and their WASH and nutrition interventions. In September 2018, the project also organized a participative workshop to develop its Gender and behavior change strategies, and it gave opportunities to discuss about behavior change and how partners could work better together, especially on the field, to obtain better results. During those workshops, the following ministries were always invited: MOWASH, Ministry of Public Health, Ministry of Education, Ministry of Population and Feminine Promotion, and Ministry of Communication.

Activities planned for Q1 in FY19:

- The project will share the results of the desk review on WASH-Nut in Q1. The project will also participate in ongoing discussions groups, in national and regional level, to be able to grasp the challenges and the stakes in the sector, and to begin to influence policies, especially related to BC and learning. These activities will be closely linked with SO1 activities.

Lessons Learned

The lesson learned in Quarter 3 about ODF sustainability is really relevant when the project initiated multiple triggering in other villages in Vatovavy Fitovinany and Atsinanana. While the achievement of ODF status can be guaranteed, at least for the majority, save for a few villages where the communities are not ready to embrace changes yet, the sustainability remains a challenge. Indeed, there are still very strong beliefs on how sanitation should be addressed. In Vatovavy Fitovinany, existing beliefs emphasize that men and women feces should be managed separately, and those beliefs prevent the use of conventional toilet model that projects might be

tempted to promote. Some other factors are linked to the geomorphology. For example, in Alaotra Mangoro, and also in the East Coast, there are some areas that people cannot dig pit latrines deeper than one-meter-deep because the groundwater is too shallow.

The period to conduct activities is also important because it should not be during time when people have to deal with economic difficulties because it will prevent them to purchase products or services that might make it easier to adopt the new behavior.

Challenges

There are many challenges faced by the project. Among them, having ODF status represented an important challenge. It has been difficult to coordinate activities on the field and to have trained local masons in all ODF villages. Moreover, the number of trained local masons will not be sufficient to cover all ODF villages, so the project still needs to encourage innovative local solutions to improve access to basic sanitation. Improving this kind of coordination and creativity at the field level will be the focus for the next year. Another challenge is the implementation of institutional triggering processes to create more responsibility and more ownership by local actors and authorities. This process will be thoroughly discussed with FAA and should be integrated in the general intervention process that RANO WASH implements in each area.

Another challenge to measuring sanitation is the completion of the basic sanitation criteria. The project is using the Joint Monitoring Program (JMP) definition which defines *basic sanitation services as the use of improved facilities that are not shared with other households. Improved facilities include flush/pour flush to piped sewer systems, septic tanks or pit latrines; ventilated improved pit latrines, composting toilets or pit latrines with slabs.*⁶

This FY18 implementation of RANO WASH allowed us to realize how challenging it is to achieve this definition, when open defecation is still a very common practice for many households. The baseline study realized by the project shows that 36% of households are still practicing open defecation, and 49.51% are using non fly proof latrines. For those who actually use improved latrines, which represents only 0,43% of people, those latrines are still shared with other households, and this means that they do not meet the “basic sanitation” definition as given by the JMP. For FY18, in Atsinanana, after CLTS and sensitization activities, 1,901 latrines were constructed, in Vatovavy Fitovinany, only 302 latrines were constructed, and this is not surprising as this region has proven to have the least access to sanitation. In Alaotra Mangoro, 1,548 latrines were constructed. The total number of latrines constructed is 4,806 for the three regions. However, those latrines are shared with other households and thus do not meet the “basic sanitation” definition.

This shows the importance of having a well-thought and well-informed behavior change strategy and the limitations of sensitization only as a mean to achieve behavior change, especially related to sensitive issue such as sanitation. That is why the project plans to invest in the BCD process for FY19, and to start improving its current strategy. There are also other factors such as the availability of materials, the costs to obtain improved latrine, or how the households could be encouraged through VSLA to have the means to afford those hygienic latrines.

⁶ Progress on Drinking Water, Sanitation and Hygiene, 2017 updates and SDG Baselines

Concerning the community mobilization process, it is still in its early stages and the lessons learned are that the concept of community empowerment still needs to be well understood among the RANO WASH team, especially those who are working at the local level. A community mobilization guide, focusing on participative and interactive methods will be developed in FY19 to allow team members to better grasp the importance of empowerment and participation within their communities to provoke multi-level changes.

2 PROJECT MANAGEMENT

Staffing

The RANO WASH project experienced significant delays in getting the Program Coordination Team (PCT) and regional teams fully staffed. While key personnel and key technical positions were staffed in Q1 and Q2, remaining technical positions weren't fully staffed until early Q3, delayed in part by scarcity of qualified applicants for specialized positions, such as the WASH finance expert. The original Director of Monitoring, Evaluation, Accountability, and Learning (DMEAL) left the project in January 2018; this role was immediately revised, and recruitment reinitiated, but the DMEAL position remained vacant until August 2018, causing delays in finalizing the baseline assessment and getting data collection processes and systems in place. In Q4, the DMEAL has made very quick progress in putting these systems in place.

Recruitment for regional teams was also slow while PCT got up to staff; regional teams were fully staffed in Q3, with the exception of the grants and finance manager for the Vatovavy Fitovinany, for which we have received too few qualified applicants to date. RANO WASH has been almost fully staffed and fully operational since Q3, with the exception of the above regional position, and 3 vacancies (of 25 staff) on the PCT on the finance and administration team, which have contributed to slower than ideal support to sub-grantees and partners. Recruitment is in process, and these remaining gaps will be addressed urgently in Q1 of FY19.

Capacity strengthening, team building, and collective visioning

In FY18, the RANO WASH team worked to build a common vision for RANO WASH, strengthen team capacity and build teamwork and commitment at the PCT, consortium, and regional levels. The RANO WASH PCT held a retreat in Ampefy and regional retreats in Q3 to deepen the program's Theory of Change and strengthen collaboration across programmatic themes and regions. In Q4, the PCT organized an annual review and planning workshop, with participation from the PCT, regional teams, consortium members, and sub-grantee representatives to reflect on FY18 achievements, challenges and best practices, as a basis for FY19 planning. All RANO WASH staff and partners have participated in gender trainings and select staff participated in a "management matters" workshop to strengthen team management and collaboration towards project objectives.

Partnership development

RANO WASH has made exceptional progress in FY18 in building relationships with Ministries and USAID-funded programs and leveraging government and USAID investments and activities. The RANO WASH team has made ongoing efforts to build relationships with the MoWASH, while actively supporting the MoWASH and Regional WASH offices through SO1 activities. RANO WASH has also coordinated with the MoPH on plague response and active participation in national events (such as menstrual hygiene world day, while engaging the Ministries of Population, Education, and Health in dialogue and development of the RANO WASH gender strategy, which has advanced awareness of gender in those ministries.

RANO WASH has networked extensively with other USAID-funded projects and partners more broadly, using and sharing tools with FARARANO and MIKOLO projects, advancing achievements made by HP+ and SHOPS Plus, to extend financing to WASH enterprises, strengthening capacity and hygiene messaging of CHVs, and catalyze VSLAs to strengthen social cohesion and access to finance to further support those projects' objectives. RANO WASH has also partnered extensively with FAA to ensure complementary efforts in CLTS promotion and sanitation marketing, to collectively increase the number of households using safe latrines and the number of communities that are free of open defecation.

Q4 Highlights

Project Staffing

The new Director of Monitoring, Evaluation, Accountability, and Learning joined the PCT full time August 2018, and has made rapid progress in aligning project indicators and refining and advancing data collection processes. Though technical teams are fully staffed, as of September 2018, three of 25 positions are vacant on the PCT: finance manager, grants and contracts manager, and administrative assistant. Recruitment for the finance manager has been finalized and is awaiting final decision. An administrative assistant was hired in Q3, but left the project in Q1 FY19, and the job description for the grants and contracts manager is in development. As in Q3, regional level teams are fully staffed, with the exception of the operations manager position in Vatovavy Fitovinany. Implications of these vacant positions are that the PCT is unable to provide sustained capacity building and financial management support to sub-grantees and partners in the long term, and so these gaps must be urgently addressed in Q1 of FY2019 in order to alleviate inundation to the RANO WASH finance and administration team.

Capacity strengthening for RANO WASH staff

Based on Q2 and Q3 analysis that the PCT would benefit from improved management, delegation and streamlined decision making, as well as improved team dynamics that maximize individual capacities and collaborative efforts towards common objectives, the RANO WASH team held a "Management Matters" workshop in September for selected members of the PCT, consortium members, and regional teams. This workshop helped participants to identify individual and team work styles and modes of collaboration to maximize collective energy towards project objectives.

Annual Review and Planning Workshop

The RANO WASH team held an Annual Review and Planning workshop in Ivato in September 2018, in preparation for submission of the FY19 Annual Implementation Plan. The workshop included all members of the PCT, consortium member representatives, regional teams and representatives from sub-grantee organizations. The workshop highlighted achievements, best practices, lessons learned and challenges across the project as the basis for FY19 planning. Best practices ranged from project structures, such as quarterly meetings at a regional level which help to ensure communication between sub-grantees and regional teams; to best practices at the community level, such as innovative and washable latrine slabs made from jerrycans; to best practices in coordination with national government partners, including the creation of project branded WASH kits that RANO WASH team members supply to national government partners for key meetings and events, ensuring that these events have trash cans, handwashing stations, and safe drinking water stations to ensure good WASH practices are modeled by Ministries.

CARE USA Technical Assistance to RANO WASH

CARE USA provided support to the RANO WASH project in the annual review and reflection process, and to the planning process for FY19 implementation. The CARE Water Team Grants and Finance Manager and CARE Water Team Program and Communications Advisor provided in-person support to the RANO WASH team in September and early October 2018 to ensure robust planning for FY19 activities and budget, drawing on the RANO WASH FY18 experience, and larger CARE project-management experience. In addition, the CARE Water Team contracted a consultant (formerly Country Director for CARE Ethiopia) to work with the RANO WASH team in September and early October 2018 to improve RANO consortium management and protocols, and recommend actions for improved operational management of RANO WASH, including timelines for targeted support from CARE USA and CARE Madagascar.

3 GENDER MAINSTREAMING

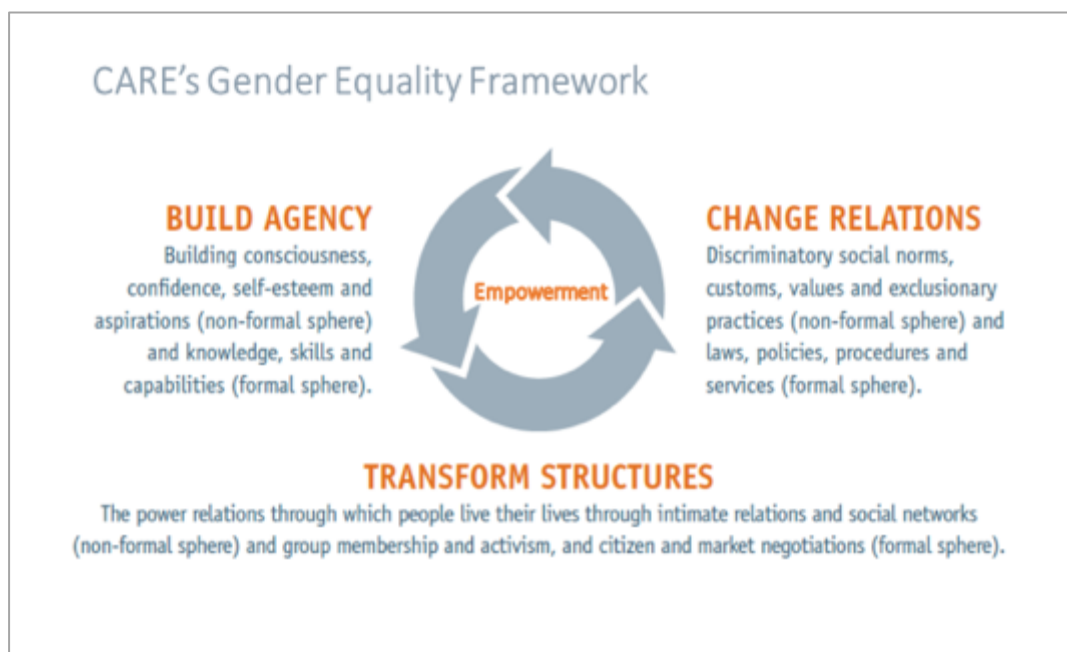


Figure 12 CARE's Gender Equality Framework

In FY2018, the RANO WASH Gender and Social inclusion interventions focused on conducting a gender analysis in the project's intervention regions to inform the development of the gender strategy and to raise awareness among project and partner staff. In Q4, RANO WASH held a training session on transformative gender and a workshop of reflection to engage the project's staff and partners in the gender strategy / approaches development .

Building on the achievements of FY18, the gender activities for FY19 will be geared to carry out an integrated gender analysis within a broader community diagnosis in Atsinanana and Vakinankaratra and in new additional communes and to pilot the gender strategies in the FY19 intervention communes.

Gender analysis in two project intervention regions

From May to July 2018, a context-specific gender analysis was conducted in each of the two regions of Vatovavy Fitovinany, and Alaotra Mangoro. The team benefited a technical support of an international CARE gender consultant to pilot the study in the first region. The gender analysis was guided by CARE International's Women's Empowerment Framework, based on four crucial sub-dimensions: women's empowerment as the sum total changes in her agency (issues related to the capacity of the individual, self-confidence, knowledge, etc.), her structure (institutions, organizations, laws, norms), and her relations (relationship of power within the household, within the community).

The RANO WASH gender analysis aims to:

- i) Identify gender dynamics in households and communities before addressing mainstreaming actions directed to women or to men (the current gender inequalities in the communities and especially in the WASH services; the different

- roles of women and men, girls and boys, disabled people at family as well as at the community level; their respective access to and control over the material and non-material benefits of society, their priorities, needs and responsibilities);
- ii) Highlight social trends that promote more equitable norms and practices that can benefit the project in advancing gender equality activities;
 - iii) Identify desired changes by respondents and entry points through which the RANO WASH project can work with key actors (opinion leaders, youth, women and men) to influence harmful standards and promote fair practices.

Some of the gender analysis results are below:

- **Social norms: the sexual division of labor shows that household and WASH-related activities are reserved for women and girls.** On the one hand, according to young girls, the ideal happy woman is a woman who has never been beaten and has a clean and healthy physical appearance. On the other hand, young boys defined the ideal happy man as a strong man, a primary bread-winner of his family and a leading man within the community. Elders or males head of households are more accepted to participate in village meetings. Specifically, for the Vatovavy region, communities are still under the authority of a traditional body "Ampanjaka", who is always a man in Antemoro ethnic. Women should neither speak in public nor be involved in social activities due to their duty to take care of her husband and children.

Decision making: men make main decisions, e.g., sale of valuable goods like cattle, land, vanilla, cloves. Although women have the main responsibility to raise children and to do household chores, they are not granted the full right to make decisions relating family's care, and they are influenced by the perceptions of her husband's and her mother or mother-in-law, except minor decisions such as purchasing sugar or salt. Moreover, women could not decide on the location of water points and latrines because men are the landowners. Decisions regarding WASH services at the community level are made by local authorities who are male-dominated.

- **Availability and access to WASH services and resources: most water sources are not safe. Women and girls in Vatovavy and Alaotra Mangoro fetch water from rivers or surface water.** When water infrastructures are available, they provide water only for cooking and drinking. The use of latrines is very limited in Vohipeno, and in Beforona due to their habits, taboos to sequester feces and to use shared latrines by women and men: "we defecate under the coffee trees and after we wash ourselves in the river," said a 63-year-old grandmother in Vohipeno. Ability to pay and limited access to land were mentioned reducing households' access to WASH services and products. And lack access to information related to WASH services, especially on menstrual hygiene for women and girls increases people access and control of WASH services and products.
- **Mobility of social groups: women of the Antemoro and Betsimisaraka ethnic groups require men's permission to attend the community meeting, social event or project meeting.** Women are allowed to leave only for family-related reasons. However, women of Bezanozano ethnic of Moramanga are more independent and can arrange themselves according to their interest. Thus, women's participation in work sessions held outside their

communes is low. On the other hand, people with disabilities are allowed to participate in social activities depending on their ability or send someone to replace him or her. Measures need to be taken in account to grant to women and disabled people the right to participate actively to community's activities.

- **leadership and community participation**: few people have access to formal structures, vulnerable people, especially women and girls, disabled people, young people are not represented in formal or known community structures. Very few parents encourage to get youth involved in the community associations. Women are well represented in VSLA's groups.
- **People's aspirations**: community look for changes in their households' daily life and want to increase their ability to influence rules and policies for their own development. In terms of access to WASH services, women, men and youth mentioned the importance of affordable clean water. Aspirations change to an ethnic group to another: Antemoro ethnic want separate latrines for men and women, Betsimisaraka ethnic want common latrine. At school level, children and teachers need clean water and latrines. Young girls want an intimate place with clean water and sanitary pads to change during their period. Young boys need to take shower after sport activities. Women and young people show interest in participating in community activities and bringing their voice to community affairs, including WASH.

Gender training for the RANO WASH Project teams

The purpose of the training is to build the capacity of project staff to understand gender relations and the mechanisms to support communities to make changes they aspire on gender norms. 76 members of the project team at the national and regional levels benefited training and coaching to conduct the gender analysis and to adapt the projects' strategies to address more gender and equity.

At the end of the capacity building activities, team members were triggered on how to analyze group dynamics within a community and to identify factors that might block or promote women's, men's, girls' and boys' empowerment.

Strategy development for behavior change and gender

RANO WASH project proposes a crosscutting gender strategy based on the four following components:

- 1- Providing resources and skills on gender to the staff at national and regional levels across its approaches and intervention activities;
- 2- Promoting the equal participation of women, men and youth in the decision-making bodies to have a gender-responsive governance model in the WASH sector;
- 3- Reducing gender inequalities in WASH services access and control;
- 4- Developing a community accountability approach facilitating the healthy behaviors adoption taking in account community gender-specific needs.

Next steps:

- Apply and test in the intervention communes the gender strategy developed;
- Carry out the gender analysis through the process of community diagnosis in Atsinanana and Vakinankaratra regions, and in the new additional communes.

Illustrations of gender mainstreaming in the project's activities

In the SO1, during the exchange visit and training for the mayors benefited water systems construction, see below gender specific activities defined:

- Get more involvement of women and youth in discussion structures such as WASH committees at Fokontany level, “Structures Locales de Concertation” (SLC) or local structure of dialogue and Civil Society Organizations (OSC);
- Consulting women, girls and disabled people while making decisions on the location of water connection (private or shared) and on the WASH services pricing or payment schemes.



Figure 13 Cross visit in Masindray commune

In the SO2, training for women seamstresses was conducted to provide them skills to produce washable sanitary pads. 30 women were trained in Akany Ny Avoko of Ambohidratrimo.



Figure 14 Seamstresses training in Akany Ny Avoko Ambohidratrimo

There were two training provided by the projects for WSP: local masons to construct latrines and seamstresses to produce sanitary pads. Masons were composed by men and seamstresses by women. The project is conscious that efforts should be made to identify women wishing to become masons and men to become seamstresses. The project should not reinforce stereotypes considering that mason is for men and seamstress for women noting as well that mason provides more significant income.

"I am looking forward to going back to my village, I will change the practices and habits of women and girls in my community in terms of menstrual hygiene management to make them proud of being women" Said Rivoarimalala Scolastine from Vohitromby commune, Vohipeno district, Vatovavy Fitovinany region of Madagascar."



Figure 15 Scolastine Rivoarimalala, seamstress trained by the project

Under the SO3 activities relating to fight against open defecation, communities have begun to construct and use separate latrines for women and men.

Activities planned for Q1 in FY19

- 1) Finalize and disseminate the gender analysis report for Vatovavy Fitovinany and Alaotra Mangoro
- 2) Training on social mobilization, including mainstreaming gender analysis in community diagnosis for regional and subgrantees' technicians
- 3) Support the team to mainstream gender in the project activities
 - a. Conduct the gender marker with the PCT and the regional teams
 - b. Work with the PPP team to conduct a gender sensitive Wash market assessment
 - c. Coach the team to integrate gender in the ongoing water supply construction activities in Foulpointe, Beforona and Sabotsy Anjiro communes.
 - d. Coach the team to integrate gender in community dialogue and accountability mechanism facilitated by the project
- 4) Continue to feed progressively the RANO WASH Gender strategy based on gender analysis results and researches conducted by the project / partners.

Lessons learned and challenges

The importance of knowledge and buy-in from RANO-WASH field staff and local partner staff on gender and social inclusion will ensure the success of activities on the field. The gender analysis also helped the project gain important knowledge on the intervention communities that refined the gender approach.

As an overall challenge, the project will need to translate its knowledge of specific needs of community groups into WASH services and products. This will require further analysis on gender at the regional level as well as the integration of gender in the initial community assessment/targeting.

4 MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEAL)

Baseline study and WASH infrastructure inventory

The baseline survey and the WASH infrastructures inventory for the three initial project regions began in Q2. After data collection and analysis were completed, initial results were presented to USAID by the consultant at the end of April 2018. As the results and report quality did not meet donor requirements, a rectification plan was established with the RANO WASH team, notably for indicator definitions, the results analysis by indicator (through cross-checking their values against national references or other projects' data), and the qualitative data narrative. The consultant and RANO WASH MEAL team worked together to address feedback and improve the quality of the reports. Final versions of both the baseline study and WASH infrastructure reports were submitted to USAID at the end of FY18 for validation. Data from the baseline study has been incorporated into the project MEAL system and will be used to revise and set targets for project indicators.

Census of project beneficiaries

To measure project indicators following indicator definitions, an ongoing beneficiary census is essential and has been implemented in intervention communes.

The census aims to:

- Respond to the requirements of the donors (USAID) through the project indicators in which there are aggregations of beneficiaries according to the nature of the interventions such as: wealth quintile, age, sex, people with reduced mobility, marginalized, etc.
- Systematically and continuously monitor project beneficiaries, including individuals, households, groups, etc. during project implementation; and
- Avoid double counting of beneficiaries through the use of ICT4D.

Design of Census Framework

A standard framework for the three (03) FY18 intervention regions was designed to collect household-level information for beneficiaries of the RANOWASH project.

The following criteria have been inserted into the framework, considering requirements for measuring project indicators:

- Household location: Region, District, Commune, Fokontany and Village;
- Household information: income (related to primary and secondary activities), heritage, main source of drinking water, place of defecation, marginalization; and
- Information on household members: household size, age of household members, community responsibilities (community agent or leader, woman leader, village agent, etc.), gender, people with reduced mobility, marital status, pregnant or breastfeeding women.

ICT4D application for the census framework

The mobile application CommCare is used for offline data collection. Two project spaces have been set up within the CommCare server (commcarehq.org) for the RANO WASH project. The test instance (rano-wash-dev) serves as an application development/testing environment, while the production instance will host the tested application and be used for field data collection.

As part of the beneficiary census data collection, three modules have been developed:

Location Module

Records the location of census household administrative units up to the Fokontany level, recording locations for later use in the other modules.

Household Registration Module

Records information on the household heads, as well as the members of each household, who are actual beneficiaries of the project.

Household Survey Module

Lists the registered households and collects survey information from each household, following the census framework.

The CommCare application has been installed on each Android tablet for use by subgrantee Techniciens Accompagnateurs (TA), or field agent; mobile user accounts have been created for each TA.

In the CommCare server (commcarehq.org), the following main features are available:

- Management of beneficiary files;
- Collection of household survey data;
- Tracking of performance of mobile users.

The following figure illustrates the data flow from beneficiary households to the data warehouse within CommCare HQ.



Figure 16. ICT4D. Data flow from beneficiary households to the data warehouse within CommCare HQ

Commcare

The following figures illustrate examples of interfaces within the CommCare household census application:

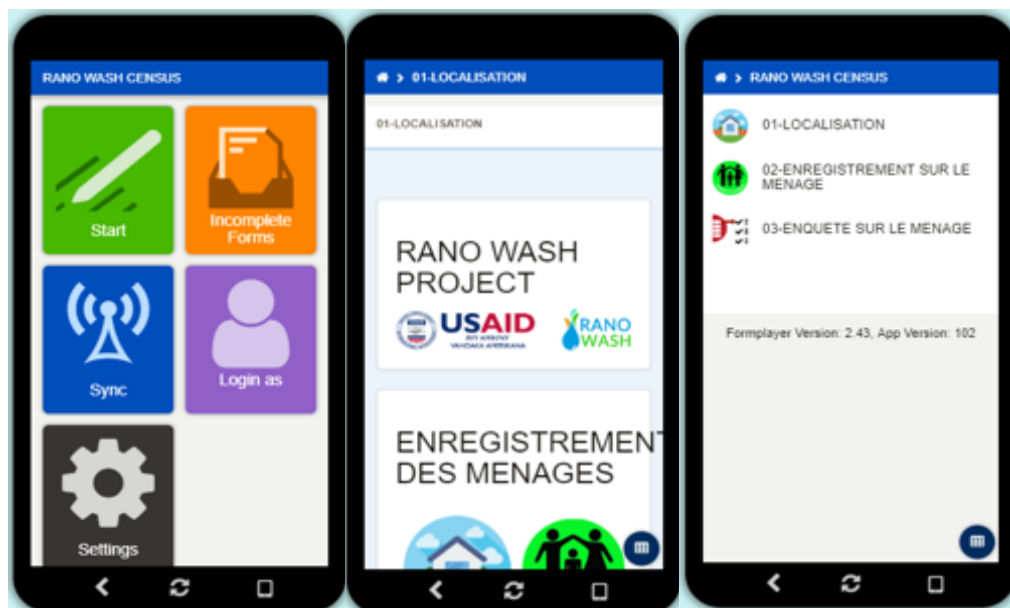


Figure 17. ICT4D Examples of interfaces within the CommCare household census application

Training of subgrantees on the project beneficiary census

The subgrantees team, including SAF/FJKM, Ny Tanintsika, and ODDIT, benefited from training on the beneficiary census, involving TA, Area Supervisors (SZ), and Monitoring and Evaluation Managers.

For a better implementation of the project census, the following elements were developed during the training:

- Targeting of project beneficiaries;
- Simulations with the paper census template - tablet manipulation and simulation of household -level completion of the census form; and
- Census planning.



Figures 18, 21 Group work, targeting of beneficiaries, Moramanga - SAF/FJKM Team



Figure 22. Use of tablets and practice with census data collection, registering households, Moramanga

National SMILER Workshop – July 2-6, 2018

The main objective of this workshop was to develop the RANO WASH project monitoring, evaluation, accountability, and learning (MEAL) system, following the Simple Measurement of Indicators for Learning and Evidence-Based Reporting (SMILER) system, to better monitor, evaluate, guide, frame and enhance the activities that will lead to the expected results, impacts, and objective of the project. This system is used to produce and implement a comprehensive project M&E operational manual that meets project and donor requirements and needs.

The specific objectives of the SMILER workshop were to:

- i. Develop the working documents of the project M&E system;
- ii. Compile participant input to update documents to produce the project's comprehensive M&E Operational Manual;
- iii. Set up the detailed M&E system, data collection and reporting;
- iv. Familiarize RANO WASH project technical staff with this M&E system.

There were 44 participants, including:

- Ministry representatives: Ministry of Education, Ministry of Health and Ministry of Water, Sanitation and Hygiene;
- RANO WASH project coordination team;
- Regional RANO WASH teams: Coordinators + Regional MEAL officers
- RANO WASH Consortium team
- Team of Subgrantees; and
- facilitators.

The following SMILER system components were considered:

- Objective of the project MEAL System,
- Stakeholder analysis,
- Donor and project MEAL requirements and needs,

- Flow of data and information,
- Common understanding of project indicators and analysis of relevance of indicators/data collection tools,
- Data quality assurance,
- Theory of Change,
- Accountability: Mechanisms for Response and Feedbacks,
- Introduction to Learning, and
- ICT4D and project data management

The M&E system roll-out is planned for mid-November 2018. Also, a RANO WASH project MEAL manual was developed and is being finalized.



Figure 25 Reporting Cycle - SO1



Figure 26. Reporting Cycle - SO2



Figure 19. Reporting Cycle – SO3



Figure 20. Group work and restitution



Figure 21. Data flow map - SO1 - SO2 - SO3

Regional SMILER workshops

The goals of these workshops were to train the project regional teams on the RANOWASH monitoring and evaluation system developed during the national SMILER workshop, to capitalize on the feedback received during the working sessions with the regional teams, and to identify barriers faced by the field agent that could hinder the reporting of data.

Participants include field agents (TA), zone supervisors, monitoring and evaluation officers, subgrantee project coordinators, and regional teams including Regional Managers MEAL officers, and managers from each strategic objective. The details of each workshop are summarized below:

Workshop dates	Workshop Location	Region	Number of participants
September 5-6, 2018	Tamatave	Atsinanana	33
September 12-13, 2018	Manakara	Vatovavy Fitovinany	27
September 20-21, 2018	Moramanga	Alaotra Mangoro	28
Total			88

To integrate FY18 project experiences into the project's monitoring and evaluation system, an action plan was developed with the teams from each region. The action plan included planning for completion of the household beneficiaries census and the integration of feedback from each team to update project data collection forms and activity tracking sheets.



Figure 23. Regional SMILER at Tamatave, Atsinana



Figure 22. Regional SMILER at Manakara, Vatovavy Fitovinany



Figure 24. Regional SMILER at Moramanga, Alaotra Mangoro



Figure 25. Collection of project achievements through the use of ICT4D tools

RANO WASH ICT4D System for FY18

In Quarter 4 of FY18, RANO WASH used a digital platform to collect, manage, and analyze monitoring and evaluation data. This platform was structured in response to needs expressed during the national SMILER workshop held in July 2018. The ICT4D platform uses information and communication technology for development (ICT4D) tools. This system includes the use of Android tablets, electronic data collection forms, a secure cloud database, geographic information systems (GIS) and a web dashboard.

The following figure illustrates a brief outline of the ICT4D platform, as of Q4 of FY18.

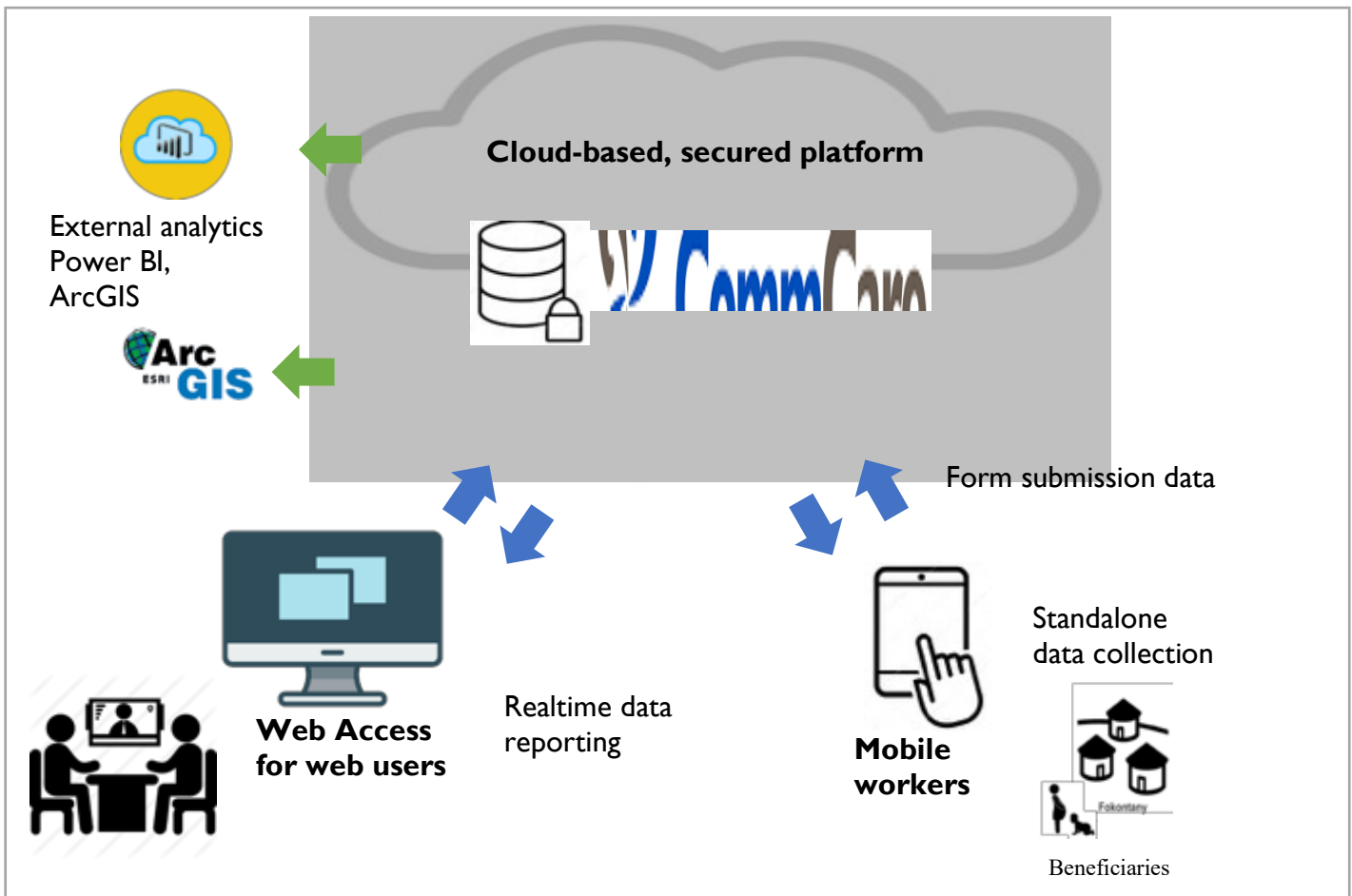


Figure 26 Outline of RANO WASH ITC4D platform

System users:

The project space within CommCare is used by technical staff at all project levels. At the commune level, field agents (TA) from each subgrantee organization use mobile accounts through Android tablets to send data to the project space in CommCare HQ. They are also be able to access CommCare's web interface with their mobile user accounts. At the district level for zone supervisors, as well as for regional teams up to consortium members and the PCT, users will access the CommCare HQ project space through a web interface via individual accounts.

The following chart shows an example of the submission of census questionnaires by mobile workers, based on the history of their access to CommCare HQ from August to the beginning of October 2018. We can observe the groups of users performing well (i.e. with a high number of submissions) and those performing less well. The system provides a detailed list of users, from which we can closely follow-up with less active users.

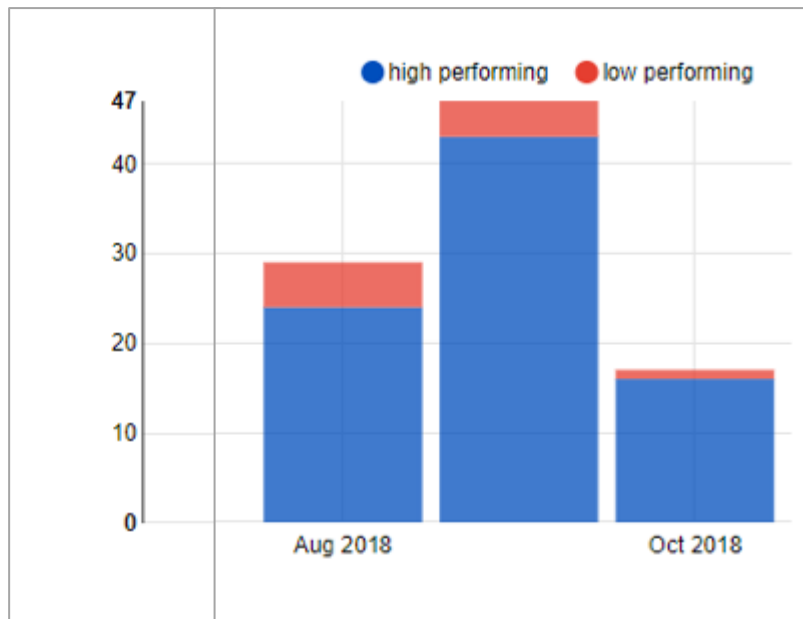


Figure 27. ICT4D: Sample of census questionnaire submitted by mobile workers

Development of CommCare Application

The first module installed within CommCare was for household beneficiaries census activities. Other modules have been developed and integrated into CommCare as project data collection forms are developed.

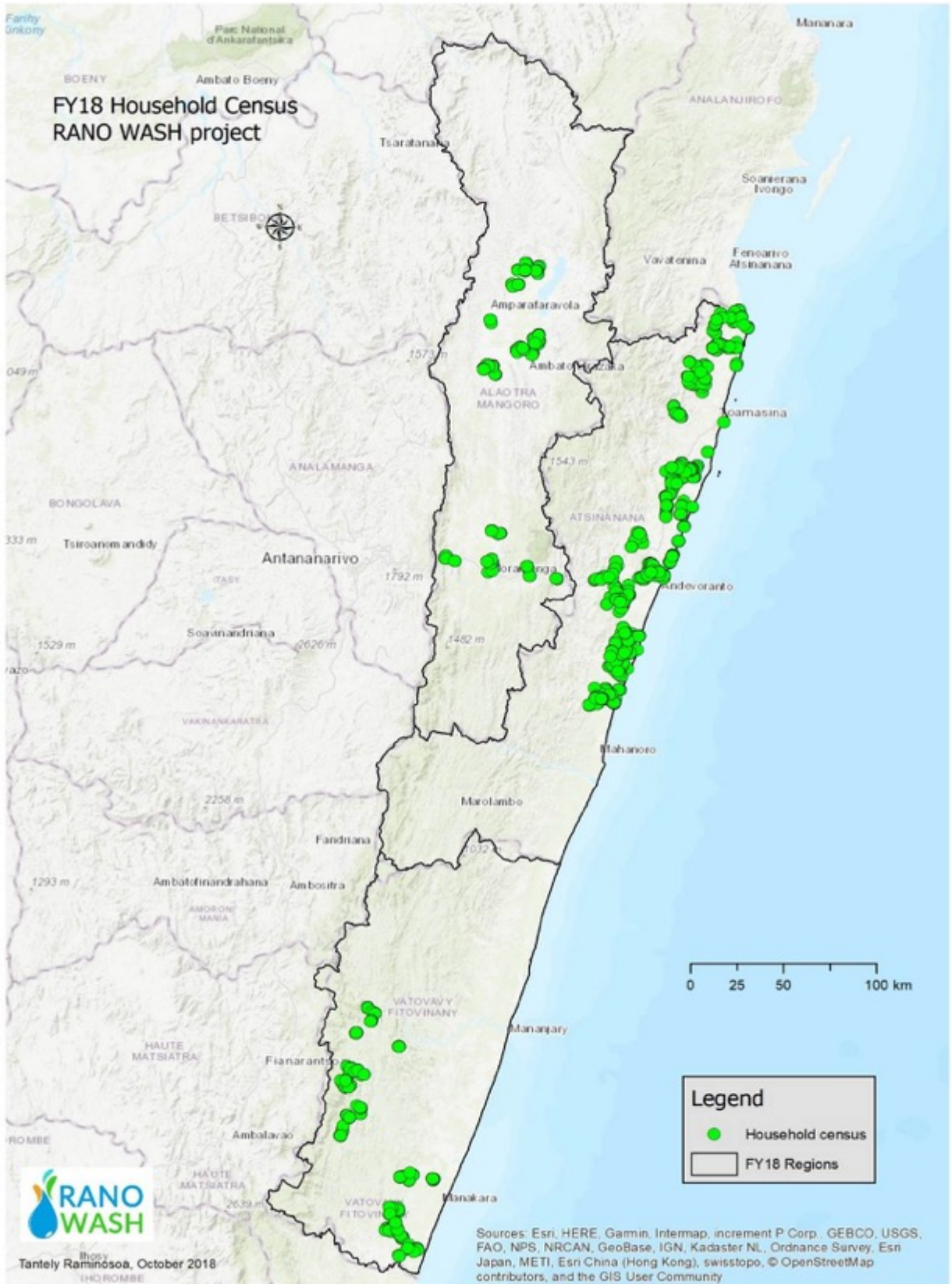
The following illustrations show some updates of the CommCare application interface. Development of the application in CommCare integrated feedback from users collected during regional workshops.



Figure 28. ICT4D. CommCare application interface

The project has equipped field agent (TA), as well as those responsible for monitoring and evaluation from subgrantees, with Samsung Galaxy Tab A8 Android tablets for data reporting and verification in the CommCare project space. The map below shows the location of households identified in the regions of Atsinanana, Alaotra Mangoro and Vatovavy Fitovinany during FY18.

Figure 29. ICT4D. FY18 household census



Database management

For real-time data consultation, software has been installed in regional and subgrantee offices.

The following is a list of installed software:

- **PostgreSQL:** Database Management System. This system allows the reception of data from CommCare
- **PG Admin:** User Interface for administering PostgreSQL
- **Python 27:** Software used to extract data into an external database
- **Pip:** Interface for command line execution for updating and installing Python 27.
- **Power BI:** Software for data visualization
- **ODBC Driver for SQL Server:** Driver for Connecting to an ODBC Database
- **NPGSQL:** Power BI component for connecting to a PgSQL database

These programs are used for optimal data exploitation. Configurations were also made for the proper functioning of the software, such as the creation of MS Excel Templates for importing data, and the creation of reports for data visualization in Power BI. The figure below illustrates an overview of Power BI reports from the RANOWASH beneficiary census.

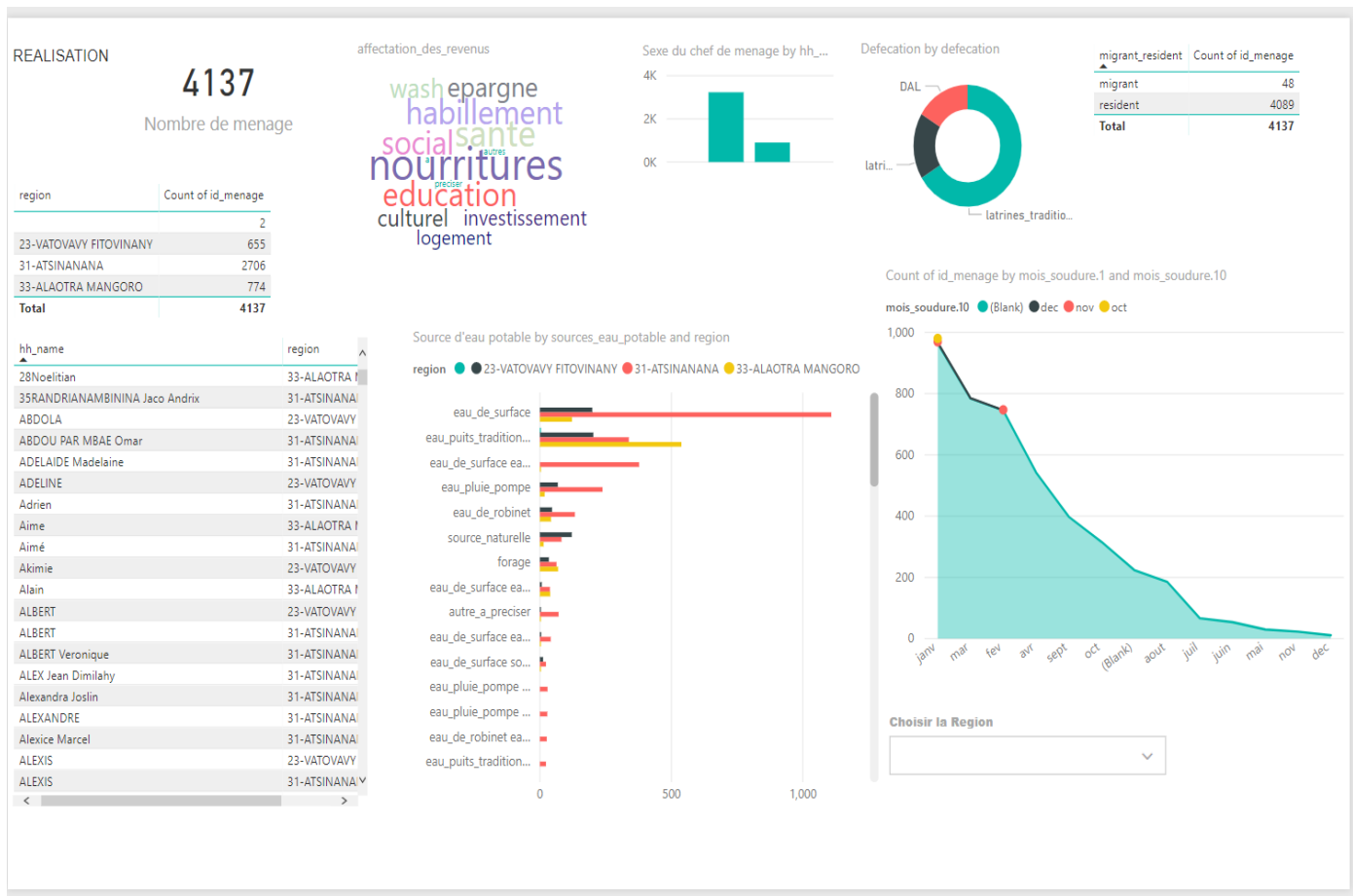


Figure 30. ICT4D. Overview of Power BI reports from the RANOWASH beneficiary census

Data are updated daily according to a "Task Scheduler" under WINDOW.

Activities planned for Q1 in FY19

- Finalization and validation of MEAL Operating Manual;
- Validation of reports and dissemination of results from baseline study and WASH infrastructure inventory from three FY18 regions:
 - o Production of brochures for the dissemination of results;
 - o Workshops to promote the use of data at the national and regional levels;
- Planning and preparation for baseline study and WASH infrastructure inventory in new regions:
 - o Call for interest and selection of new research firm in charge of leading baseline;
 - o Training and pre-test with field enumerators, in advance of data collection planned for Q2;
- ICT4D/Database development:
 - o Installation and hosting of DHIS2 development/test instance;
 - o Development and routine updating of data collection forms within CommCare and DHIS2;
 - o Installation of AirWatch application for Android tablet management;
 - o Reservation and SSL securization of project website domain name (www.ranowash.org);
 - o Deployment of MS Azure for online data consultation;
 - o Creation of dashboard to display real-time data for strategic objectives.

Lessons Learned

The biggest lesson learned relates to the baseline study and WASH inventory infrastructure reports. There were numerous delays and challenges working with the research bureau who led the baseline study. Due to the weak/non-existent terms concerning delays and penalties in the contract, we had no recourse for responding to these delays. For the FY19 baseline, the baseline contract will be revised to add penalties for delays and poor quality deliverables. There will also be a clearer description of expected deliverables and timeline, so delays due to poor understanding of project needs will be avoided.

Challenges and ways forward

There were delays in beginning the process of developing the project MEAL system, including late planning and realization of the national SMILER workshop and training of staff on the MEAL system. These challenges can be attributed to staffing gaps, competing priorities, and an underestimation of the time required to complete this process. For the new regions, the planning and training process will begin earlier, so that staff are trained to support implementation of the MEAL system as soon as activities begin.

Additionally, the baseline and WASH infrastructure inventory presented additional challenges. As discussed above, revisions to the contract with the next research bureau will be made to avoid future delays.

5 CHALLENGES

Start-up period

Challenges in rapid start-up and recruitment during the first six months of the project delayed the roll out of project activities until Q3 and 4. However, regional teams in the Vatovavy Fitovinany, Atsinanana, and Alaotra Mangoro implementation areas are staffed and will leverage this experience and staff to continue the scale up of activities and planned infrastructure in FY19. To support scale to the Vakinankaratra region, CRS will second its staff to the CARITAS office in Vakinankaratra and expects recruitment to be finalized in early Q1, with staff in place before November 2018.

Aligning priorities with MoWASH

The project had to modify approaches to align with MoWASH priorities in FY18. As a result, some of the national and regional governance, sector coordination and monitoring pieces have moved forward at an unpredictable pace, including Joint Sector Reviews and larger work with the SE&AM. Although WASH stakeholders continued to meet, sector coordination was also affected, with the PNP-EAH national platform established but not functional for most of FY18.

Using RANO WASH's FY 2018 experience and WaterAid's extensive experience in working with national governments, in FY19 the project will take a tiered approach, with activities focused on support to current, defined priorities until the MoWASH FY19 priorities are clarified after the November 2018 elections. These priorities include the sector plan and finance model, which are planned to be finalized under MoWASH leadership in FY19 Q2 and will be the cornerstone for negotiating incremental funding for the WASH sector in the coming years. In January 2019, the project will begin advocacy for Joint Sector Reviews and conduct a pre-analysis of previous JSRs that will provide suggestions for improvement.

Commune Targeting

The project will seek to improve joint planning and coordination with the MoWASH at different levels in FY19, including a commune targeting strategy centered on a demand-led approach. As part of the rapid start up in FY18, communes were pre-selected based on criteria that weighed capacity for sustainable PPP management of water service provision, among others. This caused some variation in results across the criteria used by the Ministry, which champions more rural and less accessible communes that may not be as successful at integrating private sector management models. RANO WASH has thus developed a modified approach for FY19 selection of new communes in Vatovavy Fitovinany, Atsinanana, Alaotra Mangoro and Vakinankaratra according to criteria that prioritizes viability for sustainability. A list of communes according to these criteria, including PPP capacity and other BPOR priorities, requires MoWASH inputs and validation prior to commune selection. RANO WASH and the MoWASH will then jointly finalize the selection of communes through a demand-led approach, evaluating communes on their expression of interest to mobilize resources and local actors to improve WASH services.

Infrastructure

Challenges in construction management and delays in infrastructure completion continued into Q3 and 4, with construction initiated but no infrastructure completed in FY18. These delays were particularly acute in the process required before beginning construction, including commune targeting (as discussed above), delays in APS and APD validation both internally and with the MoWASH and as well as a sluggish ESF process. To provide support to new staff, PCT team members had to participate in community validation committees, which required heavy travel and limited ability of these to happen concurrently. Through the process of selecting private enterprises for infrastructure, the project learned that to ensure viability for sustainability, it was necessary to find private enterprises capable of investing as well as undertaking the construction and management of the water supply system. However, identifying enterprises with this capability caused additional delays in enterprise selection.

As mentioned above, RANO WASH staff will capitalize on lessons learned throughout the complete construction management process (most importantly pre-construction steps) from FY18 and identify ways to streamline construction management and ensure timely completion of infrastructure. The infrastructure process will also happen in two cycles, with 12 systems planned for completion before February FY19 and 8 systems constructed between March and September 2019.

As a broader learning, the project found the target-setting of a discrete number of water supply systems may not be a suitable proxy for impact in all cases. Instead, it is necessary to assess the number of people served and lives improved by each potential system and factor in viability and success for sustainability.

Learning/Exchange Plan

The project has collected valuable learning and this year will work to make the learning lab a functional and central platform for collecting learning within the RANO WASH project as well as among external actors, including the GoM, USAID, the private sector and other actors/stakeholders. This will include a meeting with CRS's FARARANO project team to gain insight on their successes and best practices for sharing learning externally.

6 INTERNATIONAL TRAVEL

Participation in the World Water Week

Stockholm World Water Week (SWWW) is undoubtedly one of the most important WASH international events due to the number of parallel sessions, exhibitions, presentations and panels on the main WASH topics.

In FY18, RANO WASH the Chief of Party attended the 2018 SWWW to be up to date on international trends in the WASH sector

relevant to the RANO WASH project and to renew wider contacts and potential collaborations among international institutions and partners.



Figure 27 Panelists during the World Water Week, Stockholm

In addition to the attendance to sessions on different WASH topics like Water Supply, Sanitation, MHM, Monitoring and evaluation, the COP was invited by Agenda For Change (A4C) to make a presentation on “Partnership and Collaboration in WASH” and to be panelist for some major WASH topics as: monitoring systems, advocacy and WASH interventions at national and local level. The incentives of partnership and collaboration at international, national, regional and local levels came mainly from the need of (i) people or entities who work together to make a Change of moving forward for providing WASH professional, equitable and sustainable services and infrastructures to all people especially those vulnerable; (ii) alignment to a guidance, vision, policy, strategies and objectives; (iii) coordination mechanism and leadership; (iv) experiences, data and tools sharing.

For Madagascar, a WASH actors Platform worked during more than 15 years and will be renewed as the main form of wide coordination mechanism and partnership at national, regional and local level. This system is setup to facilitate the coordination and collaboration among WASH actors and their contribution to the Joint Sector Review, Sectorial Program and financial investment, commonly agreed Monitoring and Evaluation systems. The National Government of WASH sector ownership and its leadership by the Ministry in charge of WASH should receive the support of Technical and Financial Partners, NGOs, CSOs etc.

At commune level, a local structure of concertation gathers several forces in the community such as youth, elderly, women, vulnerable groups, farmer, civil society organizations, politicians, to advise the commune council on the priorities and budget allocation. RANO WASH, an innovative project financed by USAID is implemented by a consortium gathering international NGOs and private sector specialized on three interdependent strategic objectives (WASH Sector governance and monitoring, WASH PPP and WASH behavior change) to ensure equitable, sustainable and professional WASH services and products for the health, nutrition, wellbeing and the environmental preservation in rural communities.

7 FINANCIAL REPORT

Financial Report

Rural Access to New Opportunities in Water, Sanitation and Hygien

RANO WASH Program, Madagascar

Cooperative Agreement No: AID-687-A-17-00002

Grant Period: June 15, 2017 to June 15, 2022

Current Fiscal Year: 2018 (October 1,2017 to September 30,2018)

Current Report Period: October 1, 2017 to Sept 30, 2018

PS FC: US1YR

Line Item Description	Previous FYs Cummulative	Curent FY, FY18 (October 1, 2017 - Sep 30, 2018)						FY 18 Expense	FY 18 Cummulative
		FY 18 Budget	Q1 (Sep - Dec 2017)	Q2 (Jan - Mar 2018)	Q3 (Apr - June 2018)	Q4 (July - Sept 2018)			
Salaries	20 429	435 789	39 090	76 557	111 648	105 621	332 916	353 345	
Allowances/Benefits	7 152	202 491	5 312	17 306	21 270	19 804	63 692	70 844	
Consultant Costs				-	-	5 400	5 400	5 400	
Travel Costs	4 425	65 095	4 105	6 230	1 682	33 362	45 380	49 804	
Equipment and Supplies	-	179 857	328	59 659	114 434	8 164	182 584	182 584	
Program Cost	595	990 809	19 447	74 958	79 121	320 757	494 282	494 877	
Sub-awards	-	2 375 789	9 620	109 150	516 962	907 084	1 542 816	1 542 816	
Other Direct Costs	1 984	160 810	16 005	17 288	17 994	55 089	106 376	108 360	
Total Direct Costs	34 585	4 410 641	93 906	361 149	863 111	1 455 280	2 773 446	2 808 031	
Indirect Costs	4 392	560 151	11 926	45 866	109 615	175 652	343 060	347 452	
ICR Adjustment						(8 522)	(8 522)	(8 522)	
Total USAID Costs	38 978	4 970 792	105 832	407 015	972 726	1 622 410	3 107 983	3 146 961	
Cost Share	3 000	345 863	(3 000)	14 475	48 686	91 622	151 783	154 783	
Total Project Cost	41 978	5 316 655	102 832	421 489	1 021 412	1 714 032	3 259 766	3 301 743	

RANO WASH realized during FY18 a total expenditure of \$3,259,766 which represents 61% of the FY18 Budget. For USAID cost, the total amount of \$3,107,983 correspond to 63% of the estimated budget for FY18. The difference of those two burn rates comes from the cost share of \$151,783 corresponding to 45% of the estimated cost share in the FY18 Budget. The low burn rate of the cost share is due to the fact that the portion from the co-financing of works construction will be recorded in FY19 Q1.

The evolution of the burn rate from 2% in Q1, 10% in Q2, 30% in Q3 and 63% in Q4 indicates the slow starting up and the exponential progress accordingly to the improvement of the project capacity through staffing, equipment acquirement, VAT exemption and experiences from lessons learned.

The burn rate of 63% is the result of the average burn rate of the most significant categories of the budget which are the Sub-awards and the program cost that represent respectively 54% and 22% of the direct cost. Indeed, the sub-awards recorded a burn rate of 65% and the program cost 50%. The main reason of the burn rate limitation is certainly the delay of the Water Supply infrastructure construction due to a long process of setting up and procedures mastering involving an important number of stakeholders. However, compared with the accrual, the achievement shows that the forecast was realistic.

FY18 remaining activities are planned in the FY19 annual implementation plan.

8 SUCCESS STORIES

A Civil Society Organization in the municipality of Sabotsy Anjiro played a crucial role in the municipal management of water and sanitation services

Since its creation in 1996 by FIKRIFAMA, the water supply system in Sabotsy Anjiro was unable to keep up with the growing population and water supply needs of the population, in particular water connections. Efforts were made to rehabilitate and expand the system as well as strengthen its management, however the community manager is no longer able to ensure the quality of services for a system this size.

As RANO WASH conducted a detailed design study in the village, we were surprised to find that due to the low monthly cost, the community council was satisfied with the current level of service and feared that private management would increase costs too much. Despite CSOs at the community insisting that the community as a whole was willing to explore other options to improve service quality, the community council rejected a proposal for private management. Given the current situation, which includes water loss/waste, access to water for only a few hours a day, having to collect water at night and turbid water during the rainy season, civil society organizations shared this experience with the community and District authorities. As a result, the District head organized a meeting with the community council during which they accepted private management.



Figure 31. the local authorities and CSOs approve delegating water services management to a private sector stakeholder In Sabotsy Anjiro, (September 2018)

RASOAMANANA Sinah Elissa, Mason from the Commune of Mahatsara, Brickaville District

"Becoming a local mason was my big break"



Figure 32. Mason from the Commune of Mahatsara, Brickaville District

"A few years ago, especially after the birth of my son, I began to think about what I could do to stand out from others. Young people my age all have talents or activities that they are passionate about, but for me there was nothing. When the RANO WASH project told me about the opportunity to become a mason in my community, I thought, here it was, my big opportunity. This is the reason why I became involved as a local builder for Mahatsara Commune. By the way, I'm the only woman among the list of local masons.

I had some money left over from the VSLA group that I had borrowed to care for my son, so I used the remaining funds to buy materials. I worked with the TA in my commune and the community agents to build the visibility and reputation for me and my products. People were a bit skeptical at first, especially because I am a woman. But when they saw my results, they were so excited. Since the training, I have received seven orders for latrine slabs that I have already

made. I sell a slab with a cover for 12 000 Ariary. Two of these slabs were already delivered to customers. Unfortunately, I did not have enough money to buy iron to make the rest of the latrine covers at the same time. My clients only pay after delivery, so I have to wait until delivery and payment to buy materials to complete the rest of the orders. It's still a challenge."

RAZANAMAMPIONONA Lucie, promoter of reusable sanitary pads from the Commune of Ilaka Est, Vatomandry District

"In a month, I sold 40 reusable sanitary pads"

"The training on making reusable sanitary pads came at the right time for me. This activity complements my current means of income generation. I have a small booth where I sell clothes and other accessories to people in their daily life. While waiting for customers, I can sew the different pieces of the pads. Unfortunately, I do not have a sewing machine and so I do everything by hand, which takes a little more time. But it's not a big problem. We received 30 pads already made from the training to get start-up funds. In one month, I sold 40 reusable sanitary pads, which allowed me to buy fabric and other supplies to make more.



Figure 33. Promoter of reusable sanitary pads from the Commune of Ilaka Est, Vatomandry District



I also trained a family member, so she can now help me. Most of my clients are VSLA group members. Thanks to the sanitary pad promotional activities and sales at my booth, I currently have many clients. I sell pads with pockets for 2500 Ariary, but I plan to add a slip and a protective bag for the pads. I can sell this package for 3500 or 4000 Ariary. My marketing strategy focuses on the absorption capacity of the fabric used and the fact that the pad has a fastening system that prevents it from moving. People are surprised and enthusiastic about this product and I intend to improve what I have to offer. "





Figure 34. Managing Director of CREAT BTP Company, Moreno, Fenerive-Est District

Roland RANOROSON, Managing Director of CREAT BTP Company, Moreno, Fenerive-Est District

"As entrepreneur builders, our goal was to make a profit. We were not aware of the possibilities of system operation and maintenance, which could allow a stable cash flow over a period of at least 15 years "

made profits after the completion of a construction contract. Between contracts, we waited, uncertain of when we would have a new contract. We were never aware of the possibility of operating and managing a water supply system. Thanks to our participation in the training organized by the RANO WASH project, we learned a lot, and changed our way of seeing, our vision. Before our goal was to make a profit. Now we know that the management and operation of a system will allow us to have a steady cash flow over a period of at least 15 years. Also, we can contribute to access to clean water by starting small, serving one or two villages and extending operations to cover up to 10 villages.

Additionally, the project has also put us in touch with banks, which allows us to have the opportunity to invest in the WASH sector, which is not just limited to water, but can include latrine services, laundry blocks, and recovery of household waste. Those services that are missing, but necessary in rural areas. These are sustainable sources of income, and still little exploited in Madagascar. "



" Before, we were a construction company. We looked for markets and