

## Executive Summary

July 2010

WaterAid's country programme in Madagascar is celebrating its 10<sup>th</sup> year of operations. During this first decade we have worked in partnership with an increasing number of faith-based, NGO and private sector entrepreneurs to provide WASH services to a total of 350 000 people: 39 000 urban residents have gained access to clean water. Improved sanitation services have reached 70 000 people; in often remote rural settlements water supply has improved the lives of close to 148 000 people and provided basic sanitation for 99 000. This strategy presents the rationale for our ambition to deliver a programme that will influence the lives of as many people in the forthcoming 5 years; it provides the framework of objectives, aligned with WaterAid's global aims, and outlines the programme approaches and activities that will enable us to realise our strategic ambitions.

Our support for the sector network Diorano-WASH has given us influence and reach beyond our intervention areas. We will build on our established record in action research; our advocacy, capacity building and knowledge sharing initiatives will strengthen our portfolio of dynamic alliances with policy makers, consultants, academics, WASH and media professionals; we will safeguard our credibility by nurturing our evident commitment, long-standing and new partnerships in order to improve our performance and increase our impact. Collaborative working with professionals and government representatives in the health, education, and environmental sectors will contribute to our learning, synergies and enlarge our sphere of influence. Our innovative spirit, courage, and determination give us the impetus to experiment and seek to inspire others to tackle the water and sanitation crisis in Madagascar.

### Vision

WaterAid's vision is of a world where everyone has access to safe water and sanitation.

### Mission

WaterAid transforms lives by improving access to safe water, hygiene and sanitation in the world's poorest communities. We work with partners and influence decision-makers to maximise our impact.

The new strategic period begins with a programme of services being delivered by nine direct partners in collaboration with urban and rural communities and stakeholders in 5 regions; 2 located on the east coast joined to the west coast across a central belt traversing the high plateau. Our geographic focus will be evolutionary and responsive to technical and financial partners, increasing government capacity to coordinate and prioritise all sector actors. We aim to create synergies, avoid duplication or competition, and remain open to strategic funding opportunities and emerging demand. Our projected water to sanitation ratio is 10:9 and our rural to urban ratio is 10:4; as our experience and new partnership approaches develop, we anticipate an increase in the number of people we can serve in urban settlements, especially in small towns, which dominate Malagasy demographics.

Since early 2009, the political context in Madagascar has been disrupted since the presiding government was deposed and replaced by the High Authority of Transition. The withdrawal of international development aid, the institutional uncertainty, the economic downturn and ambient torpor all add to a sense of a country whose human and economic development is at best 'on-hold' and more likely to decline in the 'post-crisis' context.

Actors in the WASH sector are increasingly focusing efforts on the implementation of a well-structured national policy framework, which favours

delegated service delivery and decentralised governance. At the national level our proven and innovative efforts to develop institutional capacity will be based on practical interventions in mapping and data reconciliation, decentralised budgeting and planning and sector monitoring to support improved governance and sector coordination.

Technology developments and approaches to service delivery will reflect the realities evident in urban and rural settlements. Programme design and project practices aim to reflect lessons emerging from local experience as well as international trends. For example, practices are adapting to new thinking that favours indirect subsidies for sanitation promotion, marketing, mobilisation of communities through CLTS and interventions that favour small-scale private sector interventions in supply chain developments. Rural and remote communities rely on community-based management and interventions aim to build in elements of sustainability and scale through inter-communal working, locally affordable financing mechanisms, organisational capacity building, and skill development with local stakeholders and strengthening of civil society.

The trend to urbanisation and, notably growing small towns, is an opportunity to reach out to more people and experiment with new service delivery and partnership models. We plan to develop understanding and resources to support alliances between small-scale private sector operators, a more liberal national utility (JIRAMA) and local authorities to increase experience and effective implementation of delegated service delivery, notably in small towns.

Early experiences in understanding the significance of rights based approaches and increasing focus on the issues and principles of equity and inclusion will be gradually mainstreamed into programme policies, procedures and practices as much as partnerships, project design and delivery. We will focus increasingly on developing our work with civil society organisations and learn how best to work with people most marginalised by society to increase their voice in local and national decision-making. The hazardous natural environment that prevails and dominates people's lives, largely in the coastal regions where we intervene, is pushing us to improve our understanding of and engagement with disaster preparedness and risk reduction. We aim to learn and develop in collaboration with WaterAid internationally and more experienced actors nationally.

Our organisational efficiency is determined by staff, and partners', capacity to implement new global and national systems effectively. We must apply our new PM&E tools and processes with increased rigour. Our IT and management information systems need to be increasingly felt to be the first port of call in our learning, project management, reporting, knowledge sharing and learning practices. Our delegated financial management practices, systematic controls and timely reporting all need to support staff and managers to make decisions and manage our finite resources to best effect. All of these ambitions depend on our cadre of staff sharing in our strategic vision, understanding, taking responsibility for, and being supported to achieve the highest possible performance standards. Our national leadership team has the privilege, and duty, to ensure our strategic ambitions are shared by the country programme team, our implementation partners and are understood by our allies.

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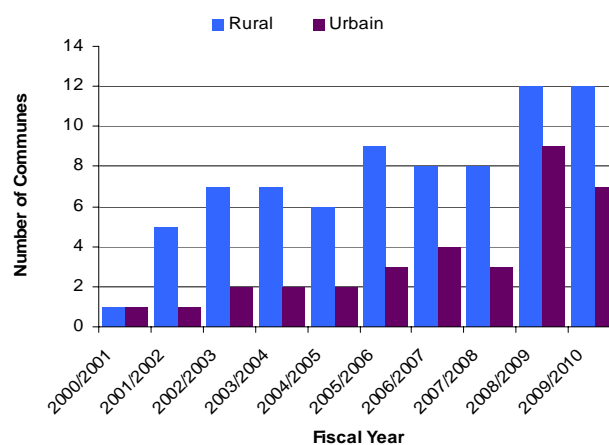
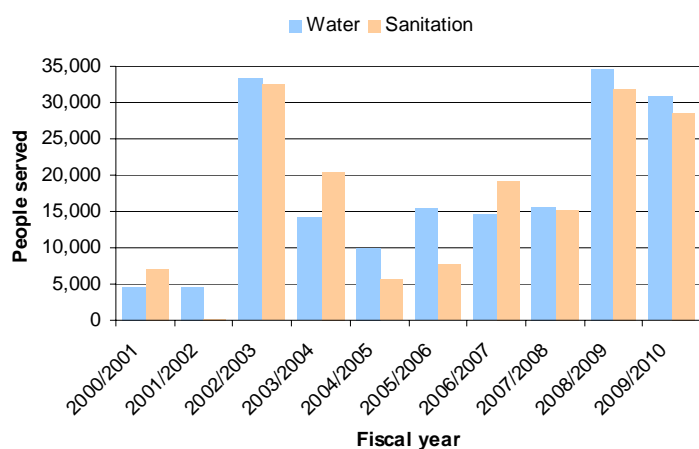
## 1. Introduction

1.1 This, WaterAid in Madagascar's, Country Strategy has been designed, following the global strategic planning process in compliance with stipulated requirements, to demonstrate strategic alignment. This national strategy provides the structure for multi-year programme, and annual project, planning. It defines the scope of our work and sets targets linking the national context, sector challenges, funding projections, human resource requirements, partnerships and alliances, activities and desired results for the period from 2010 to 2015.

## 2. Country programme evolution

### 2.1 Since the beginning

WaterAid began work in Madagascar in 1999. WaterAid's programme of urban, rural, and national projects in Madagascar has since grown to support initiatives with 9 direct partners operating in 5 of Madagascar's 22 regions. Overall, there is evidence to suggest that WaterAid's efforts to promote the fundamental role of sanitation, hygiene and water in human development in Madagascar have had a positive impact during our first decade of operations<sup>1</sup>. Research, knowledge sharing, capacity building, advocacy, and networking initiatives extend our engagements to include numerous allies and diverse array of collaborative working arrangements with individuals and organisations from the public, private, donor and civil society arenas.

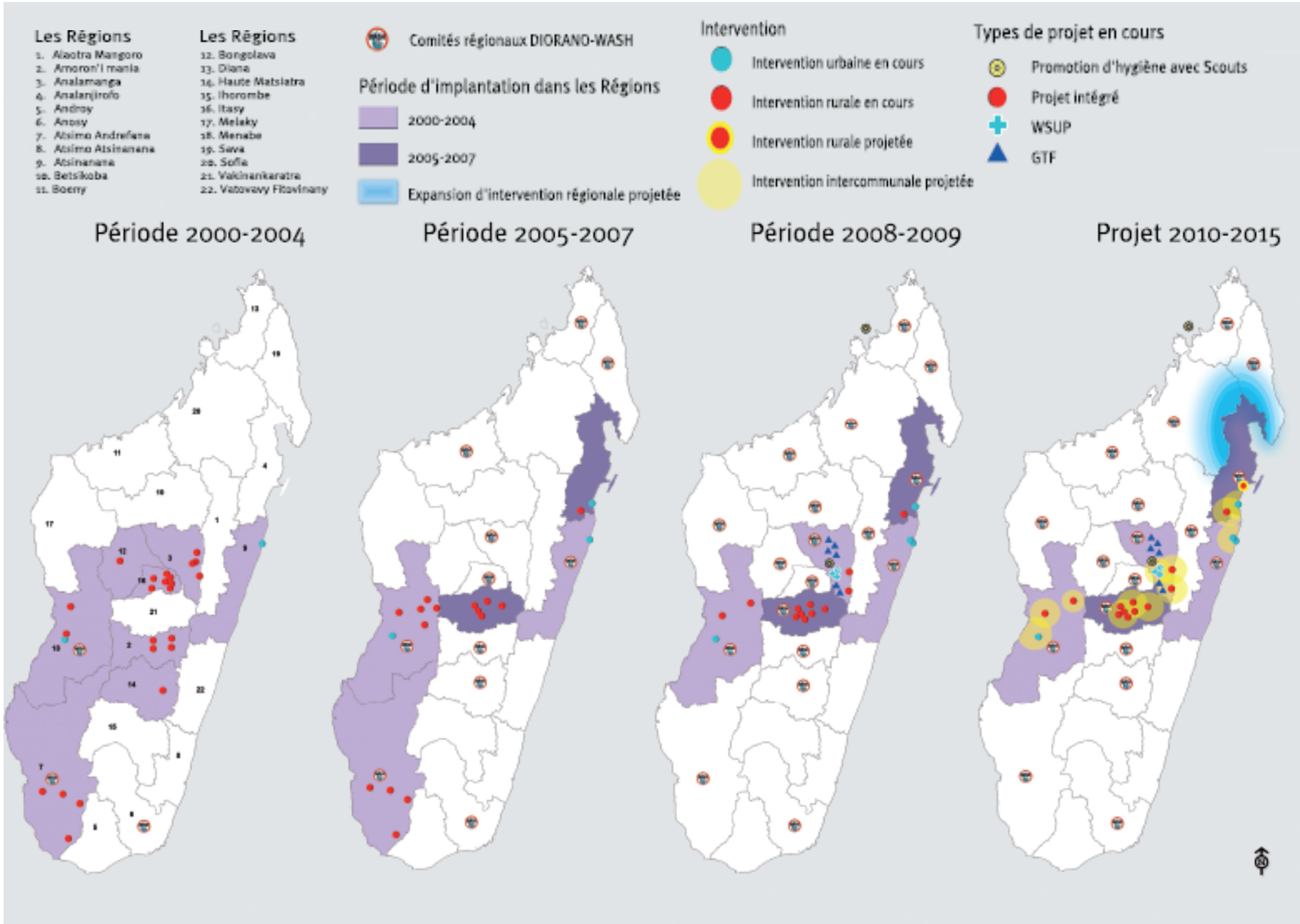


### 2.2 Ten years of growth

The above graphs show the 10 year trends in programme outputs. The 2001-2003 peak in number of people served 2001 and 2003 is due to concentrated post-disaster interventions in response to a cholera epidemic in the eastern coastal town of Toamasina. The visible growth in the number of Communes where service delivery has been provided rose notably in 2005-06 when we adopted a geographic focus which increased our outreach. Our programme's regional evolution (see maps below) and increased annual budget is reflected in the gradual increase in people gaining access to WASH services every year. The growth in interventions in urban areas is primarily due to our collaboration with WSUP in the periphery of Antananarivo since 2008.

WaterAid has enjoyed a period of significant growth in Madagascar in the preceding years; income and expenditure, partnerships and alliances, staff and programme activities more than doubled. This trend has slowed down due to the global economic downturn and related budgetary capping. Following a strategic mid-term evaluation in 2007, we tackled shortcomings in staff capacity, improved internal communication, invested in relocating to more suitable premises and improving ICT infrastructure.

<sup>1</sup> COEF Ressources Décembre 2007, Conduite et facilitation de l'évaluation à mi-parcours de WaterAid Madagascar rapport final



## 2.3 Evaluations and lessons learnt

An impact study undertaken in 2004<sup>2</sup>, highlighted the various and potentially far reaching impacts accruing from WASH interventions. Water services have a considerable positive impact on household health and income, both directly and indirectly making a clear case for WASH as key components in poverty reduction strategies. This study highlighted essential programme components including:

- provision for demographic changes to allow for population growth and migration;
- sanitation services incorporating wash areas, latrines and showers; and, be integral to water and hygiene interventions;
- communication tools and activities to support behaviour change;
- local financing systems planned with community members to ensure fit village structures;
- improved baseline studies that will help subsequent monitoring and evaluation.

There is evidence that our service delivery project approaches are addressing the above recommendations but two other recommendations made by the study remain an on-going challenge:

- an accessible supply of spare parts known and available at the community level;
- an element of external help to support the community when a technical fault or organisational problem arises that they cannot solve themselves.

## 2.4 Reputation and influence

In addition to our programme of service delivery WaterAid's organisational profile and positive reputation is due to our active participation in the Diorano-WASH network<sup>3</sup>, sector alliances, and advocacy initiatives. WaterAid is equally respected for its openness, dialogue, and consultation, which underlines the collaboration required to favour sector development. Work within projects, in collaboration with partners, to build local capacities and with allies at the national level within the sector needs to continue to:

- enhance knowledge creation and skills transfer, and regularly refresh water association membership; assisted by external support such as area committees and local authority technical service providers;
- formalise and develop cooperation between water committees, SMEs and local authorities to enhance mutual understanding of the roles and responsibilities defined in national regulations;
- strengthen participatory planning and monitoring of services from local communities to national levels of government;
- contribute to information sharing initiatives, peer exchange and networks at national, regional and international levels;
- focus on the right to water and sanitation to raise awareness and leverage engagement.

The increased strategic focus on 'influence' as a crosscutting aim is reflected in our learning on how to engage with other sectors; notable for us are collaborative initiatives with health and education actors at local and national levels. In order to promote the significance of WASH in other sectors and strengthen our influence on human development we need to:

- engage practitioners in preliminary project design and implementation activities, such as hygiene promotion programmes implemented by local healthcare centres and primary schools;
- design, plan for and promote multiple water use e.g. productive activities such as market gardening;
- advocate and campaign for the role of WASH in human and economic development;
- be proactive in disaster preparedness and risk reduction with communities most vulnerable to hazardous weather events.

<sup>2</sup> Looking Back: Assessing the Impact of Rural Water Projects in Madagascar, October 2004, Reseau Eau & WaterAid Madagascar.

<sup>3</sup> [\[WSSCC\] - Madagascar - WASH / Water Sanitation Hygiene](#)

## 2.5 Sustaining impact

Our programme experience, sector dialogue and lessons emerging from our Learning Project<sup>4</sup>, reinforce the above recommendations. Six key factors are key determinants of sustainability: motivation, community management, technology, water resources, financial arrangements, and external support. We are exploring the hypothesis that there may be killer factors, which threaten systems, or saving factors, which can redeem them<sup>5</sup>. Analogous to a game of snakes and ladders, system sustainability is susceptible to an element of luck and risk factors that require good system and process design. The increasing body of literature<sup>6</sup>, debate and awareness of systemic failure over time encourage us to pay attention. The need to ensure sustainability of the services we provide is paramount and our project design and programme approaches are aiming to ensure a continuing awareness and striving to maximise the durability of our service delivery.

## 2.6 Strategic alignment process

We have worked with our partners and allies throughout 2009 to ensure the country strategic alignment process<sup>7</sup> has enabled us to research, study, listen and explore together the implications, ambitions, and programme priorities for the next 5 years. This strategy builds on an established programme of work and portfolio of partnerships, as well as a range of innovative and experimental approaches. We will be continuing to explore the realities of implementing the new global and national strategic themes in challenging context. During 2010-2015 we aim to ensure that equity and inclusion, rights based approaches, sustainability and programme effectiveness become embedded in our ways of working.

In order to confront the serious situation faced by the people in Madagascar described in more detail in the sections that follow, the plans proposed in this country strategy remain ambitious despite the limited growth projected during the period to 2015; the challenge remains clear, the need to deliver solutions to the WASH crisis is evident.

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<sup>4</sup> Study of Sustainability of Water Supply Services in Madagascar Draft for discussion Richard Carter (Consultant), David Shaw (WaterAid PSU), January 2009.

<sup>5</sup> Study of Sustainability of Water Supply Services in Madagascar, Visit Report, January 2010, Richard Carter

<sup>6</sup> Flowers, C (2009) Literature scoping on sustainability of rural community-managed water supply systems. DEW Point task 792/A0231, 23rd April 2009;

<sup>7</sup> See Annex 9 for an outline of the alignment process undertaken.

### 3. Situational Analysis

#### 3.1 National Overview

##### 3.1.1 Demographics

Madagascar, with a land area of 596 790 km<sup>2</sup>, is the world's fourth largest island. Population was estimated in 2008 to be 20 million, growing at 2.8% per annum on average with a higher urban growth rate of 5.6%. Biological diversity and the prevalence of endemic flora and fauna (80% and 90% of species respectively) make Madagascar a unique natural resource base. Despite on-going development challenges, the reported progress in education and life expectancy meant that, in 2007, Madagascar was among the middle ranking HDI countries, ranked 145<sup>th</sup> of 177 countries in 2007<sup>8</sup>. Annex 2 gives an extract of the international ranking and comparison across WaterAid countries.

Development is, according to the UN, generally positive: the poverty rate dropped, from 73.6% in 2003 to 66.3% in 2007. Madagascar's population and economy remains predominantly rural and agricultural. Urbanisation is, nonetheless, evident with a related trend to feminization. Small towns are a notable feature of Madagascar's settlement pattern and are often the first target for migrants from rural areas seeking better livelihood options. Malnutrition continues to affect 42% of the country's under fives. There are significant regional disparities: eight of the country's 22 regions have poverty rates higher than the national average.

##### 3.1.2 Climate

Madagascar's location in the Indian Ocean makes it susceptible, second only in Africa to the Comoros, to hazardous weather events<sup>9</sup>, particularly tropical cyclones. High-speed winds, abundant rainfall, and flooding are frequent occurrences once tropical storms reach land. Significant damage results to life and property; often, entire towns are razed to the ground, infrastructure damaged and crops destroyed. Manmade disasters such as deforestation, bush fires, extensive soil erosion heighten the impact of such 'natural' disasters. During 2008-2009, three tropical cyclones hit Madagascar killing hundreds, leaving thousands of people homeless and injured without access to basic services.

In the southern regions of Madagascar, the climatic conditions are arid. The recurrent threat of drought; chronic and widespread mal-nutrition are frequent and famine recurs every few years. Humanitarian agencies working in the area have noted that since December 2006 there has been a drop in the harvest of maize, sorghum, and manioc suggesting hard times ahead. Children in these regions are vulnerable to malnutrition. The *Bureau National de Gestion des Risques et Catastrophes Naturelles* (BNGRC) was established in 19<sup>th</sup> December 2006. This national organization aims to improve the effectiveness of humanitarian response by ensuring greater predictability, accountability, and partnership. It is supported by 8 «Clusters» one of which collaborates with humanitarian actors in the WASH sector<sup>10</sup>. The UNICEF currently leads on WASH cluster co-ordination, planning, and preparedness aiming to improve relief and response capacity and efficiency of actors in pre- and post-disaster interventions.

##### 3.1.3 Economy

Madagascar's economy has sustained an average growth rate of 5% per annum; economic growth grew from 4.5% in 2005 to 6.2 % in 2007. The IMF Annual Report of 2009 attributes this growth to two mining projects by QMM and Sherit Minerals. The growth of private investment was estimated at 12.3% of the national budget in 2005 rising to 28.3% in 2007. The annual rate of inflation dropped from 14 % in March 2008 to 10.3% in March 2009. Key reforms, begun in 2003, focused on improvements to the business environment, the establishment of an efficient and effective public sector budgeting process

<sup>8</sup> <http://hdr.undp.org/en/reports/global/hdr2009/>

<sup>9</sup> Madagascar: Vers un agenda de relance économique. p353 La Gestion des risques naturels : vers une prévention renforcée et coordonnée by Andoniaina Ratsimamanga & Sofia Bettencourt Banque Mondiale, Juin 2010.

<sup>10</sup> More information on the cluster approach: <http://www.humanitarianreform.org/humanitarianreform/Default.aspx?tabid=70>

and a policy of devolution and decentralization of government. According to the "Doing business indicators-2009" in June 2008, Madagascar ranked 144 of 181 reference countries whilst in 2007 it ranked 149 of the 178 countries surveyed. Access to finance and energy are barriers to business development whilst poor infrastructure and access to/in certain areas is constraining the movement of goods, services, and people.

Reform in the financial sector undertaken in 2007 had a positive impact on public sector revenue generation; the rate of tax revenue grew from 10.9% to 12 % in 2007 and 2008 respectively due to improved national tax collection and customs excise. Nonetheless, the government's internal financial resources make a very limited contribution to public sector investments. Despite legislative reforms, the finances available to support decentralized services remain lamentable<sup>11</sup>. Decentralised service provision and local government receives less than 5% of the national budget; the rate of transfer to Communes rose from 1.8% to 2.5% from 2007 to 2008. The establishment of local development funds and a governance structure began in 2008 with close to 300 rural communes benefiting from disbursements during 2009.

The political events of 2009 shook economic trends: growth reduced to 0.6% compared with the predicted 7.5%<sup>12</sup>, a fall due in part to the global economic crisis. Significant among the effects of this down turn is the cessation of external funding. Several large investment and development aid programmes are suspended, depriving Madagascar of public sector investments worth approximately 572 billion Ariary. The total investment reduced to 3330 billion Ariary, just over 18% of Gross Domestic Product. The economy is said to be convalescing, so it is perhaps not surprising that the High Authority of Transition (HAT) should label the national budget as one of 'austerity and re-launch' with priority being given to productive sectors, namely: tourism, energy, and ICTs. Mining remains a key economic priority but the textile industries remain depressed. Inflation was contained at 9.5% in 2009 but is projected to rise to 13.6% in 2010. The greatly inflated prices for import materials will affect Water, Sanitation and Hygiene (WASH) infrastructure costs as we witness overnight price rises as high as 40% for construction materials.

### 3.1.4 Political context

A period of political tension marked the early months of 2009, followed by a longer period of uncertainty the like of which had not been seen since 2002. The impact of the political crisis on the WASH sector, as with many others, has been evident. Challenges in the WASH sector are discussed in more depth in following sections but noteworthy in 2009 and 2010 are the reduced budgets (a 30% cut in the 2009 allocation of US\$11m to US\$7m), and continuing institutional instability and a certain operational inertia. The main hindrances to progress in the sector include lack of institutional reform and slow decentralisation; planned revisions to the legislative and regulatory texts and institutions have been put on hold<sup>13</sup>. Nonetheless, activities undertaken by several technical and financial partners have continued, especially in rural communities and national initiatives have progressed more slowly.

### 3.1.5 Civil society

The development of Malagasy civil society took off in the late 1980s and '90s; the creation of national associations and a growing recognition of the diverse civil society organisations (CSOs) able to form in the increasingly liberal socio-political context. The diversity of civil society's interests is evident in the scope and focus of work undertaken, the size and structure as well as the geographic coverage of each association, network, cooperative or informal structure. Women's groups and farmers unions are widespread and active in many communities; we engage already with numerous water users'

<sup>11</sup> Think Local Act Local Madagascar, Lovy Rasolofonana, WaterAid 2007

<sup>12</sup> Ordonnance N° 2009-014 du 31 Décembre 2009 Portant Loi de Finances pour 2010, Imprimerie National 2009

<sup>13</sup> Madagascar: Vers un agenda de relance économique. p335 Secteur Eau Potable et Assainissement : pour une approche intégrée et dirige vers les besoins des usagers by Patrice Rakotoniaina. La Banque Mondial, Juin 2010.

associations in all our intervention sites. At the national level there are actors and CSO active in promoting rights, notable among them women's, and children's rights and prisoners' associations. The church plays a preponderant role in Madagascar. A high proportion of adherence to both protestant and catholic churches makes this a significant social, cultural, and political force that reaches out across the country to both remote rural and urban communities.

These strengths are offset by several constraints among organised civil society in Madagascar, which suffers<sup>14</sup> from three major weaknesses:

- i. poor governance, organisational, technical and operational capacities including limited access to information and human resources;
- ii. limited institutional capacity and knowledge of the legal framework within which the CSO are operating and weak structures; and,
- iii. difficulties in accessing financial resources and therefore limited opportunity to act.

The impact of these problems is to limit civil society engagement in implementing local and national policies; an inability to intercede on behalf of rights holders or call duty bearers to account, to act as a social warning mechanism or contributor; and, low-level of credibility with communities, state actors or potential financial and technical partners.



Mmes Marie Jeanne, Marie Louise and Ranoroosa are pleased to see clean drinking water arrive in their village in Soavina.



The Scouting Federation of Madagascar's five movements and 40 000 members comprise church based and lay groups that network within and between all levels of civil society and all

This strategy prioritises the need for WaterAid to expand its work with CSOs to begin capacity building of rights holders to engage in decision making with duty bearers, contribute to WASH service delivery and drive rooted advocacy initiatives that help people identify their own demands and to voice them. We will build on the strengths of existing sector coalitions, especially Diorano-WASH, and aim to build on CSO capacities in community based interventions and create new relations with national structures to engage in rights based advocacy.

<sup>14</sup> FTHM 2009

## 3.2 Water and sanitation sector

### 3.2.1 Access to water: national, urban, and rural

Without a significant step change in progress in the water and sanitation sector, the Millennium Development Goals they will not be achieved: progress is fragile<sup>15</sup>. At the end of 2008 close to 14 million of the 20 million citizens of Madagascar, do not have access to water. In combination with the 12 million people practising open-air defecation, for lack of adequate infrastructure, the impact on the health, education, and productivity of the nation are immense. Achievement of the MDGs will require an additional 730 000 people per annum gaining access to drinking water and 690 000 to sanitation services. At the actual rate, water and sanitation sector financing would need to increase at least two and a half fold to attain the MDG targets.

The national debate about the standards, definitions, nomenclatures, and methodologies deployed in counting the number of people with access to water and sanitation has evolved significantly in recent years. A national database held by the Ministry for Water (BDEA) is one key source of sector monitoring information. The national statistics bureau is home to another set of data resulting from the periodic household surveys. The need to reconcile these data sources became more apparent in 2003 when sector stakeholders requested more accurate information from the National Statistic Bureau (INSTAT). Recent collaborative efforts supported by WHO, UNICEF and WaterAid, and the Ministry for Water are striving for improved sector information and harmonisation with JMP standards.

In the urban context, drinking water access rates went from 63% in 2005 to 50% in 2008<sup>16</sup>. This decline is attributable to both a rise in population in urban settlements and a nationwide ban on new connections by the national utility, JIRAMA between 2002 and 2007. A concomitant deterioration in the functionality of public water points is the result of limited investments in operations and maintenance. Investments in urban water supply amounted to no more than 15% of the sector budget during 2000 to 2008. Of the five major urban projects planned two have not yet started. At the end of 2008 JIRAMA provided water in 67 urban centres, managing approximately 122 000 individual and 4 300 communal connections. During the last decade JIRAMA has only supplied 34 000 individual connections and 1 700 public tap stands. Half of JIRAMA's connections are in Antananarivo; none of the other six big urban centres has more than 6,000 connections.

Outside the large urban centres supplied by JIRAMA, there are 36 small towns, with less than 80 000 inhabitants, with water supply systems managed directly by the local authorities. Access is via public tap stands with very limited individual connections and metering non-existent. Households that are connected pay a monthly fee regardless of level of consumption and water at public stands is usually free. The result is insufficient resources to assure operations and maintenance or generate revenue for investment.

In the rural context, progress appears better since the rate of access rose from 22% in 2000 to 37% in 2008, an annual progression averaging 1.7%. Nonetheless, the actual rate of progress in rural areas approximates to 300 000 people served per year which is way below the level of need. Collective water supply points dominate with significant variations across regions; 11 of the 22 regions have a coverage rate below the national average and four regions have exceeded the MDG target of 53% access. The water point mapping carried out by the Ministry for Water in 2005 revealed that the functionality rate was 10% in Madagascar. The following sections outline the key barriers to achieving greater performance and equity.

<sup>15</sup> [http://www.undg.org/docs/8953/Rapport\\_OMD\\_2007\\_Part2.pdf](http://www.undg.org/docs/8953/Rapport_OMD_2007_Part2.pdf)

<sup>16</sup> Secteur Eau Potable et Assainissement : Pour une approche intégrée et dirigée vers les besoins des usagers, World Bank March 2010.

### 3.2.2 Policies, Institutions, Procedures

During the decade spanning 1998 to 2008, a significant number of institutional and legal reforms created a robust framework of policies and strategies. Principally for water, these include:

- the Water Code (Code de l'Eau Loi No. 98-029) promulgated in 1999 with decrees of application adopted in 2003;
- the National Programme for Water and Sanitation Supply for 2008-2012; and,
- a number of strategic documents.

A number of operational tools have been created to implement these national policies:

- the Procedures Manual;
- the water and sanitation database (Base de Données du secteur Eau et Assainissement - BDEA);
- Regional Budget and Programme by Objectives;
- an annual sector review instituted in 2005, involving all sector actors in monitoring progress; and,
- a data reconciliation process with JMP WHO-UNICEF and WHO's Global Annual Assessment.

Principal constraints on the application of the existing tools, national policies, and plans<sup>17</sup> include:

- institutional instability (during the past three years 4 ministers, 2 general directors, 4 directors), creates a lack of continuity, changes in priorities and objectives and disregard for previous recommendations and current activities;
- insufficient personnel for the Ministry for Water to assume its responsibilities; especially senior technical staff to ensure adequate programming, monitoring or coordination or provide much needed support to Communes, private entrepreneurs and NGOs;
- failure to budget adequately at the central level; regional authorities and decentralised services not implicated in the preparation of plans and budgets; and
- poor awareness, knowledge and uptake of the statutory instruments due to limited dissemination.

The principal blockage to the implementation of planned sector reforms aimed at ensuring good sector governance emanate mainly from the prevailing political turmoil which has, among other things, resulted in the appointment of a new sector Minister and changes in senior staff at the regional, district and commune levels. Decentralisation too, started under the previous government, has practically been shelved. Consequently, investment and institutional reform plans under the pragmatic and ambitious Madagascar Action Plan (MAP) prepared and implemented by the previous regime have been discarded. Moreover, sector institutions such as ones listed below have been dropped from the list of priorities in the Ministry of Water:

- the national regulatory body (SOREA) mandated to assure the quality of public services and approve tariffs proposed by service providers and managers;
- the National Fund for Water Resources (FNRE) constituted through revenue generated from water extraction and waste disposal licensing fees, of which a portion would be available for investments in the provision of improved access to drinking water; and
- the Heritage Society (la Société de Patrimoine) in charge of financing water supply and sanitation systems.

Some structures however are in place although their functionality or sustainability is not assured. An important case in point is the National Water and Sanitation Authority (ANDEA), which has never been operational since it was established in 2003 to take responsibility for Integrated Water Resource Management (IWRM). The Watershed Agencies charged with IWRM and the decentralised water basin committees and planned programmes too never became operational<sup>18</sup>.

<sup>17</sup> Draft report for UNICEF on the Post-crisis analysis, Herivelo Rakotondrainibe, Jan 2010 unpublished

<sup>18</sup> UNDP ANDEA Project Evaluation 2008, unpublished.

The creation of the Ministry for Water in July 2008 is an indication of the political willingness to give the WASH sector its due recognition. A directorate within the Ministry for Energy and Mines previously assured the sector's governance with an executive staff of 25 people; 13 at the central level, 12 in the inter-regional offices. Their remit was to take care of Madagascar's 1557 local authorities (Communes). The sector review of 2007 recommended a reinforced institutional structure with sufficient weight and capacity to negotiate with the Ministry of Finances and other sector donors. The Direction Générale de l'Eau (DGE) was created in November 2007 and the recruitment of 60 new professionals sanctioned. The new Ministerial team replaced the DGE, and subsequently 12 new inter-regional directorates became the professional home of the new recruits. This cadre has to assume responsibility for an enlarged portfolio incorporating IWRM and urban sanitation into its mission. Only 19 of the planned 44 new recruits affected to regional state agencies joined their positions due to the political crisis.

### 3.2.3 Devolution and decentralisation

The decentralised authorities in Madagascar reflect the francophone administration system: 22 regions, 119 districts (as of the 2006 elections), 1559 communes and 17 332 *fokontany* (see also figure in [section 4](#)). The authorities and the decentralised services that depend on sector ministries are often not involved in budgeting and planning processes. Programme planning and regional budgeting were introduced in 2006. Theoretically, the national budget should combine regional inputs to create the overall annual programme and financial allocations. The national WASH investment plan has not been decentralised; the ministry's central staff manages most contract and service tenders. The budget allocated to the recently formed regional offices remains inadequate.

In the Water Code (1995), Communes are delegated service providers and managers. The majority of local authorities are not able to assume these responsibilities due to a lack of financial resources, human capacity, direction and support. Local authorities do not manage intergovernmental transfers nor public sector infrastructure investment budgets, nor direct donor contributions<sup>19</sup>. Specific programme interventions have used locally managed investments, especially in road and school construction. When local communities are required to contribute to infrastructure developments, it tends to be in-kind labour and locally available materials. Communes tend to intervene in three ways:

- (i) delegation of service provision to private sector operators or associations who are sub-contracted or given a concession to manage the water services in approximately 30 communes at present;
- (ii) in-house service management is not permitted in the Water Code but is practised by secondary urban communes and first category rural communes. These supply systems are often unable to meet demand and delivery service standards are of poor quality and systems in a poor state of repair. And,
- (iii) community based management is the most common form in settlements of less than 1000 inhabitants. In this case, local people and community-based committees maintain the system and manage service fees, to varying degrees. The service provider often establishes these structures but here is rarely a contractual agreement between them and the local authorities.

### 3.2.4 Public-Private Partnerships

The private sector is crucial to bridging the sector's capacity gaps and building a degree of sustainability in WASH service provision. Yet, besides from the national utility company two-thirds of service providers are small to medium operators with less than 10 employees working in Antananarivo. Key blockages to the effective engagement by the private sector are:

- difficulty in obtaining information, especially outside the capital city, about programmes, projects and calls for tenders;
- accessibility and affordability of financing from financial institutions;
- lack of technical and professional training programmes;
- incompetent local authorities.

<sup>19</sup> Think Local Act Local – Laura Hucks, WaterAid 2008

In 2005, the Directorate for Water and Sanitation elaborated a strategy to support private sector participation in the rural and peri-urban WASH sector; unfortunately, the recommendations were not incorporated into the annual budgeted plans. In 30 rural pilot locations, the central authorities provided materials and sub-contracted private sector entities, on behalf of the Communes to build supply systems and manage them. The following key success factors were identified:

- (i) probative involvement by the Communes;
- (ii) effective leadership and technical support;
- (iii) the service provider role has to be undertaken by people with the technical know-how and a sufficient financial capacity to cover operating costs; and,
- (iv) the central role of the Ministry in the implementation of the strategy.

The national utility, JIRAMA, needs national and international partnerships with private sector operators and financiers to improve its performance rapidly. Such partners could provide public supply services within agreed areas. Several planned large-scale investments, though agreed, have remained blocked for several years. These investments aim to provide JIRAMA with additional production capacity; one operational example is the mining giant QMM in Fort-Dauphin. Both scenarios require clarification of the Water Code and its application in urban areas held under concession by JIRAMA. The 2011 end of JIRAMA's existing concession offers an opportunity for introducing a revised approach to urban water supply services. We are planning to adopt and trial new ways of working with the utility to increase efficiencies and impact in our urban intervention areas, particularly in small towns whilst keeping in mind the significantly larger investment partners including EIB, UNICEF, and WSUP.

In 2009, WaterAid supported the Ministry for Water to commission the development of a private sector strategy with recommendations and action plan for implementation that may still be incorporated in future budgeting and planning priorities. Beyond the perimeters of JIRAMA's concessions, in 40 or so small towns and 100 large rural centres Public Private Partnerships (PPP), offer potential for step changes in service provision. The complement of professional skills and entrepreneurial principles would support the public sector to meet demand. In small rural centres, and villages, improved community based service management is recommended. We will be seeking to improve contractual agreements between local authorities and water user associations to support supervision of service quality, financing, and more rigorous maintenance with local technicians.

### **3.2.5 Sector financing**

Increased government engagement is evident and the sector's budget has multiplied nearly tenfold from 2000 to 2008, though with significant annual variations. The overall budget envelope has increased by an average of 20% every year since 2005; consumer price inflation has averaged 10% over the same period suggesting a real annual of increase 10%. The budget remains below the level required to meet urban and rural WASH needs. From 2008 to 2012, estimates put the required budget at US\$ 726 million, noting that 76% had yet to be secured<sup>20</sup>. Rural interventions have a reported need for a US\$ 255 million investment; US\$ 110 million are available, leaving a 56% gap. In the urban context the deficit is worse, an estimated 86% of the total need for US\$ 472 million. In 2008, the budgetary allocation reached the equivalent of US\$38 million, which corresponds to the annual investment required in rural areas without any allowance for operational costs, capital for urban investments or for the development of IWRM. At the national level, the budget allocated to the sector remained weak and never exceeded 1.6% of the national budget during the past eight years, except in 2008 when it represented 2.38%.

The sector's financing is, in large part, provided by external donors much of which is 'off budget'. The WASH sector reliance on external funding; averaged, during 2000-2006, 65% of the central

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<sup>20</sup> The National Water and Sanitation Supply Programme (Programme National d'Approvisionnement Eau Potable et Assainissement – PNAEPA) Document, GOM 2008.

government's budget; 32% as donations and 33% as loans<sup>21</sup>. The African Development Bank (AfDB), the European Investment Bank (EIB) and World Bank (WB) provided loans and United Nations Children Emergency Fund (UNICEF), Japanese International Cooperation Agency (JICA), United Nations Development Programme (UNDP), African Development Fund (ADF) and the European Union (EU) provided donations. Other technical and financial partners contribute to the WASH sector, especially at the decentralised level. During 2000 to 2006, 'off-budget' financing represented an estimated 15% of the national budget.

There is a continuing gap between the medium term budgeting, annual allocation and disbursements. The MDG objectives for 2015 would require capacity to absorb significantly higher levels of financing than is presently the case. The national budget is unbalanced, just 3% is allocated to cover operational costs, well below the level necessary for effective sector governance and monitoring, thereby threatening long-term implementation capacity. A major constraint on the effective deployment of funds is the various administrative procedures that frame contract tendering and purchasing processes. The budget execution rates passed from 83% in 2005 to 29% in 2008; the lowest in 2003 at 26% indicate the difficulties the sector had in restarting activities after the crisis of 2002.

Improvements in sector governance in 2008 and 2009 have been set back. Several essential components, though proposed, have not been implemented and others need to be developed. Our own sector analysis ([appendix 3](#)), corroborated by two recent studies<sup>22</sup>, highlights several post-crisis priorities for Madagascar's WASH sector and suggests strategic focus for WaterAid's country programme. We will:

- collaborate in institutional capacity building to direct, coordinate and monitor the sector at national and decentralised levels;
- mobilise sector players to take into account the changed context and sector objectives for 2010-2015, to accelerate the rhythm of annual activities and follow through on past and future sector review recommendations;
- update, disseminate, and train actors in the adoption of existing tools and practices including the Water Code and Procedures Manual;
- support work on strategic programming to ensure implementation of validated sector policies and strategies;
- scale-up early efforts to implement objective based programme budgeting with the Ministry for Water;
- influence negotiations and prepare for funding that was suspended following the political upheaval;
- build stakeholder capacities to provide technical services and managerial assistance.

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<sup>21</sup> RAPPORT No.: 38687 – MG. Madagascar Revue de Dépenses Publiques Réalisation du Madagascar Action Plan: Analyse pour des Résultats Partie IV: EAU ET ASSAINISSEMENT AFTPR Région Afrique, Banque Mondiale, mai 2007.

<sup>22</sup> Sector Note, World Bank, Patrice Rakotoniaina 2009 and Post-crisis sector analysis, Herivelo Rakotondrainibe 2009 UNICEF.

### 3.2.6 Sanitation & hygiene

A national study<sup>23</sup> undertaken in 2004 highlighted the severe impact evident during the 1999 outbreak of cholera as it spread across the country, in spite of the drastic measures taken to slow its progress. Such a public health scare serves to underline the perilous state of existing sanitation installations, both in the cities and the countryside. WaterAid's international research provides strong evidence of the devastating scale and impact of the sanitation crisis. Advocates of sanitation remain certain and assert the case for sanitation as a catalyst for human development<sup>24</sup>:

**For every \$1 invested in sanitation, \$9 are returned to national economies in increased productivity and a reduced burden of healthcare.**  
Hutton et al, UNDP (2006)

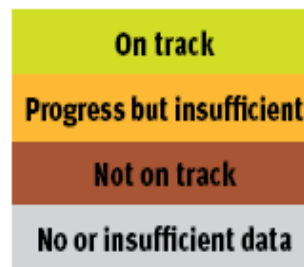
- Sanitation is the single most cost-effective major public health intervention to reduce child mortality and reduces the burden on failing health systems.
- Investments in sanitation accelerate progress and strengthen investments in other MDG sectors.
- Sanitation yields huge national economic benefits and is a powerful force for pro-poor economic development.
- Sanitation improves the educational prospects of the poor and increases girls' attendance.

At the national level, Diorano-WASH acts as a force for change and harmonisation of efforts, among WASH, education and health sector professionals as much as key donors and government representatives. Collaborative initiatives such as national competitions, campaigns and collaborative projects including the Roving Camera and Scouts' led hygiene promotion, are raising public awareness. These efforts are complemented by our partners' community based interventions providing hygiene education among rural and low-income urban settlements, schools and health centres. Recently we have been adopting and testing new approaches favouring marketing and hygiene promotion. During 2009 UNICEF offered the first training on CLTS in Madagascar; despite early scepticism the approaches are showing a high degree of take up in the pilot intervention sites.

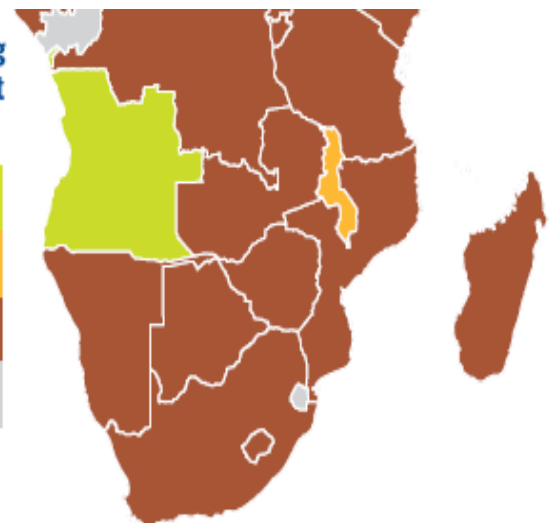
### 3.2.7 Sanitation access rates

Open-air defecation is the norm for close to half of the Malagasy population; 69 % of the latrines people have do not meet hygienic standards. Sanitation and hygiene remain, all too often, neglected in comparison with water despite widespread acceptance of the positive impacts of access to basic services<sup>25</sup>. Southern Africa's progress towards the MDG's on sanitation is summarised in the graphic and the data relating to Madagascar in the table below shows how tentative progress towards the MDG targets is. Variations in the numbers and proportions given highlight the need for data reconciliation in sector monitoring and national census processes. Whichever way one counts, however, too many millions of people live without basic facilities to manage their own excreta.

#### Progress towards meeting the MDG sanitation target



(Source: UNICEF/WHO 2008)  
This map is reproduced from that on p. 9 of the JMP 2008 report – some small islands may not be visible due to printing difficulties.



<sup>23</sup> Sanitation: The Challenge. The impact of inadequate Sanitation and Hygiene in Madagascar, Herivelo Rakotonrainibe 2004 GOM, UNICEF, WSSCC, WHO, WaterAid.

<sup>24</sup> Tackling The Silent Killer – The Case for Sanitation, Oliver Cumming, WaterAid, July 2008

<sup>25</sup> Assainissement le Défi – L'impact de manqué d'assainissement et d'hygiène a Madagascar.

**Table 1<sup>26</sup>: National progress towards sanitation MDGs**




	JMP - % of population			MDG	Predicted	Change per year	Change needed	Years needed	Date to hit MDG
	1990	2006	change	2015	2015	1990-2006	2006-2015		
<b>Rural Sanitation</b>	6	10	4	53	12	0	43	172	2178
<b>Urban Sanitation</b>	15	18	3	58	20	0	40	211	2217
<b>Total</b>	8	12	4	54	14	0	42	168	2174

It is estimated, by WHO, that 10 % of the world's people are constrained by their reduced mobility. This figure is rising due to the impact of an ageing population, road accidents, and armed conflict. The lesser provision of social services and the impact of poverty mean that people in developing countries are more likely to suffer due to their physical abilities. The presence of improved sanitation facilities does not guarantee access for disabled people. In households lacking any such facilities disabled people face specific problems.

Irrespective of the overall national statistics and variations in measurements it is often the case in rural communities that basic sanitation facilities are non-existent. In homes and schools, people continue the traditional practice of open-air defecation and suffer all the related impacts on health, dignity, productivity, and personal security. WaterAid's project interventions in rural communities have focused on the construction of household latrines, with provision in schools and primary healthcare centres wherever appropriate. We have subsidised construction and expect community contributions, often in-kind. The supply of 'hardware' has, as a matter of course, been accompanied by the software interventions to support skills development required in component production and construction, as well as behaviour change to ensure effective usage by the target communities.

The global paradigm shift towards 'no-subsidy'<sup>27</sup> approaches, or at least no direct subsidy into household latrines, has influenced a shift from hygiene education towards promotion. Exceptions are made for the lowest income households among target communities and construction of collective facilities. To complement the range of approaches and tools which promote behaviour change (including PHAST, household visits, focus groups, puppet shows and other social communications), the move to sanitation marketing is beginning to gain ground in Madagascar. Inspired by learning from PSI's ways of working and the application of social marketing to promote the use of condoms, mosquito nets and water treatment products, we have begun exploring new ways of marketing sanitation. Work is underway to develop supply chains and service delivery models in the peri-urban neighbourhoods of Antananarivo supported by WSUP.

Our emergent programme of work in urban settlements<sup>28</sup> highlights that human waste management and solid waste management have common objectives to:

-  improve public health and well-being;
-  protect the environment, especially water resources; and
-  improve urban management.

We plan to develop our expertise and gradually build experience and expertise in community based waste and wastewater management.

<sup>26</sup> JMP Report 2008 UNICEF/WHO 2008

<sup>27</sup> Public Funding of Sanitation The Many Faces of Sanitation Subsidies, Barbara Evans, Carolien van der Voorden and Andy Peal, 2009 WSSCC

<sup>28</sup> Solid Waste Management, Discussion Document, Lalaina Andrianamelaso, Feb 2010 WaterAid unpublished

### 3.2.8 Policies, Institutions, Procedures

The official validation of the first National Sanitation Policy and Strategy in February 2008 has not yet been translated into a clear programme of activities, despite recurrent recommendations by the sector review to augment the sanitation budget allocated to human waste management, solid waste management and wastewater management. The other ministries (Home Affairs, Health, Environment) cited in the policy, as responsible for sanitation have not yet put in place any clear implementation plans or national coordination mechanism.

### 3.2.9 Sanitation financing

During the past seven years, the budget allocated to hygiene and sanitation activities has never exceeded 3% of the sector's budget. Sanitation and hygiene are perceived to be complementary measures to water supply provision and are thus neglected. The lack of viable information at the national level makes reliable financial analysis impossible and hampers decision-making. Dedicated sanitation funding is exclusive to external donors<sup>29</sup>. Nearly all budgets combine provisions for water and sanitation service delivery. Funding for sanitation blocks, latrines and hygiene promotion activities are essentially undertaken by programmes financed by UNICEF, AfDB, JICA, more recently by USAID and several INGOs. The different sources of data appear contradictory but it is clear that the budget available for the provision of sanitation services is extremely weak and reckoned to average 2% of the WASH sector total. It is perhaps easy to conclude, then, that it is indispensable to improve information flows and sector databases that collate information on budgets and physical realisations to support programming, decision making and advocating for increased sector financing with a dedicated sanitation budget.

#### 7 strategic aims of the National Policy and Strategy for Sanitation, February 2008.

1. Clarifying the division of responsibilities and establishment of a pragmatic and operational institution.
2. Improving the performance of sanitation services.
3. Adopting a financing model to assure efficiency and cost-recovery that reflects people's ability to pay.
4. Adapting and adopting technologies that reduce investment costs.
5. Prioritising at a national level the promotion of good hygiene practices.
6. Reinforcing public health protection and disaster management.
7. Management and control of environmental pollution.

In summary, in this strategy plans for sanitation interventions built on the key pillars of:

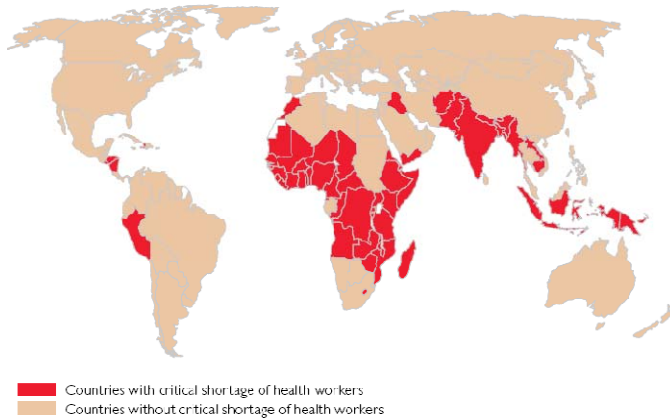
- deployment of approaches giving prominence to demand-led approaches;
- community mobilisation, rooted advocacy and hygiene promotion on a large scale using mass media;
- adoption and promotion of appropriate, affordable and locally produced technologies in collaboration with local artisans and self-help groups increasing engagement by local private sector operators;
- provision and maintenance services supported by artisans, technicians and service providers to strengthen the sanitation supply chain and increase sustainability of services;
- information sharing, knowledge and skills creation across the sector to influence practitioners and policy makers to recognise the role of sanitation in human development.

<sup>29</sup> Ibid. 18

### 3.3 Education and health

Since education levels are critical to poverty reduction it is worth noting significant progress made in the

#### 57 Countries Have Too Few Health Workers to Make a Difference for Mothers and Children



level of attendance in schools. Access to primary education increased from 71% in 1997 to 96% in 2006. This high number hides the dropout rate and proportion of children who repeat years in primary education. The percentage of pupils who repeat primary schooling dropped from 30% in 2000 to 18.5% in 2006 but remains high compared with the African average (17% in 2000) and more than twice the Asian or Latin American levels (see annex 2). More than half the children who start schooling fail to finish primary level of education, which is 5 years in school. The proportion of girls and boys attending primary school is said to be similar, 49% and 51% respectively, despite some significant regional variations. The attendance rates vary between 71% and 99% for the lower and upper economic quintiles. In addition to

poverty levels, the lack of infrastructure and teachers impact on isolated rural communities. A rise in the number of children working whilst also attending school between the ages of 6 and 17 is evident from 2.8% in 2001 to 8.7% in 2005<sup>30</sup>. Overall literacy rates rose for people over the age of 15 from 59% in 2004 to 63% in 2006.

Parents play a significant role in filling the gap in public sector provision of schools and teachers. Parents' investments accounted for the employment of 48% (MNRS, MFB) of teachers, though reported not always to be of the requisite quality. Advancements in infrastructure have been slow and only 4% of schools used ICTs in teaching in 2005. There is a crucial opportunity for WaterAid to prioritise WASH service provision in schools and healthcare centres in all of its intervention sites. The national educational budget was reported to be less than 4% of the national budget in 2006 (MENRS 2006) with 55% of that being allocated to primary education and with a high level of dependence of overseas development assistance in the sector. The proportion of the national budget allocated to WASH/education and health are given in the table below whilst the pie charts show the proportion of the allocation between these three social sectors. WASH compare unfavourably with other social sectors in the allocation of resources by government and donors; combined they received under 6% of the national budget compared with 9% for health and 20% for education in 2008.

The child mortality rate decreased from 159 to 94 per 1000 from 1997 to 2004. The situation is still critical given that 100 000 children under the age of five die each year in Madagascar. Transmissible diseases and maternal mortality (469 out 100 000) during birth giving are still high in Madagascar; 14 000 children under of the age of five die each year in Madagascar due to diarrhoeal diseases. Lack of access to safe water and sanitation, malnutrition and poor living conditions are one significant cause of child and maternal mortalities.

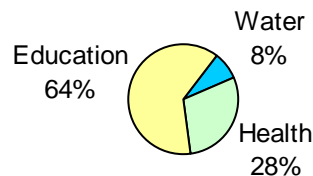
Access to health services is very limited in Madagascar. Less than 65% of population is located at less than 5km from health centres and only 50% of the population access these health services in times of need. The ratio of personnel/population in 2005 are respectively 1.7/10 000, 0.8/5 000 and 0.75/5 000 for doctors, nurses and midwives. The contrast in rural and urban areas mean 41% of the health staff is dealing with 21% of the population; 15% of health centres and hospitals are managed by the

<sup>30</sup> Periodic Household Surveys (EPM) GOM, 2001 and 2005.

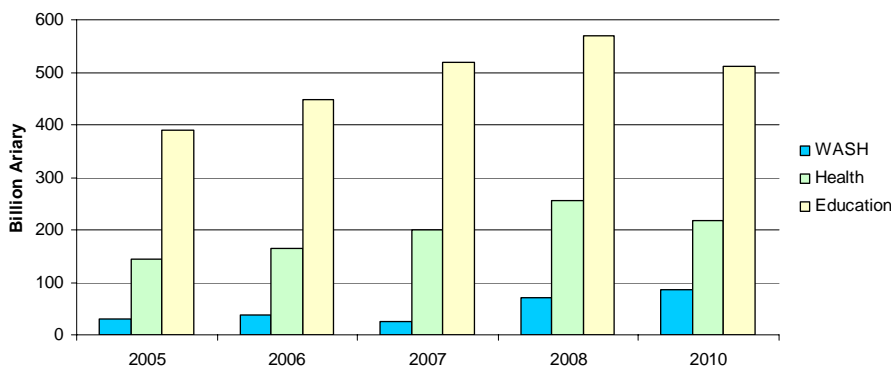
private sector. Financing for the health sector is 32%, 36% and 32% respectively comes from the public sector, donors, and private sector and households. Since the end of 1990s, the population growth has exceeded economic growth in Madagascar in part due to the political crises of 2002 and 2009. Madagascar ranks 134<sup>th</sup> of the 160 countries included in the 2010 report on the state of the world's mothers, yet statistics are far more than numbers. It is the human despair and lost opportunities behind these numbers that call for changes to ensure that mothers everywhere have the basic tools they need to break the cycle of poverty and improve the quality of life for themselves, their children, and for generations to come.<sup>31</sup>

### Social Sector Budgets 2008

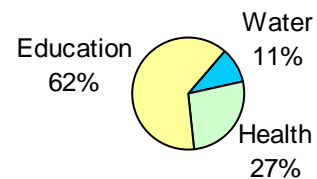
	2008 billion ariary	% national budget	2010 billion ariary	% national budget
Water	73	2,51	87	2,80
Health	256	8,81	217	7,01
Education	570	19,62	512	16,54



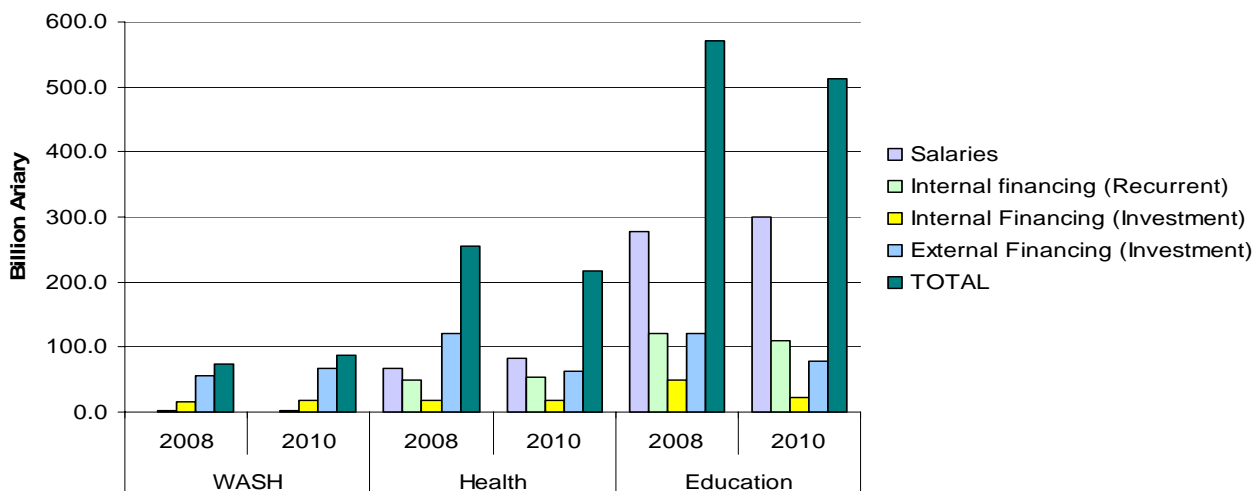
National Budget 2005-2010: Social Sectors



### Social Sector Budgets 2010



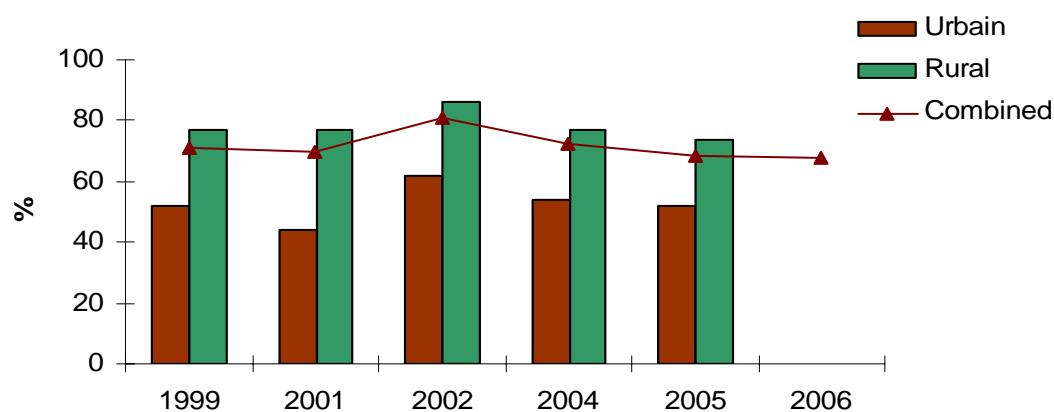
### Social Sector Funding 2008-2010



<sup>31</sup> Women on the Front Lines of Health care, State of the World's Mothers 2010, Save the Children May 2010

### 3.4 Human Development

**Poverty Rates 1999 to 2006**



Urban	52.1	43.9	61.6	53.7	52	
Rural	76.7	77.2	86.4	77.3	73.5	
Combined	71.3	69.6	80.7	72.1	68.7	67.5

Poverty is significant in [Madagascar](#)<sup>32</sup>. The UN's 2008 review of progress towards the MDG's states that Madagascar's progress was generally positive but lots remains to be done in a number of sectors. Paradoxically, in a world which is rapidly globalizing, one of the most important determinants of well-being is still where a person is born in which country, in what province within the country, and whether in a city or the countryside within that province<sup>33</sup>. The 2005 statistics state that 67.5% of the predominantly rural population live in poverty. The poverty burden is therefore borne more by the rural people, despite the increasing urbanisation and feminisation of poverty since 2001. In 2006 INSTAT/DES estimated the national income at US\$308 per head. There are many pockets of food insecurity around the country, with a seasonal recurrence, in regions susceptible to natural hazards including drought, pests, and cyclones. Food insecurity causes 42% of children under five to be underweight and impacts significantly on pregnant women and those breast-feeding.

The achievement of MDG objective 1 of eliminating extreme poverty and hunger requires a more stable economic growth and strategic re-orientation in favour of the poorest people. In the past, politically unstable year, we have seen the Ariary devalued and much of the country's development aid flows have dried up. Basic food and fuel commodities have been subject to significant price increases. The figure and table above show the six-year trend and highlights the impact of the 2002 political crisis on poverty levels. It is more than likely that the statistics in future years will show a post-crisis rise in poverty levels during 2009 and 2010.

### 3.5 A gendered view of vulnerability

The loss of dignity associated<sup>34</sup> with the impossibility of having privacy to relieve oneself contributes to explaining why women place more importance than men on gaining access to sanitation facilities. The risk to health and security are compounded by the need to wait for night-time to find somewhere to

<sup>32</sup> See tables A, B and C in annex 2 for the various rankings and indicators of human development, income, poverty and health compared with the other countries in which WaterAid has programmes.

<sup>33</sup> World Bank Development Report 2009 accessed 06/01/10  
<http://siteresources.worldbank.org/INTWDR2009/Resources/Outline.pdf>

<sup>34</sup> UNDP 2006 Human Development Report

defecate in a public place and take care of their personal hygiene. These common practices leave women exposed to the risk of shame and physical abuse.

In Madagascar, women are said to benefit from a relatively favourable legal context. Since 1959, Malagasy women have had the right to vote and be elected. The long-standing rights to material goods in case of divorce were revised to 50:50 in 1990 and inequality in the treatment of women compared with men in the case of adultery were redressed in 1996. Girls have the right to access education from primary through secondary and university levels. Despite the favourable legal context, traditional beliefs and customs remain a strong influence on the daily reality of the majority of women, perhaps more so in rural communities where *fady* or taboos persist.

The national statistics<sup>35</sup> for progress towards achieving the Millennium Development Goals suggest close to half Malagasy girls access primary and secondary education. Boys and girls suffer from drop-out but a noticeable rise in illiteracy rates is recorded among young women aged fifteen: 40.7 % as compared with 33.2% of young men. The difference in education among female-headed households compared to male-headed households gives rise to higher poverty rates. Discrimination persists against women and people living with disability, chronic illnesses including HIV/AIDS, prisoners' families, widows, and single young mothers in terms of access to social, economic and political resources. Their exclusion results from, and in, a lower level of autonomy in terms of education, qualified employment and satisfactory income levels<sup>36</sup>.

Puberty & menstruation provides very specific challenges to young women's educational achievement, human dignity and health. School dropout rates show the impact on girl children as significantly higher than boys. Given the sensitive nature of the subject, any intervention needs to be sensitive in its approaches to dealing with these very personal matters and certain to include facilities that enable separate access for boys and girls, women and men. Additional measures for girls alongside school latrine blocks are required to support personal hygiene and private disposal of sanitary goods.

Access to water, as much as sanitation, has a very significant impact on the lives of women and girls. The hours of labour invested by women tend to be four or five times that spent by men. The capacity of interventions to impact on equity and inclusion in development is enormous; the knock-on effect on choice, physical health, productivity, educational achievement, or family responsibilities is directly connected.

The recent Equity and Inclusion (E & I) study undertaken with 2 direct partners in several rural communities highlighted the differences between the legal framework and texts, traditional social structures and state powers. The diversity of approaches used in development projects also constitutes the institutional barriers to access to WASH services. Attitudes emanating from the 18 tribal groups, their divergent cultures and beliefs, social norms and the standard of living, the disinterest and misinformation at the community level inhibit equitable access. Additional barriers are environmental parameters including the inadequacy of infrastructure built, distance, isolation, and climatic conditions. Initial measures taken to ensure public infrastructure is physically accessible have been accompanied by discussions, workshops, assessments to promote awareness and learning among staff and partners. As confidence and knowledge grows, we plan to strengthen our knowledge sharing, inclusive practices and technologies and use processes that will influence wider efforts in this domain.

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<sup>35</sup> United Nations 2008

<sup>36</sup> Equity & inclusion research Study – ERGC, ECA, WaterAid April 2010

#### 4. Strategic objectives and indicators

##### **Global Aim 1: We will promote and secure poor people's rights and access to safe water, improved hygiene, and sanitation.**

Civil society organisations (CSO) in Madagascar suffer from poor organisational, technical and operational capacity and find it difficult to access financial resources. Their effective engagement and collective voice is thus constrained, associations are often politicised and appropriated making it impossible for them to intercede on behalf of rights holders or call duty bearers to account. Disabled people are most vulnerable to lack of social services and the impact of poverty. Attitudes, divergent cultures, beliefs, and social norms among 18 recognised tribal groups, as well as physical isolation and information poverty among the majority of Madagascar's rural population inhibit equitable access. Additional environmental barriers include the inadequacy of infrastructure, distance, physical isolation, and hazardous climatic conditions.

The decline in urban access to water is attributable to an increase in urban population and the national utility's (JIRAMA) nationwide block on extending networks and services during 5 years. A concomitant deterioration in the functionality of water storage and distribution networks and lamentable maintenance of public water points is a widespread phenomenon. Small towns, numbering approximately 36, are a notable feature of Madagascar's settlement pattern. In many towns water supply is managed directly by the local authorities. The willingness and capacity to pay is variable but the perception of water as a free resource lingers and revenues are often insufficient to assure operations let alone generate investment capital.

The rise in rural water supply is below the level of need and awareness of the significance of sanitation is very low. Promoting sanitation and building informed demand are now perceived to offer greater potential for impact at scale, over the long term. School-based WASH programmes have demonstrable impact on school attendance and will be given priority to maximise the benefits of all our community based service delivery projects.

Our advocacy, awareness raising, information sharing, campaigning and policy influencing activities will engage rights holders and duty bearers in our projects to increase recognition and realisation of WASH rights. Our strategic objectives contributing to aim 1 prioritise the need for WaterAid to expand its work with CSOs, to begin building capacities of rights holders. The rights focus will contribute to WASH service delivery and drive rooted advocacy initiatives. We will collaborate with people to identify their needs and voice demand for essential WASH services. We support rights holders and duty bearers to create spaces for dialogue, collaborative decision-making, monitoring and good governance of service provision.

Our second strategic objective defines our continued support for a range of partners in direct service delivery and hygiene promotion. WaterAid's interventions with rural communities will continue to innovate with supply technologies and models that provide community managed safe water delivery systems and adequate sanitation. We will adapt demand-led approaches, scaling-up CLTS approaches combined with efforts to build the capacity of local product and service supply. Increased priority will be given to formalisation of CBOs and improved integration of local authorities in project delivery and service operations and maintenance.

Our growing programme of urban projects aims to innovate and explore new ways of working for our partners and us. Relations and work with the national utility is subject to political and institutional variables beyond our control but current changes augur well for increased efficiencies and positive potential impact in our urban intervention areas. In small towns, we will work more closely with small and medium scale service providers. To create express demand and improve sanitation supply chains we are

developing marketing approaches. Interventions to tackle significant urban challenges in solid and liquid waste management are among our strategic priorities.

The collaboration with mass media professionals and focused communication campaigns will complement our established practices of working with community-based institutions such as schools, health centres, marketplaces, and public transport stations. We will seek to increase synergies with established and far-reaching stakeholder groups including neighbourhood volunteers, mothers' groups, traditional leaders, and midwives. Local Diorano-WASH and community development committees will be key actors for establishing sustainability and assuring maximum impact. To raise awareness of WASH issues, educate, and campaign in a way that puts young people in the driving seat of community based social development we will seek to reinforce our alliance with the Scouting Federation of Madagascar (SFM).

Our ambition for growth means we will expand our country programme to reach new regions and communes with a particular focus on increasing our activities in small towns. We will recruit new partners with expertise responding to our operational ambition and continually review and strengthen existing partnerships

Strategic Objectives	Change Objectives	Indicators
		2010-2015
1.1. Citizens' recognise and demand their right to improved services.	1.1.1. People who are excluded by society, living in poverty and most vulnerable to hazards are aware of their rights, express their needs and are active citizens.	65 CSOs play an active role in holding decision-makers accountable for WASH services at local, regional and national level.
	1.1.2. Duty bearers listen to and take into account the needs of excluded and marginalized people.	50 government agents and local authorities include water and sanitation as a priority in their plans.
1.2. People marginalised by society gain access to sustainable and equitable water, hygiene and sanitation services.	1.2.1. Appropriate WASH technologies, models, and partnerships deliver services in rural communities, small towns and urban neighbourhoods.	170 000 people in poor rural and urban settlements use safe water sources and 136 000 use sanitation facilities delivered by 15 direct partners; small town interventions increase throughout period and diversify approaches. 40 000 Scouts promoting hygiene and 8 000 000 aware of 3 key WASH messages.
	1.2.2. Communities participate fully in decision-making, service design, provision, and management.	100% of service delivery projects are representative of community diversity and priorities.
	1.2.3. Income generating activities linked to WASH developed.	New income generating activities in evidence in 20% of intervention sites.

**Global Aim 2: We will support governments and service providers in developing their capacity to deliver safe water, improved hygiene, and sanitation.**

Several unimplemented institutional reforms of the sector hamper increased WASH service delivery and good governance. Whilst the national legislative framework is strong, the institutional structure has limited capacity and sustainability is not assured. The national WASH investment plan has not been decentralised; local authorities and decentralised services are not often involved in budgeting and planning processes. Despite legislative reforms, the finances available to support decentralized services remain deplorable.

Limited dissemination of national policies and standards means there is little acceptance of prescribed roles and responsibilities. There is a need to improve cooperation between water committees, SMEs and local authorities if the national Water Code is ever to be put into practice. Communes as the designated delegated service providers are not able to assume their responsibilities due to a lack of financial resources, human capacity, direction and support.

The lack of viable information at the national level makes it difficult to assess and prioritise demand; financial analysis and effective lobbying of the national decision makers is severely hampered. The need for improved information sharing, sector monitoring, peer exchange, and networks at national, regional and international levels is evident.

As the sector evolves and new actors engage in WASH activities we will manage our relationships with the changing public and private sectors, INGOs and CSOs to remain informed, connected and relevant. We will work at community, communal, district, regional and national levels to build the competencies of individuals and capacities to contribute service delivery for people living in poverty. We will support the ministerial teams with whom we engage in research, develop strategic programming and budgeting processes. We will improve working relations with decentralised teams to provide technical assistance, contribute to programming, monitoring and reporting. We aim to contribute to reliable and timely information flows and sector monitoring tools and processes to improve sector programming, decision making and financing.

Given the limited capacity, our priority will be to strengthen special interest networks and increase cohesion among civil society. We will raise awareness of rights and responsibilities of civil society in general and active associations in particular. Our investments in knowledge sharing and learning, collaborative partnerships, and alliances will continue to build human capital and organisational capacities. We will contribute to the continued success of the national coalition Diorano-WASH to ensure effectiveness and efficiency. We will privilege investments in building the capacities of our direct partners, supporting them to adopt practices and invest in people, processes and technologies that can provide long-term capacity to plan, budget, deliver and account for targeted WASH services.

Formative and experimental action research will produce credible and persuasive arguments for change. Alliances and collaborative working arrangements will be developed and established with national and international universities, research centres, and support communities of practice among professionals. We will influence the opinions of our target audiences by timely, targeted use of facts and inspiring stories. Knowledge management activities within WaterAid, with partners and among allies will be strengthened focusing on thematic priorities which include rights based approaches, equity and inclusion, local financing, private sector and delegated service provision, holistic sanitation and social marketing, good governance, water resource security and service sustainability.

New alliances will support learning and exploration to develop our understanding and scope of work with other sectors. We will work within and across sectors to generate linking and bridging capital where there is none and strengthen existing alliances where they exist. We will focus documentation and

dissemination efforts on promoting existing regulations, laws, codes of practice, tools, lessons learnt, and good practices. We will generate tangible evidence demonstrating the importance of water, sanitation, and hygiene in poverty reduction and human development.

Strategic Objectives	Change Objectives	Indicators
		2010-2015
2.1. Sector policies, institutions, planning, budgeting, implementation, and monitoring updated and reformed.	2.1.1 Sector policies and institutional frameworks are used effectively to promote and ensure equitable and sustainable water and sanitation services.	At least 5 annual sector reviews and sector coordination events supported. National policies, bylaws cognisant of WASH demands reviewed, up to date and promulgated. Sector monitoring and reporting reliable, accessible, and harmonised. Potentially 500 000 people access WASH services due to our influence
	2.1.2. Stronger commune, district, regional and central level sector management.	At least 5 regional and 15 district objective-based WASH budgets and plans. Up to 35 Local Development Plans informed by LMGDI outputs. At least 5 Communes establish delegated service provision and certified 'maître d'ouvrage'.
	2.1.3 Sector information, knowledge and learning properly integrated, managed and shared for improved sector performance.	Policies, procedures, appropriate technologies and good practices accessible and disseminated among sector actors. National statistics and sector monitoring standards harmonised with JMP, technical information flows and accurate sector database.
2.2. Private sector, partner and community based capacity to provide WASH services by the poorest people increased.	2.2.1. Direct partners, small and medium private entrepreneurs, local authorities, and community based associations with capacity to supply and manage services.	15 partners, SMEs and public sector providing services embedded in our ways of working.
	2.2.2. Human capacity and sector professionalism improved.	Skill sharing and professional learning opportunities embedded in programme with partners; at least 10 national thematic sector events organised.
2.3. Evidenced based advocacy initiatives and collaborative campaigns.	2.3.1 Programme of action research informed by local, national and international strategic priorities.	At least 10 targeted practice and policy research studies undertaken.
	2.3.2. Good practices and strategic issues documented and disseminated to target audiences.	More than 10 learning resources published and targeted to inform and influence key audiences.
	2.3.3. Collaborative networking and advocacy opportunities exploited across WASH sectors.	Diorano-WASH network operational in 22 regions and 35 communal committees active in the sector. A minimum of 3 national and international events and campaigns celebrated with WASH network and alliances.

**Global Aim 3: We will advocate for the essential role of safe water, improved hygiene, and sanitation in human development.**

Madagascar's location makes it susceptible to hazardous weather events, particularly tropical cyclones that frequently cause significant damage to life and livelihoods. High-speed winds, abundant rainfall, and flooding ruin entire towns, communications and transport infrastructure and crops are destroyed. Manmade disasters such as deforestation, bush fires, extensive soil erosion heighten the impact of such 'natural' disasters. The introduction of the WASH Cluster approach, led by UNICEF, provides a sector focus under the broader national initiative to improve effectiveness of humanitarian interventions.

There is limited civil society capacity and engagement in implementing local and national policies. The inability to intercede on behalf of rights holders or call duty bearers to account and, low-level of credibility with communities, state actors or potential financial and technical partners represents untapped development potential. This strategy prioritises the need for WaterAid to expand its work with CSOs to begin capacity building of rights holders to engage in decision making with duty bearers, contribute to WASH service delivery and drive rooted advocacy initiatives that help people identify their own demands and to voice them.

The Diorano-WASH coalition acts as a federating force, creating synergies among WASH, education and health sector professionals. We aim to strengthen our collaboration by working at the local and national levels to increase service provision in schools and healthcare centres. We will work with teachers and education sector professionals to promote hygiene education in the mainstream teaching curriculum. Our advocacy and influencing work will expand to build on our knowledge, reputation, and relations within the WASH and social sectors in order to influence human development agents in other sectors. Our primary focus will be to inform efforts and promote debate in the health and education sectors. We will build connections and learn with actors in the finance and environment sectors. We will collaborate on matters of policy and practice depending on the opportunities, pertinence, and resources available. We will privilege a collaborative approach working closely with our established partners, traditional allies as well as exploring new opportunities, especially in the health, education, humanitarian, and environmental sectors.

Strategic Objectives	Change Objectives	Indicators
		2010-2015
3.1. Human development agents incorporate elements of WASH in their programmes and budgets.	3.1.1. Health and education initiatives at local and national levels incorporate WASH focus.	50% of health centres and schools in intervention areas achieve WASH-friendly status. International and national research and debates promote WASH policies and practices within national education and health authorities.
	3.1.2. Role of, and linkages with WASH, disaster preparedness and risk reduction, and human development made evident in action research, publications, dialogue and collaboration with health, education, environment, media and academia.	Cross-sector working evident in research, networks, programme and communications activities. Information on disasters shared amongst key actors and communities in 3 regions; connections made between Diorano-WASH and WASH Clusters.
	3.1.3 Funding for WASH activities increase in development sectors.	Evidence of WASH funding in development sector budgets.

### Global Aim 4: We will further develop as an effective country programme recognised as a leader in our field and for living our values.

The achievement of our ambitious strategy will only be possible if we focus on maximising the effectiveness and potential of our people. Achieving our strategy will depend on courageous, empowering, accountable leadership and our ability to recruit, develop and retain talented people. We need excellent teamwork supported by clear, consistent people management practices underpinned by systems, policies, procedures and an organisational environment that facilitates improvement and maximises effectiveness<sup>37</sup>.

Towards the end of our first decade of operations in Madagascar, it became evident, especially during our last mid-term review that we needed to invest significantly in developing our human resource base. Organisational capacity in people, supporting technologies and facilities had been overtaken by the ambition for growth and increased impact. We have built a strong country programme, comprising 4 functional teams: research and advocacy, projects & programmes, finance and administration and PM & E. Investments in our work environment, ICTs infrastructure and volume of work are now stabilising. The period ahead presents an opportunity to focus on working more efficiently, to consolidate and focus attention on following through on the numerous innovations in systems, service delivery models, programme approaches and strengthened PM & E system. These innovations need to be embedded and performance management strengthened in a manner that reflects our values and esprit de corps.

Strategic Objectives	Change Objectives	Indicators
		2010-2015
4.1 Demonstrable excellence in leadership and value based ways of working.	4.1.1 a team culture based on common values of equity & inclusion, continuous learning, collaboration, accountability, inspirational thinking and behaviour, courage and promoting <i>fihavanana</i> <sup>38</sup>	WaterAid recognised by staff, partners and allies as a value-based WASH sector leader. Staff satisfaction levels in the Global survey maintained above average in all domains.
	4.1.2 All those responsible for the leadership and management of others develop their behaviours and skills	All leaders and managers use 360-degree feedback to continually improve their teams' and their own performance. Improved ratings on leadership and management in each Global Employee Survey.
4.2 A diverse and highly performing staff team with the requisite competences, motivation and continuing professional development recruited and retained.	4.2.1 Clear plans to develop and/or recruit the required skills established and monitored	People resourcing and development plans kept up to date. An inclusive team, which reflects a diverse range of backgrounds and perspectives.
	4.2.2 Strong performance management ensuring staff have clear achievable objectives linked to national, programme and team objectives, receive regular constructive feedback; and are supported to learn and improve.	All staff members have personal objectives, a personal learning plan, regular one to one meetings with their manager and an annual performance review and rating.
	4.2.3 The use of volunteers resources and internships optimised providing development opportunities and ensuring high	Volunteers integrated in programme plans and operations; they receive feedback on their performance and have access to development opportunities.

<sup>37</sup> Global People Strategy, Board Paper, WaterAid, December 2009.

<sup>38</sup> *Fihavanana*: Malagasy cultural concept which values the social relations and interdependence. This value transcends individual and collective behaviour and attitudes.

Strategic Objectives	Change Objectives	Indicators
		2010-2015
	standards of volunteer management.	
4.3 Our ways of working create a high performing environment, which supports learning, innovation, accountability and visibility of our programme of work.	4.3.1 Ability to work across teams and countries strengthened by effective use of internal communication channels and systems.	Staff contribute to and are informed by shared management information systems; Madagascar's articles, reports, plans and news evident on global communications platforms.
	4.3.2 A culture of innovation generates new ideas and frequent open discussion and measured risks are taken without fear of failure.	People feel encouraged to provide feedback and develop new ideas to facilitate WaterAid's effectiveness.
	4.3.3 Planning, budgeting, management, monitoring and reporting procedures, tools and processes deployed for increased efficiency and effectiveness.	All staff understand and comply with PM & E policies and procedures, ICT system maintained and connectivity improves to support CP effectiveness Highest UK financial performance standards attained.
	4.3.4 Personal and collective efficiency supported by safe and healthy work environment.	Policies, procedures, office, and equipment fit for purpose, understood and respected by staff.
4.4 Financial viability secured by a balanced and well-managed portfolio of funds to implement projects that deliver our strategy.	4.4.1 Responsibility for fund raising, management and reporting effectively shared by improved capacities across all functions.	Budget holders have clear understanding of their delegated authority, associated responsibilities, and respect procedures.
	4.4.2 Collaborative relations and processes support effective fund raising activities coherent with national context, international opportunities and shared priorities.	Funding secured is 70% voluntary and 30% contracted; finances managed and reported on to donor satisfaction and absorbed within +/- 7% of budget.

#### 4.1 Partnerships and alliances

WaterAid's strategy centres on the implementation of integrated projects. We will work with local partners to deliver equitable and sustainable water, hygiene and sanitation services. Our partnerships and alliances bind us together in behaviour change initiatives, campaigning and advocacy targeting public powers and donors; and, capacity strengthening activities are delivered with a range of development stakeholders at the local, regional and national levels. Our engagement with other organisations, communities, staff and supporters underpins our success. We value their diversity and acknowledge their contribution in maximising our impact.

In the coming years we want to expand our reach and transform the lives of more poor people in Madagascar. We will continue to focus primarily on long-term development work and influencing policy, we will endeavour to respond to natural disasters and emergencies if the areas that we work in with our partners are affected.

##### 4.2.1 Implementing partnerships

We have established and built partnerships with a diverse group of private entrepreneurs, associations and NGOs ([see annex 4](#) for a brief summary of each of our current direct partners). We regularly collaborate with a range of prominent players as we strive for improved knowledge sharing, influence and synergies that will strengthen the WASH sector and increase our impact. Our project plans and budgets are framed in multi-year agreements with annual project contracts that incorporate service delivery, capacity building, and advocacy in the three domains of hygiene promotion and education, sanitation and drinking water supply.

WaterAid's strategic review, organisational changes, and systems development have given rise to a significant level of change management with our implementing partners. Strategic orientations, proposed innovations, and plans for improving the quality of project delivery, P.M. & E. practices, financial accountability, and organisational management are as much a function of an extended dialogue with our partners as anything. WaterAid is concerned with streamlining operating costs whilst being committed to strengthening partners' organisational capacities. Challenges remain in determining and ensuring in practice that we relate to our partners in a transparent and apparently equitable manner. We value diversity of capacities, respect partners' own strategic ambitions, and interests as potential resources in synergistic collaborative projects. We aim to balance our programme portfolio of projects, human and financial resources across regions, partners and expenditure types with our strategic ambitions, available resources and donor requirements.

#### 4.2 Networks and alliances

Diorano-WASH is a national network established in 2002, an increasing number of regional and local committees complement the national coordinating committee, an executive secretariat, and several national thematic sub-committees. The network is formally presided over by the three Ministries for Water, Health, and Education. The strategic direction and activities of network members are defined<sup>39</sup> under six key areas: coordination, monitoring and evaluation, capacity building, partnership, advocacy and mobilising funds, behaviour change, and action research. Network membership draws on a wide body of people from civil society, NGOs, and public sector actors, bridging sector boundaries and interests. The network drives forward a range of initiatives with a minimum of financing, managing to coordinate events and campaigns focused on hygiene promotion and sector advocacy. An independent evaluation of the network's impact, effectiveness, and sustainability undertaken in 2010 aims to draw lessons and support learning to strengthen this important WASH coalition.

Given the capacity of civil society organisations and associations outlined above, three areas of investment are a priority: strengthened special interest networks to support an increased cohesion

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<sup>39</sup> La Stratégie Nationale de Diorano-WASH, Novembre 2008.

among civil society; awareness raising and training on rights, responsibilities, and roles of civil society in general and association in particular; and a need for more decentralised technical and financial support.

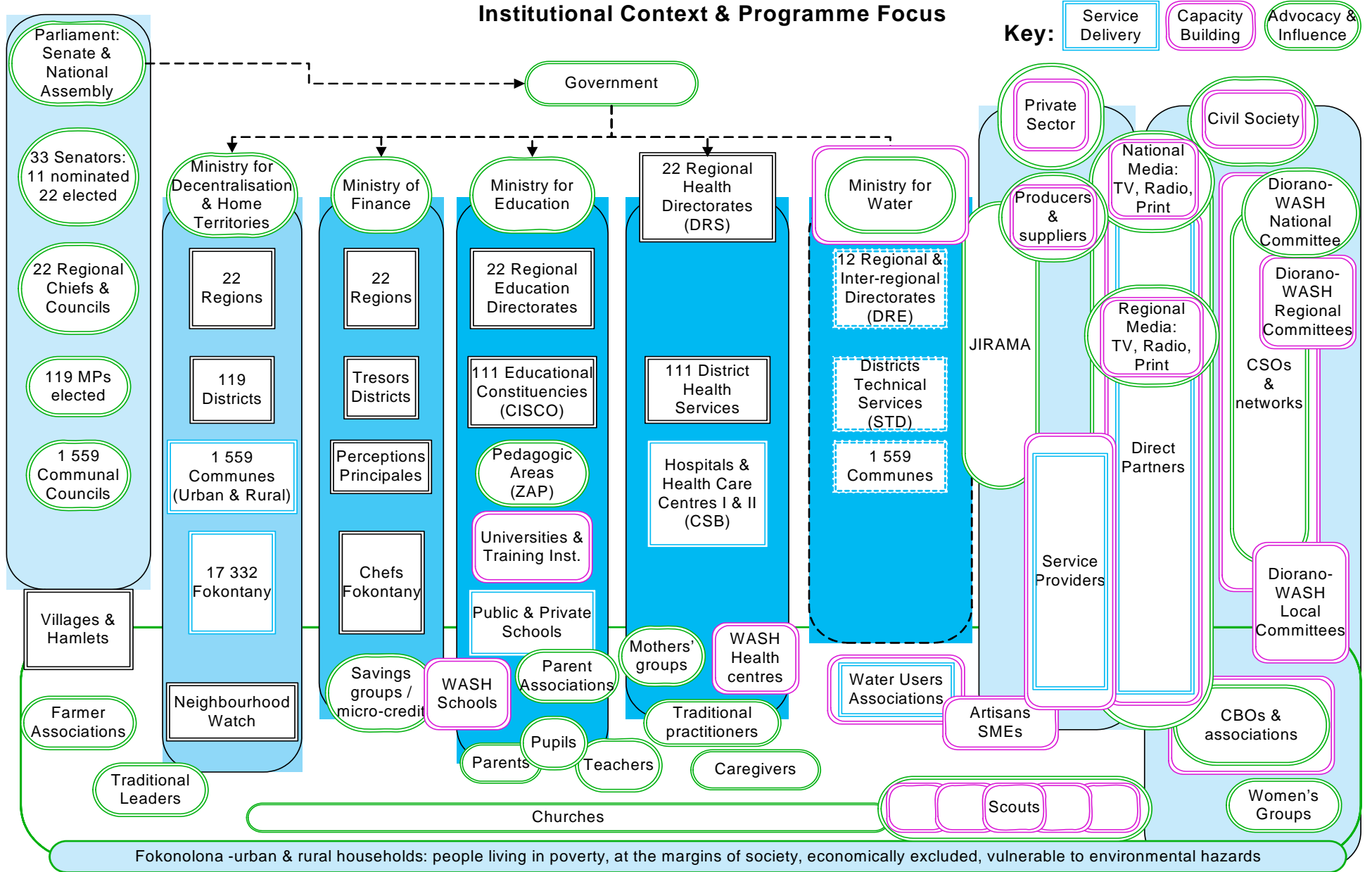
A significant structure that spans many levels of civil society and faith-based organisations is the Scouting Federation of Madagascar (SFM). The SFM comprises 5 movements (Catholics, Protestants, lay people, boys and girls, women and men) with whom we begin to collaborate during 2009. Our early initiatives with this nationwide network of active young people and their leaders, represents a significant opportunity to raise awareness of WASH issues, carry our educational and campaigning activities and support young people to act in favour of social development. Our alliance with SFM has great potential for informing and influencing WASH practices beyond our areas of direct intervention as well as strengthening activities within them.

The social capital built-up by members of our staff adds value to WaterAid's reputation and enables the country programme to collaborate with important actors in the sector. Individuals' reputation and proactive contribution to wider sector debates, research and co-ordination initiatives means WaterAid has a place at many tables. This strength also represents a risk of over dependence on individuals and requires a broader engagement by all staff in external affairs.

Building on our, national and international, networking initiatives we will continue to increase our sector wide engagement and linkages with the broader development community to maximise our learning, influence and impact. The proliferation of committees, especially at local level, should be minimized but contact and complementarities between players at different levels and related sectors (health, education, and environment) reinforced. Our support for, and work with, the central and increasingly decentralised ministerial teams will continue to underpin our policy and practice work. We will continue to review, develop, and renew our partnerships to support service delivery, to build capacities, advocate and influence at the village, commune, district, region and national levels. We will review the effectiveness and efficiency (value for money) of our partnerships, networking and alliances. Opportunities exist in the media, health, education, humanitarian and environment sectors to strengthen our common human development agenda. The schematic below presents a summary of the existing and potential linkages we aim to support, develop, influence and exploit in delivering our strategy.

As the sector evolves and new donors and actors engage in WASH activities we need to remain active in managing our relationships and diversifying our linkages with government, INGOs, CSOs and others in order to remain informed, connected and relevant.

### Institutional Context & Programme Focus



### 4.3 Programme approach

During 2009, WaterAid introduced a new programmatic approach to improve effectiveness, develop pertinent new approaches, and bridge the gap between strategic aspirations and project activities. The distinct realities evident in rural and urban contexts and the established portfolio of activities at the national level influenced the design of our programme structure. The following section gives an overview of our three programmes, strategic priorities, and approaches. The fourth organisational efficiency programme comprises three projects described more fully in sections 5 and 9.

All three programmes deliberately draw on people from across functional teams. Our Senior Advocacy and Research Manager has lead responsibility for the National Programme, our Senior Project and Programme Manager for the Rural and Urban Programmes; and, our Senior Finance and Administration Manager leads our Organisational Efficiency Programme.

Our geographic focus was considered during our 2008 mid-term strategic review based on scoping studies<sup>40</sup> that informed our decision to balance reach, depth and efficiency. We will retain a geographic focus in our current intervention sites in the immediate future; in the medium and longer term, we will respond to changing circumstances and funding opportunities. We will move on from areas where partners have achieved access rates above MDGs levels and/or where others' interventions risk duplication or over-concentration of projects.

#### 4.3.1 National Programme

Our National Programme aims to create a favourable environment for sustainable and universal access to water, sanitation and hygiene services with particular emphasis on people most disadvantaged and marginalised by society.

We will generate tangible evidence demonstrating the importance of water, sanitation, and hygiene in poverty reduction and human development. A range of formative and experimental action research will produce credible and persuasive arguments for change. Alliances and collaborative working arrangements will be developed and established with national and international universities, research centres, and support communities of practice among professionals<sup>41</sup>. Documentation of experiential learning and good practices emerging from our partners' work will complement research publications to affirm the fundamental role of WASH in social and economic development.

Our influence with decision makers, government representatives, and WASH service providers will focus on promoting the WASH rights for those who have realised none. We will affect the opinions of our target audiences by timely, targeted use of facts and inspiring stories. Our advocacy activities will focus on:

- campaigning to inform and influence public opinion in favour of our cause;
- lobbying targeted at duty bearers, politicians, civil servants, public and private sector leaders, donors through informal relations and structured dialogue;
- collaborative working with mass media professionals to raise awareness, change attitudes and promote improved hygiene behaviours.

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<sup>40</sup> Scoping Study (Analyse de Zones Actuelles et Potentielles) ERGC Oct 2007; Urban Assessment (Evaluation des Services Urbains de L'eau et de L'assainissement et du secteur) Consultants Associes Oct 2007.

<sup>41</sup> See increasing body of work evolving based on Termes de référence du Comité d'accompagnement Maîtrise d'Ouvrage.

The national programme will privilege a collaborative approach working closely with our established partners, traditional allies as well as exploring new opportunities, especially in the health, education, environmental, humanitarian sectors and with civil society. Our collaborative working, one type of influence, will contribute to strengthening the knowledge and capacity of sector actors to overcome barriers and fill the gaps presented in our contextual analysis. Knowledge management activities within WaterAid, with partners and among allies<sup>42</sup>, will focus on thematic priorities which include rights based approaches, equity & inclusion, local financing<sup>43</sup>, private sector<sup>44</sup> and delegated service provision, holistic sanitation and marketing, good governance, water resource security and service sustainability.

We will contribute to regional and international research and learning by collaborating with actors in Southern Africa and beyond. Our focus will be on priority issues including sector monitoring systems and practices including mapping, data reconciliation, public sector spending reviews, GLAAS. We will collaborate with country programmes, development and WASH sector institutions and networks to support knowledge sharing and contribute to WaterAid's impact in leveraging change.

#### **4.3.2 Urban Programme**

Our urban programme<sup>45</sup> provides the framework for strengthening the country programme's learning and interventions in the growing number of densely populated settlements. The objective for 2010-2015 is to promote a dynamic urban environment providing access to sustainable drinking water, sanitation, and hygiene services. We will support an active civil society, strengthen local authorities and small-scale private sector to improve accountability and increase access by the people most marginalised by society.

The quasi-monopoly of the national utility, JIRAMA, dominates water supply services in the urban context. We believe increased private sector capacity and service provision, and a degree of competition will improve access and service quality. The introduction of alternative technology options should accompany a diversification of service provision to serve urban and peri-urban residents. We will expand our work in small towns gradually to test the willingness of the national utility and state authorities to engage in pro-poor service delivery partnerships whilst developing our own capacity to do so. We will work to influence the review of policies and tariffs to promote a balance between equity and the need for cost recovery as a critical element of service sustainability.

We plan to develop urban interventions in all aspects of sanitation significantly. Modest project experience with direct partners, WSUP and new alliances with urban actors will increase, based on the latest strategic thinking<sup>46</sup> and research<sup>47</sup>. We plan to support initiatives that provide a package of appropriate services including human, solid and waste water management. The international paradigm shift which is challenging the use of direct subsidies and favouring promotion of express demand and capacity building in supply chain

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<sup>42</sup> Priority will be given to continued support to the Diorano-WASH network and emerging partnerships with the Madagascar Scouting Federation.

<sup>43</sup> Penser local, agir local Madagacar: Pour un financement local efficace des services d'eau et d'assainissement, Lovy Rasolofomanana September 2007.

<sup>44</sup> Strategie de Developpement du Secteur Prive Dans le domaine de l'Eau Potable, Hygiene et Assainissement, Ministere de l'Eau, Janvier 2010.

<sup>45</sup> Towards a WaterAid urban strategic framework, Roaf & Etherington, IPD, WaterAid UK, June 2009

<sup>46</sup> Developpement des grandes lignes d'un plan strategique d'assainissement a l'echelle de l'agglomeration d'Antananarivo, Phase 1 draft report, SOMEAH, WSUP Madagascar April 2010.

<sup>47</sup> WaterAid's Small Towns Research Project supported by Bill & Melinda Gates Foundation 2010

will inform programme practices. We plan to experiment with, and adapt marketing principles and practices; learn how to combine these with the promotion of individual and collective responsibilities made evident by CLTS in rural contexts. We will work with partners and small and medium size entrepreneurs to offer a range of products and services including pit emptying and waste treatment services.

We have increased our focus on the holistic nature of sanitation from the collection, storage, transportation, treatment, and disposal or reuse of human excreta to domestic wastewater and solid waste management and associated hygiene promotion. Our ambition to tackle all aspects of sanitation is somewhat hampered by the myriad complex issues and barriers working against large-scale change in this domain. The debate as to whether sanitation is a private matter or public service<sup>48</sup> is perhaps academic but greatly influences who should address the evident need and how. The significance and strength of pervading social norms and taboos have to be addressed in parallel with the technical, financial, and managerial challenges.

Solid waste interventions will begin with household waste treatment to educate people on good management practices and encourage recycling. Community-based private operators will be supported to establish neighbourhood collection services. Focused advocacy and capacity building interventions will encourage local authorities to assume their delegated responsibilities for collective waste storage, collection, transportation, and treatment.

Local development plans and engagement with civil society associations will be the foundations of wastewater management at the household and neighbourhood levels. Collective or fee paying services will be established to clear drains and explore options of connecting primary systems to secondary evacuation canals wherever possible.

Hygiene education and aspirational hygiene promotion activities are closely linked with the adoption of marketing principles to deliver sustained behaviour change in urban contexts. Baseline social segmentation studies and on-going market surveys will establish a better understanding of key determinants and motivators for change. The continued development of focused messaging, the use of mass communication channels and experts with social marketing expertise will complement our established practices of working with community-based institutions such as schools and health centres, market places and public transport stations, neighbourhood volunteers, mothers' groups, traditional leaders and local authorities, and local Diorano-WASH and development committees.

Capacity building efforts with local authorities will promote principles of good governance and accountability. We will expand our know-how in delegated service delivery models for adoption and replication in peri-urban locations and small towns. We will learn from others and from practical experience to demonstrate what an enabling environment consists of and how local authorities can understand and assume regulatory responsibilities. We will create spaces for dialogue and raise awareness of rights and duties, support people to demand and pay for adequate services at affordable prices from authorities and service providers.

We will use our growing programme of urban projects to innovate, test ways of working new to us, and our partners. We aim to learn more about, and demonstrate, the influence of WASH on human and economic well-being in urban settlements.

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<sup>48</sup> BPD

### 4.3.3 Rural Programme

Our Rural Programme aims to innovate and promote service delivery models that contribute to achieving sustainable access to water, sanitation and hygiene by rural communities, especially people marginalised and excluded by society.

Innovations in our well-established programme of rural projects will increase our reach and scale-up impact. We will develop new inter-communal ways of working to increase the scale of effective demand, market potential for small-scale entrepreneurs, and generate mutual support mechanisms among neighbouring local authorities. Our direct service delivery will strengthen delegated service models<sup>49</sup> and seek to formalise service delivery agreements between, and contributions by, local authorities and community based associations.

We will be working more closely with commune and district level actors as the institutional entities who can broker between local levels of governance and national duty bearers. We will reinforce their knowledge, understanding and capacities to ensure their supervisory, regulatory and support roles, and accountability are realised.

We will be working more closely with small-scale, private sector and community-based, service providers. Action research efforts will explore technological alternatives to increase accessibility, affordability, and sustainability of services<sup>50</sup>. We will continue to train artisans and support local technicians to provide services that enable communities to manage, maintain, and repair their water supply systems. We will be exploring income generating activities linked directly and indirectly to water resource management, water supply<sup>51</sup> and sanitation services, aiming to create income generating opportunities and improve livelihoods for local women and men as technicians, artisans and services suppliers.

We will support our partners to engage in activities with local actors in community-based organisations, particularly schools and local health centres<sup>52</sup>. A priority is to ensure WASH infrastructure exists in the rural schools and health centres in all the communities where we intervene. Will we influence and support others with the potential to promote continued hygiene behaviour change and strengthen local actors and governance structures. We will adopt marketing oriented messaging and communications practices that make use of traditional channels (traditional health practitioners, midwives, artists) as well as engaging formally with local mass media organisations, especially regional radio stations.

We will improve human waste management with appropriate technologies and build on our early experience with CLTS<sup>53</sup> to scale-up and combine lessons learned with marketing approaches. We will continue to train local artisans and technicians to provide services that enable local latrine component production and construction with households. At the inter-communal and district levels, we will develop opportunities to supply components and promote pit-emptying services.

Solid waste management interventions will focus on household level activities, education and support will encourage waste separation, recycling and composting organic matter. Waste water management at the household level, will be complemented by measures to ensure good drainage around water points and at the village level as appropriate.

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<sup>49</sup> Mode de Gestion mis en place sur les systèmes d'accès à l'eau potable, Mbarga InterAide Février 2010

<sup>50</sup> Learning Project: WaterAid's rural water supply services 2000-2010, Carter & Veromaminiana, draft April 2010

<sup>51</sup> waterlines: Multiple-use water services, Volume 29 Number 1, Practical Action Publishing, January 2010.

<sup>52</sup> Guide Technique, Mise en place des Centres de Sante de Base Amis de WASH, MinSanPF, Edition 2009.

<sup>53</sup> Handbook on Community-Led Total Sanitation, Kar with Chambers, Plan International (UK) March 2008

## 4.4 Programme Principles

### 4.4.1 Rights based approaches

A country level study is underway to enable us to better understand the national context and local perceptions of rights in relation to water and sanitation. Drawing on this learning, we will strengthen our rights based approaches and partnerships. With rights holders we will be investing in the development of community-based organisations and supporting civil society actors to increase the dynamism, skills and opportunities for people to understand their rights and advocate for their realisation. To act in coherence with our equity and inclusion ambitions we will be aiming to ensure the people most marginalised from society are heard and are active participants in our initiatives. With duty bearers, we will continue to adopt a collaborative stance in order to inform, incite, support and inspire those individuals and institutions wielding power, and having responsibility for service provision, to be able to meet the demand within their jurisdiction.



Dadatsimba 's visual impairment is not a barrier to his active involvement in ensuring the community's project contributions are delivered; he leads on watershed protection activities.

We will advocate and act within our means to support inclusion of WASH as a priority in plans and budget, starting at the local level to experience and demonstrate what is possible. We will deploy tools and approaches that support increased accountability between local authorities, citizens and service providers. We will promote dialogue and exchange to share information and knowledge generated as well as influence national decision makers.

### 4.4.2 Equity & Inclusion

Application of our global standards<sup>54</sup> in Madagascar will translate into:



Jean Simon Mahalomba uses an accessible water point.

- specific approaches that differentiate the needs, built environment, social structures and activities that determine social inclusion. For example, public infrastructure made accessible and households supported to address particular needs, E& I checks in programme, project design and delivery.
- advocacy initiatives in the sector to ensure WASH rights are realised by way of appropriate investments and programmes.
- initiatives to influence development actors to promote equity and inclusion in health, education and human development.
- production and adoption of tools and processes that support effective E & I measures in the mainstream of our systems, policies and practices.

Close collaboration with specialised organisations and individuals will enrich our learning and the evidence resulting from our action will strengthen our practices and influencing activities.

<sup>54</sup> Idem. Gosling 2010

## 5. Human resources

### 5.1 Programme team composition and performance management

Our strategic aim 4 and related objectives frame our human resources management. During 2008-09, we invested significantly in developing our programme team further to recommendations of our mid-term review. The significant growth in programme size and volume of activity meant we needed to 'catch-up' to ensure effective programme management. Our human capital, ICT infrastructure and office environment had grown cramped and outmoded with no space for collective working.

In 2009, we began to strengthen our performance management practices, introducing a clear annual performance management calendar, reviewed the tools we used, held training for and used 360 degree feedback. These efforts have benefitted from a boost in 2010 due to the global improvement programme. We invested in training based on the Franklin Covey<sup>55</sup> habits for improved individual effectiveness and created opportunities for departmental team reviews. We have developed a shared understanding of our global values, and maintain our belief in the Malagasy cultural concept of *fihavanana*.

We intend to develop our individual and collective leadership capacities and pursue our drive for excellence in performance management practices. We aim to adopt WaterAid's 7 leadership behaviours in practice and focus on the issues raised by the Global Employee Survey. Most notable are the need to address our ways of dealing with conflict resolution, diversity and inclusion across the various departmental and country teams. We have an overall gender balance in our team but do not employ anybody with a disability.

Our HR capacity in terms of staffing, policies, and procedures will be increased and updated during 2010 to ensure currency with latest international good practice and national regulatory compliance. We plan to produce an accessible staff handbook to facilitate induction and shared awareness of staff rights, responsibilities, and privileges.

We believe that good financial management is integral to professional responsibility and effectiveness. To achieve high quality budgeting, optimum expenditure, monitoring and reporting means delegating authority to the most appropriate people. That is, the people with responsibility for planning and managing the work in question. This lead us to increase delegation of financial authority; we have significantly more budget holders and on-going investments has are being made in systems, processes and procedures to ensure best use of MPB formats, procurement, budget monitoring, coding, SUN & GAS. We are striving for a common and shared understanding of good practice that meets both WaterAid and donors' requirements. Efforts will continue to ensure individuals are aware of the responsibilities of

#### *Fihavanana...*

a word only understood by Malagasies...

Felt to have no equivalent in other languages *fihavanana* describes a cultural concept held dear by Malagasy people. The word *havana* means parent, friend or ally, and preceded by *fiha* describes the kinship and good relations upon which society is founded. An abstract idea with practical application it describes the interdependence of people, close and distant, whether related by family ties or not. The Malagasy people believe that all human beings need to feel surrounded and that we gain mutual strength when we act with heart, build and nurture the relationships with have with others.

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<sup>55</sup> The Covey model presented in the publication – 7 Habits of Highly Effective People – provides a framework, principles and models that can be used to support individual proactivity, clarity of direction, careful prioritisation, a positive mind-set that aims to generate synergies and take time to balance work with social, spiritual and creative aspects in life.

being a budget holder, feel supported by the systems to enable financial efficiency, appropriate levels of decision making and controls to ensure probity and accountability.

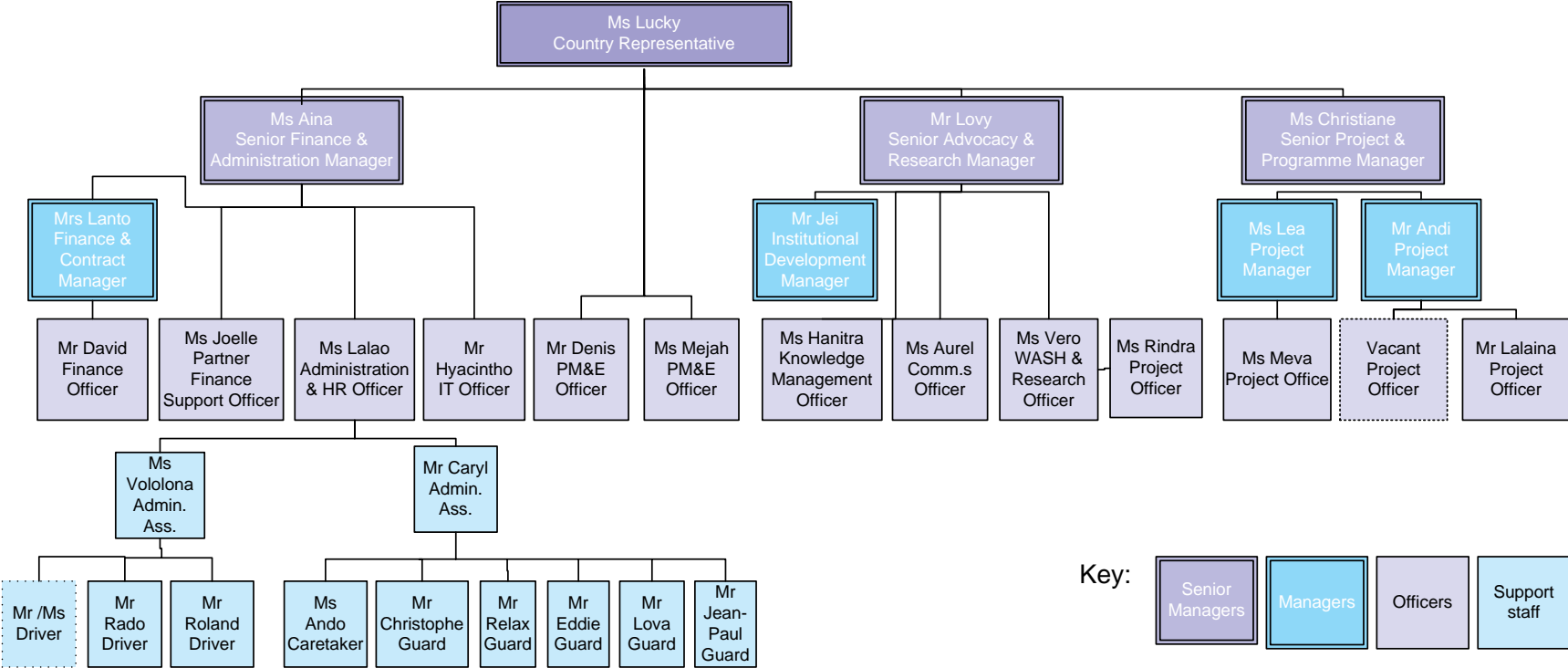
The Madagascar team is stable and subject to very limited staff turnover. We have a strong professional team with a diverse portfolio of technical, social and managerial competences. Our organisational structure evolved subsequent to the 2008 mid-term review; it reflects requirements for the medium term. We will strengthen our centralised structure to work effectively and give maximum support to our partners in the field. Areas of capacity building and organisational development are envisaged in several key domains, notably HR administration, IWRM, marketing, and private sector. We must continue an adequate level of investment in our logistical capacity to support the increased programme of activity. We intend to develop in-house capacity through focused training and learning by doing with our existing and new partners. Ad hoc collaborative projects with individuals and specialist organisations will be designed to bring complementary expertise and learning.

Continuing professional development (CPD) and a culture of shared learning is reinforced by means of personal CPD plans, regular knowledge sharing sessions, informal session such as weekly English lessons and lunchtime club. National and international workshops, training and conferences will be shared among staff and partners as appropriate. Partner staff and WaterAid often work and learn together from shared opportunities such the field visits and thematic exchanges, quarterly reviews and thematic training e.g. finance skills, CLTS, accessibility, logical frameworks, etc..

The following table and organisational diagram present the programme structure and team composition projecting our HR capacity requirements to deliver the planned strategic growth.

Staff Details	Female	Male	2010/ 2011	2011/ 2012	2012/ 2013	2013/ 2014	2014/ 2015
<b>Senior Managers</b>	3	1	4	4	4	4	4
<b>Middle Managers</b>							
Advocacy & Research	0	1	1	1	1	1	1
Projects & Programmes	1	1	2	2	2	2	2
Finance & Administration	1	0	1	1	1	1	1
<b>Sub-total</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Officers</b>							
Advocacy & Research	3	0	4	4	4	4	4
Projects & Programmes	1	1	2	3	3	4	4
Finance & Administration	2	2	4	4	5	5	5
Planning Monitoring & Evaluation	1	0	2	2	2	2	2
<b>Sub-total</b>	<b>7</b>	<b>3</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>14</b>
<b>Support Staff</b>							
Advocacy & Research	1	0	0	0	0	0	0
Finance & Administration	2	8	10	11	12	12	12
<b>Sub-total</b>	<b>3</b>	<b>8</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>Country Programme Total</b>	<b>15</b>	<b>15</b>	<b>30</b>	<b>32</b>	<b>33</b>	<b>34</b>	<b>34</b>

WaterAid in Madagascar 2010



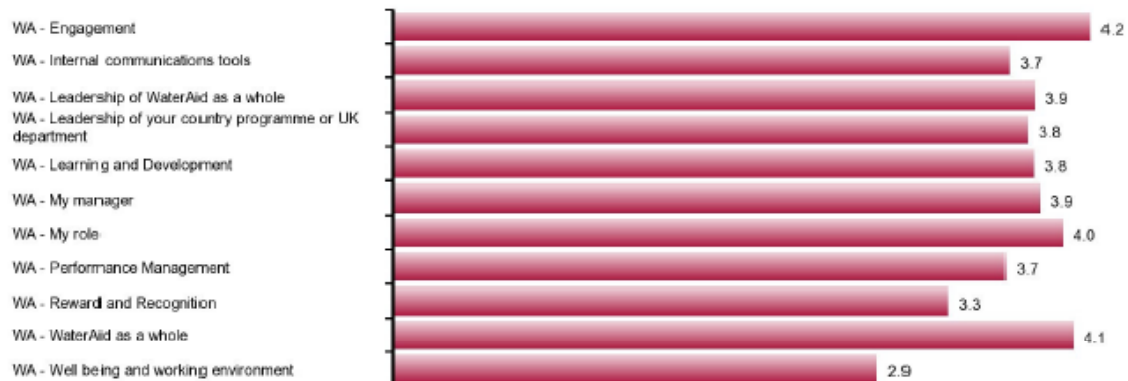
## 5.2 HR function and system

Until now, our Human Resources function has had little dedicated capacity. The activities linked to salary payments and reviews, insurance, pensions, medical cover, annual leave have been assured by the Senior Finance and Administration Manager and Administration Officer. Performance management and staff development have been managed by the Senior Management Team. HR information management was seen as an area requiring improvement during the internal audit of 2007 and has since been improved. Confidential personnel files, introduced in 2009, hold personal records, performance evaluation records, Job Descriptions, contracts and all matters arising. During 2008 the effective introduction of a SAGE based payroll improved efficiency and greatly reduced the incidence of errors. Contracts were reviewed to ensure currency compliance with Malagasy legislation.

## 5.3 Employee engagement & well-being

WaterAid in Madagascar's staff rated, in general, their satisfaction as just above average in the Global employee survey undertaken at the end of 2008<sup>56</sup>. Areas of expressed dissatisfaction, as signalled by the red traffic light included the work environment and the level of remuneration.

- scores between 4 and 5 - highly positive
- scores between 3 and 4 - slightly positive
- scores between 2 and 3 - slightly negative
- scores between 1 and 2 - highly negative.



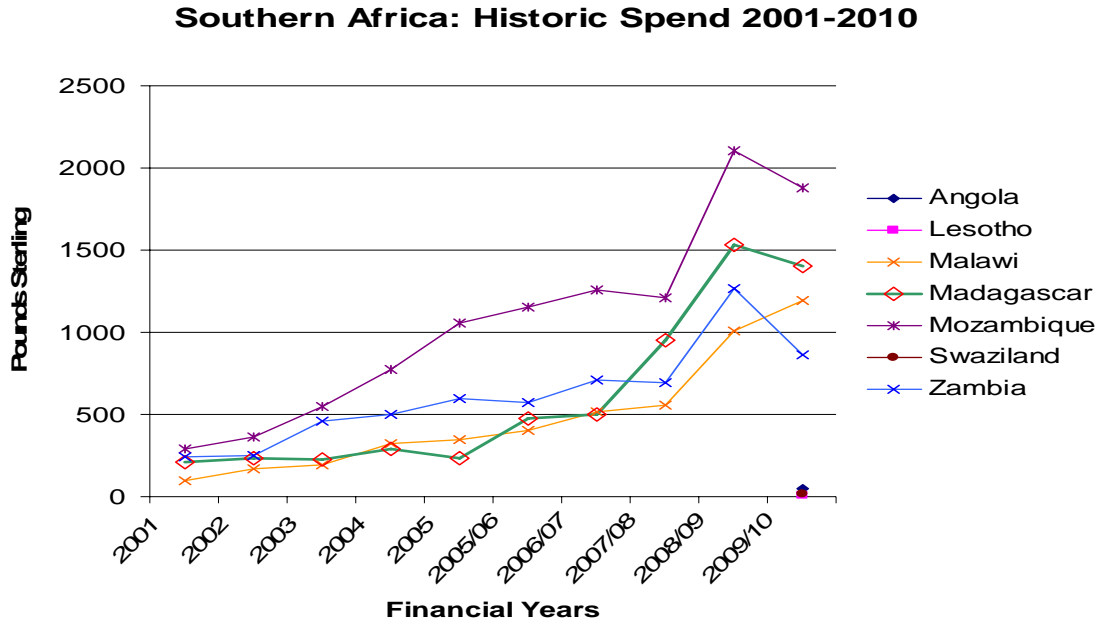
We continue to invest in regular staff and team meetings during which time staff are encouraged to raise any matters of mutual interest or individual concern in order to sustain an open, communicative environment and culture of trust. This important and intangible asset will be managed, as it can be easily damaged but not so easily rebuilt. Whilst we have made significant progress in improving the work environment by relocating to a more spacious and better-equipped office, we need to continue to renew ICTs equipment to avoid breakdowns and inefficiencies. We will aim to revise and update staff on the cadre of core policies and procedures including travel, health and safety, performance management, staff terms and conditions. We know, having undertaken an in-depth review of salaries that we are competitive within our peer group; our salary scales are within the third quartile. We plan to carry out a salary review in collaboration with the national NGO network at least every 3 years, in accordance with the new international standard.<sup>57</sup>

<sup>56</sup> Global Staff Survey – Your Voice - Madagascar Report C, February 2009.

<sup>57</sup> Cadre General de Gestion Du Personnel, Politique générale de remuneration, Janvier 2010

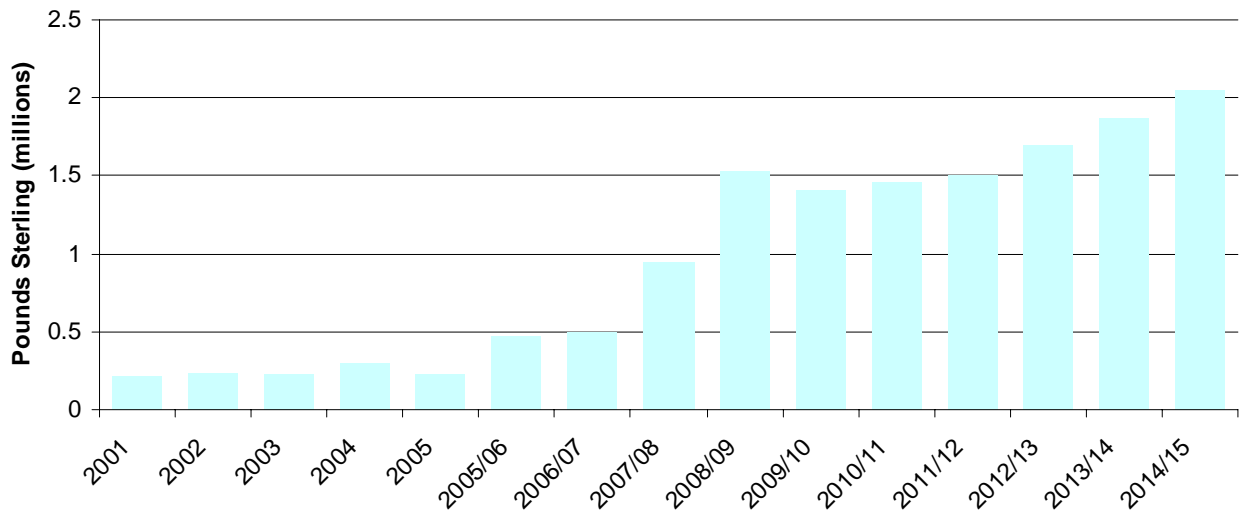
## 6. Financial resources

The 2001-2010 expenditure trends for WaterAid’s Southern Africa country programmes<sup>58</sup> is given here simply to put Madagascar’s financial past performance and future projections in a regional context.



The country programme’s historic performance, shown graphically below, highlights the rapid growth, period of consolidated and limited growth projected for this strategy period, which includes an element of inflation estimated at 10% to 12% per annum.

### Country Programme Budget 2001-2015

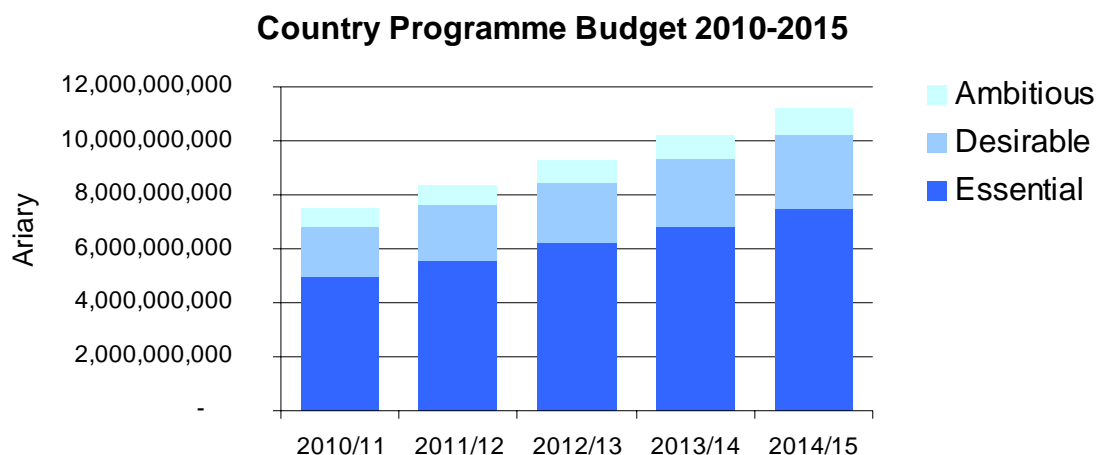


<sup>58</sup> Data source: financial model John Lockett 2010

The following table details further the projected annual breakdown, and proportional estimations for programme and partner spend as well as the essential, desirable, and ambitious levels of budgeting.

Inflation		12%	11%	10%	10%
	Total 2010/11	Total 2011/12	Total 2012/13	Total 2013/14	Total 2014/15
<b>MGA Essential</b>					
Partner Spend	3 073 576 330	3 460 570 341	3 821 070 095	4 203 177 100	4 623 494 811
WaterAid Operational	956 073 813	1 070 802 671	1 188 590 964	1 307 450 061	1 438 195 067
WaterAid Org Eff.	954 809 013	1 051 221 243	1 187 018 565	1 305 720 422	1 436 292 464
Total WaterAid Spend	1 910 882 827	2 122 023 914	2 375 609 530	2 613 170 483	2 874 487 531
<b>Total Spend</b>	<b>4 984 459 157</b>	<b>5 582 594 255</b>	<b>6 196 679 624</b>	<b>6 816 347 583</b>	<b>7 497 982 342</b>
% Partner Spend	62%	62%	62%	62%	62%
% WaterAid Operational	19%	19%	19%	19%	19%
% WaterAid Org. Eff.	19%	19%	19%	19%	19%
% Total	100%	100%	100%	100%	100%
<b>MGA Desirable</b>					
Partner Spend	4 205 892 333	4 728 764 265	5 228 765 351	5 751 641 877	6 326 806 066
WaterAid Operational	1 494 571 795	1 673 920 411	1 858 051 657	2 043 856 820	2 248 242 502
WaterAid Org Eff.	1 100 009 423	1 213 845 702	1 367 531 715	1 504 284 886	1 654 713 374
Total WaterAid Spend	2 594 581 219	2 887 766 113	3 225 583 372	3 548 141 706	3 902 955 877
<b>Total Spend</b>	<b>6 800 473 552</b>	<b>7 616 530 378</b>	<b>8 454 348 723</b>	<b>9 299 783 583</b>	<b>10 229 761 943</b>
% Partner Spend	62%	62%	62%	62%	62%
% WaterAid Operational	22%	22%	22%	22%	22%
% WaterAid Org. Eff.	16%	16%	16%	16%	16%
% Total	100%	100%	100%	100%	100%
<b>MGA Ambitious</b>					
Partner Spend	4 661 990 457	5 239 594 163	5 795 786 541	6 375 365 182	7 012 901 702
WaterAid Operational	1 665 191 773	1 865 014 786	2 070 166 415	2 277 183 051	2 504 901 358
WaterAid Org Eff.	1 125 009 423	1 241 845 702	1 398 611 715	1 538 472 886	1 692 320 174
Total WaterAid Spend	2 790 201 197	3 106 860 488	3 468 778 130	3 815 655 937	4 197 221 532
<b>Total Spend</b>	<b>7 452 191 654</b>	<b>8 346 454 652</b>	<b>9 264 564 671</b>	<b>10 191 021 119</b>	<b>11 210 123 234</b>
% Partner Spend	63%	63%	63%	63%	63%
% WaterAid Operational	22%	22%	22%	22%	22%
% WaterAid Org. Eff.	15%	15%	15%	15%	15%
% Total	100%	100%	100%	100%	100%

Graphically this table can be summarised as follows:



## 7. Risk management

The Country Programme reviews its Risk Register annually. In 2010, this was done by the SMT members in June and is presented in [Annex 5](#). It presents the key risks and management measures. These can be summarised as follows:

- ❏ **Water quality and security:** Claims of negligence. Changing climate, rainfall patterns, geological and ground conditions adversely affect the viability and sustainability of water points. Lack of hydro-geological mapping leads to inappropriate positioning of water points. Inappropriate sanitation technologies and practices affect ground and surface water quality. Water quality testing are consumables unavailable.
- ❏ **Management of growth:** Leadership/people not coping with pace. People not understanding or well integrated. Ineffective prioritisation. Ineffective management of change. Internal communication difficulties. Quality suffers. Systems not coping, IT connectivity inadequate, acts as barrier to good governance and organisational development.
- ❏ **WaterAid's reputation:** Media / public scandal arising from other risk, including activities of key stakeholders that are contrary to WaterAid's position through non-delivery. Over association or political appropriation of partner/WaterAid's work.
- ❏ **Demonstrating progress and accounting for work:** Failure to effectively demonstrate progress leading to damage to reputation. Unable to account and report to major donors appropriately leading to financial repayment /damage to reputation. Lack of rigour in data and information quality assurance.
- ❏ **Health & Safety:** staff and premises and partners. Lack of H&S awareness, procedures and training could lead to accidents. Poor working environment affecting safety of staff, partners or members of public.
- ❏ **Financial integrity:** Misappropriation of financial resources and damage to reputation of WaterAid.
- ❏ **Income levels:** Unable to secure contracted funding as budgeted jeopardises planned programme of activities.
- ❏ **Recruitment and retention of staff:** Loss of key staff leads to lack of consistency and institutional memory. Inappropriate recruitment. Loss of staff morale.
- ❏ **Computer systems integrity and security:** Computer systems not maintained or developed leading to loss of valuable/sensitive data, staff frustration and inefficiency. Down time at high levels due to poor infrastructure and power cuts. Unable to afford high-performance connectivity
- ❏ **Natural hazards:** impact on lives, partners & projects. Project outputs destroyed, progress hampered, partners efforts refocused on emergency interventions, WaterAid not able to contribute
- ❏ **Partnerships unable to deliver or adapt as planned:** Partners unavailable or unwilling to relocate projects, take on board innovations in project delivery processes or ways of working. Limited opportunities to develop funding sources. Inadequate HR or OD.
- ❏ **Political change and institutional instability;** obligatory change in status or ways of working with financial implications; investments in government organisations wasted, political capital, influence lost; extreme instability impacts on operational efficiency and threaten staff security; impacts on banking and donor institutions.

## 8. Planning, Monitoring & evaluation

During recent years, we have worked hard to improve our Planning Monitoring and Evaluation (PM&E) system. Procedures that incorporate formats, indicators, and processes aim to enable work to be planned coherently, accounted for and reported on. This is to contribute to WaterAid's own learning, progress monitoring with partners and communities, decision-making, and donor accountability.

The earliest efforts through 2003 to 2007 were in collaboration with the East Africa region and international P M & E staff. Since the re-allocation to the Southern Africa Region in early 2007 we have engaged in regional discussions and systems development with the three other country programmes and

the UK regional team. Design efforts have been consultative and iterative. Discussions among staff and partners, workshops, onsite piloting, training and revision saw several drafts of our PM&E manual prior to a final draft being shared in October 2009. Our engagement with the international PM&E Core Group has assisted in achieving coherence and complementarity with the global PM&E system.

In-country efforts represent a significant investment in creating shared understanding and buy-in by our partners. We are striving for a tools and processes that enable our people to generate regular, reliable, accurate and timely information about project outputs and programme impacts. The challenge remains to ensure information is consistently up to date, reliable, and suited to our own, and our financial and operational partners' needs.

### 8.1 PM & E processes

The various actors, processes, key documents and internal checkpoints used in project planning, monitoring and reporting are shown in [Annex 6](#); the newly designed E & I checkpoints are in [Annex 7](#). The processes described here are the backbone of our quality assurance. They need to remain evolutionary and require regular review. Occasionally realignment that is more significant is required to improve synchronicity between national practices and global systems developments:

- Shared workshops, individual, and peer working sessions support the preparation of project plans and budgets by partners and budget holders.
- Our partners' project proposals are subject to an annual assessment process. The Project Examination Committee (CEP) comprises two steps: the first round of discussions is a technical and financial assessment undertaken by programme staff and partners' representatives to review the viability and standard of the proposals. This is followed by a series of presentations and discussions between partners and the Senior Management Team (SMT) leading to final amendments or/and project approval.
- Periodic monitoring of projects, and the programmes they form, is by way of scheduled on-site assessments including start-up visits, workshops and reports; field monitoring during the construction phase; and, a final technical assessment prior to handover. These processes include an element of triangulation of the report made by partners, provide an opportunity for peer review, information exchange and knowledge sharing to resolve problems arising and explore new opportunities arising.
- Financial management during the project cycle includes exploratory visits to assess capacity and established policies and practices (using WaterAid's partner checklists) from which support needs are identified to ensure rigorous financial management. Monitoring and monthly validation of partner expenditure against budget and eligibility criteria are integral parts of our reporting and funding disbursement processes.
- Periodic visits to partners enable processes and procedures to be verified and follow-up on checklist recommendations to be made. The reports and checks enable our Partner Finance Support Officer to monitor expenditure levels which are a prerequisite for subsequent project disbursements.
- Technical and financial information is incorporated into the WaterAid databases upon which the Project/ PME Officers and Managers draw to draft our quarterly review presentations, six-monthly and annual reports.

### 8.2 Monitoring and evaluating

WaterAid in Madagascar's established processes for monitoring progress and evaluating achievements include annual reviews with our partners to reflect on our achievements and the challenges we are facing. We plan, with the support of PEU, to undertake a mid-term review during this strategy period. An

The WaterAid team in Madagascar defined and prioritised the objectives of our PM&E processes and outputs as:

	Score
Accountability - upwards	12
Improving performance	10
Control	10
Management	9
Learning	9
Accountability - downwards	7
Resource allocation	5
Public relations - fundraising	5
Evidence	5

external evaluation of the Diorano-WASH network is underway in 2010 as a key learning opportunity and we plan a thorough partnership review during 2010-11.

Periodic studies such as the 2010 Sustainability Learning Project contribute to our learning and programme evolution. At key sector events, we review the impact of advocacy initiatives, for example, during sector reviews or the Diorano-WASH AGM. We undertake simple learning before, during or after processes to support peer review and knowledge sharing in-house, especially when we are introducing new processes or innovative areas of work. Learning from experience and publishing findings, reports, tools or key messages is another way of reflecting on and sharing value generated by our programme and policy work.

### 8.3 Reporting

WaterAid in Madagascar produces and disseminates the following reports:

- Monthly Highlights giving a flavour of the key activities and achievements under each strategic aim sent to SART;
- Quarterly partner progress reports that present both technical and financial performance compared with plans and budgets agreed for the period;
- Six-monthly reports, as per quarterly with additional requirements such as budgetary reviews;
- Annual reports that comply with established WaterAid formats and requirements;
- Annual reports to the Malagasy government providing an overview of WaterAid's contribution to the sector;
- Donor financial and narrative reports as per contractual requirements

All of the activities planned and the budget required in undertaking PM &E activities are defined in more detail in the project document for 661EB.

## Annex 1: SWOT Analysis

### Analyse FFOM Equipe Advocacy and Research pour le réalignement stratégique (09/09/09)

Forces	Faiblesse
<p style="text-align: center;"><b>Accès et droit</b></p> <ul style="list-style-type: none"> <li>☑ Campagne « Eau, assainissement et hygiène pour tous » depuis 2002.</li> <li>☑ Plaidoyer pour l'accès universel</li> <li>☑ Participation aux activités de plaidoyer à la base</li> </ul> <p style="text-align: center;"><b>Renforcement des capacités</b></p> <ul style="list-style-type: none"> <li>☑ Existence d'un pool des compétences collaborant avec WaterAid</li> <li>☑ Chaque année, le département fait la promotion d'idées innovatrices (Esprit créatif)</li> <li>☑ Partage avec les autres CPs au niveau régional</li> <li>☑ Intervention dans le cadre de la déconcentration : BPOR</li> <li>☑ Appui aux renforcements des capacités des communes, partenaires directs, alliés, ...</li> </ul> <p style="text-align: center;"><b>Influence</b></p> <ul style="list-style-type: none"> <li>☑ Reconnaissance de WaterAid par le gouvernement, les alliés nationaux et internationaux</li> <li>☑ Lobbying auprès de MEFB, MEN, MINSANPF, ...</li> <li>☑ Référence aux OMD et aux Programmes nationaux</li> <li>☑ Large couverture médiatique du secteur eau, assainissement et hygiène</li> <li>☑ Aptitude à travailler avec les acteurs oeuvrant en dehors du secteur eau, assainissement et hygiène</li> <li>☑ Intégration dans les réseaux internationaux tels que la SADC, WSSCC, ANEW, AMCOW, ...</li> <li>☑ Partenariat avec les ministères clés en charge de l'eau, de l'assainissement, de la santé, de l'environnement, de la décentralisation, ...)</li> <li>☑ Participation dans les espaces de décision politique tels que le Dialogue présidentiel</li> <li>☑ Recherches sur le lien entre service d'assainissement et développement économique et social</li> <li>☑ Bonne santé de la Coalition Diorano-WASH</li> <li>☑ Participation à des forums internationaux</li> <li>☑ Différentes recherches sur les technologies, les approches, mapping des acteurs, ...</li> <li>☑ Niveau élevé des relations publiques</li> </ul> <p style="text-align: center;"><b>Efficacité organisationnelle</b></p> <ul style="list-style-type: none"> <li>☑ Equipe relativement jeune expliquant son dynamisme</li> <li>☑ Département SAR outillé, équipé et renforcé en terme de compétences et expertises</li> <li>☑ Bonne visibilité de WaterAid : image, identité et relations publiques</li> <li>☑ Existence d'outil de PME</li> <li>☑ Existence d'un système de gestion de connaissances (bibliothèque et serveur)</li> <li>☑ Un vivier de prestataires de services compétents</li> </ul>	<p style="text-align: center;"><b>Accès et droit</b></p> <ul style="list-style-type: none"> <li>☑ Manque de cadrage des interventions de Diorano-WASH</li> <li>☑ Relation entre département tend vers retard dans le planning</li> </ul> <p style="text-align: center;"><b>Renforcement des capacités</b></p> <ul style="list-style-type: none"> <li>☑ Rôle et expertise en RDC à élargir avec partenaires et vers le secteur...</li> <li>☑ Peu de connaissances communes</li> </ul> <p style="text-align: center;"><b>Influence</b></p> <ul style="list-style-type: none"> <li>☑ Faible capacité en partenariat</li> <li>☑ Manque de preuves, évidence pour le plaidoyer/influence</li> <li>☑ Manque d'affirmation des tendances de conciliation</li> </ul> <p style="text-align: center;"><b>Efficacité organisationnelle</b></p> <ul style="list-style-type: none"> <li>☑ M&amp;E des activités de RDC / plaidoyer</li> <li>☑ Ex : réunion de coordination : quels impacts ?</li> <li>☑ Communication interne ... peu de présence SAR</li> <li>☑ Procédures et budget</li> </ul>
<b>Opportunités</b>	<b>Menaces</b>
<p style="text-align: center;"><b>Accès et droit</b></p> <ul style="list-style-type: none"> <li>☑ « Immobilité » de nombreux partenaires techniques et</li> </ul>	<p style="text-align: center;"><b>Accès et droit</b></p> <ul style="list-style-type: none"> <li>☑ Désistement fréquent des partenaires techniques</li> </ul>

<p>financiers [cf. contexte politique 2009]</p> <ul style="list-style-type: none"> <li>☑ Différents financements USAID, UNICEF, WSSCC</li> </ul> <p style="text-align: center;"><b>Renforcement des capacités</b></p> <ul style="list-style-type: none"> <li>☑ Existence de Journées Thématiques</li> <li>☑ Requête des partenaires directs... allant plus vers des thèmes « soft » en terme de RDC...</li> </ul> <p style="text-align: center;"><b>Influence</b></p> <ul style="list-style-type: none"> <li>☑ Orientation de la nouvelle stratégie avec un accent sur influence hors secteur AEPAH</li> <li>☑ Nouvelle équipe au sein du MinEau</li> <li>☑ Bonne réputation dans notre secteur d'intervention</li> <li>☑ Mouvements internationaux (institutions, forum) internationaux, WSSCC, changement climatiques</li> </ul> <p style="text-align: center;"><b>Efficacité organisationnelle</b></p> <ul style="list-style-type: none"> <li>☑ Action(s) non limitée(s) aux 5 zones d'intervention de WaterAid Madagascar</li> </ul>	<p>et financiers</p> <ul style="list-style-type: none"> <li>☑ Rejet de responsabilités au niveau des organismes partenaires publics et privés</li> <li>☑ Révision à la baisse de l'allocation financière de différents acteurs</li> </ul> <p style="text-align: center;"><b>Renforcement des capacités</b></p> <ul style="list-style-type: none"> <li>☑ Cercle fermé de ressources humaines et pool de compétences</li> </ul> <p style="text-align: center;"><b>Influence</b></p> <ul style="list-style-type: none"> <li>☑ Instabilité institutionnelle</li> <li>☑ Non continuité dans le suivi des différentes initiatives dans le secteur</li> </ul> <p style="text-align: center;"><b>Efficacité organisationnelle</b></p> <ul style="list-style-type: none"> <li>☑ Désinformation au niveau des médias</li> </ul>
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**Analyse FFOM Project and Programme team (SPP): comment aligner la fourniture des services, les droits, l'équité et l'inclusion**

<b>Forces</b>	<b>Faiblesses</b>
<ul style="list-style-type: none"> <li>☑ Equité &amp; Inclusion :                             <ul style="list-style-type: none"> <li>○ considération du genre &amp; menstruation dans les infrastructures</li> <li>○ RLOMD &amp; priorisation des sites à pauvreté</li> <li>○ revue des plans types pour une meilleure accessibilité</li> </ul> </li> <li>☑ Accès :                             <ul style="list-style-type: none"> <li>○ construction des infrastructures =&gt; amélioration du taux d'accès</li> <li>○ assainissement : subvention des dalles</li> <li>○ innovations technologiques : bélier, éolienne, dalles en couleur</li> <li>○ CLTS : avant ou en parallèle à AEP</li> <li>○ Scouts (hygiène à envergure nationale)</li> </ul> </li> <li>☑ Urbain :                             <ul style="list-style-type: none"> <li>○ début d'action sur les déchets solides</li> <li>○ innovations du projet WSUP</li> <li>○ actions initiées par ECA à Mahabo</li> <li>○ contour des problèmes de la JIRAMA par des AEP en péri-urbains</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>☑ E&amp;I :                             <ul style="list-style-type: none"> <li>○ AEPAH des groupes marginalisés : prisonniers, centres de rééducation, ...</li> <li>○ AEPAH des centres de santé</li> <li>○</li> <li>○</li> </ul> </li> <li>☑ Accès :                             <ul style="list-style-type: none"> <li>○ incapacité à répondre aux demandes spontanées en dehors des zones d'intervention</li> </ul> </li> <li>☑ Urbain :                             <ul style="list-style-type: none"> <li>○ Gestion des déchets solides, liquides et traitement des excréments</li> </ul> </li> </ul>
<b>Opportunités</b>	<b>Menaces</b>
<ul style="list-style-type: none"> <li>☑ E&amp;I :                             <ul style="list-style-type: none"> <li>○ Segmentation sociale</li> <li>○ Approche en hygiène</li> </ul> </li> <li>☑ Accès :                             <ul style="list-style-type: none"> <li>○ Les demandes spontanées permettent d'influencer et « inspiring »</li> <li>○ Réseau Scouts</li> <li>○ EAW et CSBW</li> </ul> </li> <li>☑ Urbain :                             <ul style="list-style-type: none"> <li>○ Bonnes pratiques de WAMoz sur la gestion des déchets solides et le traitement des excréments</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>☑ Accès :                             <ul style="list-style-type: none"> <li>○ Capacité de réponse de la JIRAMA</li> <li>○ Risque de saupoudrage au détriment de l'approche intégrée si l'on répond à toutes les demandes spontanées*</li> <li>○ Fournitures de services dans les zones où il existe une insécurité même dans nos régions d'intervention</li> <li>○ Aléas climatiques</li> <li>○ Insécurité</li> </ul> </li> </ul>

**Analyse FFOM Project and Programme team (SPP): notre approche de RDC est-elle encore pertinente ?**

<b>Forces</b>	<b>Faiblesses</b>
<ul style="list-style-type: none"> <li>☑ Approche de partenariat</li> </ul>	<ul style="list-style-type: none"> <li>☑ Les résultats de l'EPPA n'ont jamais été concrétisés</li> </ul>

<ul style="list-style-type: none"> <li>○ Noyau Technique – Noyau Finances</li> <li>○ Rencontres trimestrielles</li> <li>○ Echanges internationaux</li> <li>☑ Apprentissage par l'action:             <ul style="list-style-type: none"> <li>○ Les partenaires gagnent beaucoup de capacités en menant des actions pilotes ou des recherches-actions : sites pilotes CLTS, approche pauvres WSUP, essai bélier, sites GRE, codification SUN des activités, essais des dalles en couleur, GTF, développement institutionnel FSG</li> <li>○ Project team</li> </ul> </li> <li>☑ Ancrage local et appropriation             <ul style="list-style-type: none"> <li>○ création des divers comités et groupuscules locaux</li> </ul> </li> </ul>	<p>dans un plan formel de RDC ou quand cela a existé, ce plan a eu peu de réalisation</p> <ul style="list-style-type: none"> <li>☑ Ouverture sur les échanges et influences en impliquant les intervenants dans une même zone</li> <li>☑ Les projets allouent une partie importante du budget au RDC : quelle est la performance actuelle des comités créés ? y-a-t-il eu suffisamment d'accompagnement de ces actions, surtout que l'on change de fokontany tous les ans ?</li> <li>☑ Les capacités cachées ou les expertises des partenaires ne sont pas suffisamment mis en exergue.</li> <li>☑ Comment les communautés seront-elles en mesure d'assurer le suivi de la qualité de l'eau ?</li> <li>☑ Peu d'ouverture aux opérateurs privés</li> <li>☑ Dépendance institutionnelle des partenaires sur WA</li> <li>☑ Manque d'approche pour l'implication des autorités locales dans la pérennisation</li> </ul>
<b>Opportunités</b>	<b>Menaces</b>
<ul style="list-style-type: none"> <li>☑ Bonnes pratiques de WAMoz : formalisation des associations locales en tant que partenaire de mise en œuvre de certaines activités du projet</li> <li>☑ Working group international</li> <li>☑ Unité pour les Nouvelles Initiatives/UK</li> <li>☑ Approche maîtrise d'ouvrage</li> </ul>	<ul style="list-style-type: none"> <li>☑ Instabilité politique : investissements dans le RDC des gouvernants à refaire</li> <li>☑ Inflation et crise financière mondiale : de moins en moins de budget pour les RDC</li> </ul>

**Analyse FFOM Project and Programme team (SPP): comment SPP devra opérer pour appuyer l'influence, pour « inspiring » ?**

<b>Forces</b>	<b>Faiblesses</b>
<ul style="list-style-type: none"> <li>☑ Les acquis du PAB</li> <li>☑ SPP s'intéresse aux activités de SAR</li> </ul>	<ul style="list-style-type: none"> <li>☑ Documentation des évidences</li> <li>☑ Timidité, peu de visibilité dans les actions de développement</li> <li>☑ Visibilité dans le milieu du développement (en dehors du secteur)</li> </ul>
<b>Opportunités</b>	<b>Menaces</b>
<ul style="list-style-type: none"> <li>☑ Bonnes pratiques de WAMoz dans le partenariat avec le Gouvernement et l'organe régulateur</li> <li>☑ Bâtir plus de ponts entre les activités SAR et SPP : l'un produit des évidences pour l'autre</li> <li>☑ GTF et le partenariat avec les autorités locales</li> <li>☑ Small towns, DPRR</li> <li>☑ Réseau Diorano-WASH et Réseau Scouts en dehors de nos régions d'intervention</li> <li>☑ Collaboration avec les institutions émergentes en AEPAH (Croix Rouge, Handicap International)</li> <li>☑ Réseau créé à travers l'étude E&amp;I</li> <li>☑ Relations avec les institutions gouvernementales</li> <li>☑ Collaboration avec MinEau pour la fourniture de services</li> <li>☑ Ouverture sur les autres aspects du développement</li> <li>☑ Réformes tarifaires de la JIRAMA</li> <li>☑ Développement d'autres relations avec des institutions de développement</li> </ul>	<ul style="list-style-type: none"> <li>☑ Instabilité politique : risque de reprendre à zéro avec des nouveaux venus</li> </ul>

**Analyse FFOM SPP Vivre nos valeurs, être une organisation efficace et reconnue: comment SPP y contribue ?**

<b>Forces</b>	<b>Faiblesses</b>
<ul style="list-style-type: none"> <li>☑ Le système de S&amp;E :               <ul style="list-style-type: none"> <li>○ outils de suivi,</li> <li>○ réceptions techniques</li> </ul> </li> <li>☑ Rencontres trimestrielles</li> <li>☑ Application des procédures : GRE, Santé &amp; sécurité, protection des enfants, risques et fraudes, qualité de l'eau</li> <li>☑ Communication :               <ul style="list-style-type: none"> <li>○ Production de supports et outils</li> </ul> </li> <li>☑ Travail d'équipe :               <ul style="list-style-type: none"> <li>○ Teambuilding</li> <li>○ Appuis et entraides</li> <li>○ Capacités</li> <li>○ Sens du professionnalisme</li> <li>○ Intégration des autres départements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>☑ Documentation</li> <li>☑ Contribution en articles dans les diverses publications</li> <li>☑ Respect rigoureux des politiques et procédures</li> <li>☑ Cycle annuel limitatif par rapport au focus géographique: comment les suivre ?</li> <li>☑ Mise à jour systématique des supports et/ou politiques</li> </ul>
<b>Opportunités</b>	<b>Menaces</b>
<ul style="list-style-type: none"> <li>☑ Opportunités Afrique Australe, Panafricaine</li> <li>☑ Appuis de WA pour la mobilisation de financements</li> </ul>	

**SWOT du département SFA****1.1. Analyse de l'existant**

<b>Forces</b>	<b>Faiblesses</b>
<ul style="list-style-type: none"> <li>☑ A l'interne:               <ul style="list-style-type: none"> <li>○ Compréhension mutuelle : membres de SFA ont déjà la capacité de comprendre les mêmes objectifs</li> <li>○ Compétences des membres</li> <li>○ Diversité des spécialités et de personnalités</li> <li>○ Expression des besoins de formation et d'amélioration de la performance, c'est-à-dire, on reconnaît nos points faibles</li> <li>○ Esprit d'équipe, même à renforcer</li> </ul> </li> <li>☑ Avec l'extérieur :               <ul style="list-style-type: none"> <li>○ Efforts fournis à s'aligner aux autres, même si les tâches / idées / procédures ne s'alignent pas à ce qu'on a en soi</li> <li>○ Efforts fournis pour internaliser les nouvelles procédures et stratégie =...&gt; innovations / pro activité</li> <li>○ Réactivité par rapport au siège (Londres) : demandes et consignes</li> <li>○ Efforts fournis pour être en bon terme avec nos partenaires et prestataires</li> <li>○ Environnement de travail</li> <li>○ Existence du noyau finance avec nos partenaires</li> </ul> </li> <li>☑ Relation inter département :               <ul style="list-style-type: none"> <li>○ Disponibilité</li> <li>○ Appui</li> <li>○ Apprentissage</li> <li>○ Flexibilité</li> <li>○ Facilitation des conditions de travail : médicaux, CNAPS, sociale, salaire</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>☑ Communication :               <ul style="list-style-type: none"> <li>○ Information à partager</li> <li>○ Style de communication à améliorer</li> <li>○ Communication à internaliser</li> </ul> </li> <li>☑ Rôles et responsabilités :               <ul style="list-style-type: none"> <li>○ Chevauchement des rôles et responsabilités =...&gt; compréhension, volonté</li> <li>○ Liens / relation entre administration et ressources humaines pas clair</li> </ul> </li> <li>☑ Connectivité :               <ul style="list-style-type: none"> <li>○ Système SUN : installation incomplète</li> </ul> </li> <li>☑ Inclusion :               <ul style="list-style-type: none"> <li>○ Membres de l'équipe « Dehors » =...&gt; comment les inclure plus ?</li> </ul> </li> <li>☑ Mentalité :               <ul style="list-style-type: none"> <li>○ Engagement limité dans le travail / l'organisation de certains</li> </ul> </li> <li>☑ Planification :               <ul style="list-style-type: none"> <li>○ Gestion de crises / dernier moment (non respect du planning)</li> <li>○ Existence « urgence » fréquente entraînant une baisse de qualité des outputs</li> <li>○ Répartition de temps non équilibré =...&gt; Domaine « Ressources humaines » délaissé</li> </ul> </li> <li>☑ Procédures :               <ul style="list-style-type: none"> <li>○ Evaluation périodique / annuelle de l'ensemble du département</li> <li>○ Opération de régularisation (contrat de prestation, contrat de travail, ...) suite à un engagement non approprié</li> </ul> </li> <li>☑ SFA équipe :               <ul style="list-style-type: none"> <li>○ Objectif spécifique =...&gt; + Dehors</li> </ul> </li> </ul>
<b>Opportunités</b>	<b>Menaces</b>

<ul style="list-style-type: none"> <li>☑ Apprentissage continu :             <ul style="list-style-type: none"> <li>○ <b>Valeur de WaterAid</b></li> </ul> </li> <li>☑ Connectivité :             <ul style="list-style-type: none"> <li>○ <b>Projet interne de connectivité + RDC y afférent</b></li> </ul> </li> <li>☑ Existence du Regional Finance Officer (RFO) :             <ul style="list-style-type: none"> <li>○ <b>Donne des appuis au CP</b></li> </ul> </li> <li>☑ Echanges internationales :             <ul style="list-style-type: none"> <li>○ <b>GAS</b></li> <li>○ <b>Autres</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>☑ Système financier :             <ul style="list-style-type: none"> <li>○ <b>Système non efficace : VT restructuré =&gt; obtention d'informations lente</b></li> </ul> </li> <li>☑ Condition de travail :             <ul style="list-style-type: none"> <li>○ <b>Volume de travail par rapport au laps de temps alloués (deadline) non proportionnel pourra entraîner une baisse de performance</b></li> </ul> </li> <li>☑ Connectivité</li> <li>☑ Statut légal             <ul style="list-style-type: none"> <li>○ <b>Manque d'informations relatives aux différentes mises à jour du code général des impôts, les lois en vigueur, ...</b></li> </ul> </li> <li>☑ Contexte économique – Fonds disponibles</li> <li>☑ Virus et délestage qui pourront entraîner une perte de données</li> <li>☑ Sécurité du personnel, des biens</li> </ul>
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## Annex 2: Development indices in countries where WaterAid works

Table A: Human development index 2007 and its components – CPs ranked by HDI

HDI rank	Human development index value	Life expectancy at birth (years)	Adult literacy rate (% aged 15 and above)	enrolment ratio in education (%)	GDP per capita (PPP US\$)	Life expectancy index	Education index	GDP index	GDP per capita rank minus HDI rank <sup>b</sup>
	2007	2007	1999–2007a	2007	2007	2007	2007	2007	2007
<b>MEDIUM HUMAN DEVELOPMENT</b>									
133 Lao (PDR)	0.619	64.6	72.7 <sup>r</sup>	59.6	2,165	0.659	0.683	0.513	2
134 India	0.612	63.4	66.0 <sup>j</sup>	61.0	2,753	0.639	0.643	0.553	-6
141 Pakistan	0.572	66.2	54.2 <sup>i</sup>	39.3	2,496	0.687	0.492	0.537	-9
142 Swaziland	0.572	45.3	79.6 <sup>y</sup>	60.1	4,789	0.339	0.731	0.646	-33
143 Angola	0.564	46.5	67.4 <sup>y</sup>	65.3	5,385	0.359	0.667	0.665	-42
144 Nepal	0.553	66.3	56.5 <sup>j</sup>	60.8	1,049	0.688	0.579	0.392	21
145 Madagascar	0.543	59.9	70.7 <sup>y</sup>	61.3	932	0.582	0.676	0.373	21
146 Bangladesh	0.543	65.7	53.5 <sup>j</sup>	52.1	1,241	0.678	0.530	0.420	9
147 Kenya	0.541	53.6	73.6 <sup>y</sup>	59.6	1,542	0.477	0.690	0.457	2
148 Papua New Guinea	0.541	60.7	57.8 <sup>j</sup>	40.7	2,084	0.594	0.521	0.507	-10
151 Tanzania (United Republic of)	0.530	55.0	72.3 <sup>j</sup>	57.3	1,208	0.500	0.673	0.416	6
152 Ghana	0.526	56.5	65.0 <sup>j</sup>	56.5	1,334	0.525	0.622	0.432	1
156 Lesotho	0.514	44.9	82.2 <sup>i</sup>	61.5	1,541	0.332	0.753	0.457	-6
157 Uganda	0.514	51.9	73.6 <sup>j</sup>	62.3	1,059	0.449	0.698	0.394	6

158 Nigeria	0.511	47.7	72.0	<sup>j</sup>	53.0	1,969	0.378	0.657	0.497	-17
<b>LOW HUMAN DEVELOPMENT</b>										
160 Malawi	0.493	52.4	71.8	<sup>j</sup>	61.9	761	0.456	0.685	0.339	12
162 Timor-Leste	0.489	60.7	50.1	<sup>ae</sup>	63.2	717	0.595	0.545	0.329	11
164 Zambia	0.481	44.5	70.6	<sup>j</sup>	63.3	1,358	0.326	0.682	0.435	-12
167 Rwanda	0.460	49.7	64.9	<sup>y</sup>	52.2	866	0.412	0.607	0.360	1
169 Liberia	0.442	57.9	55.5	<sup>j</sup>	57.6	362	0.548	0.562	0.215	10
171 Ethiopia	0.414	54.7	35.9	<sup>i</sup>	49.0	779	0.496	0.403	0.343	0
172 Mozambique	0.402	47.8	44.4	<sup>j</sup>	54.8	802	0.380	0.478	0.348	-3
177 Burkina Faso	0.389	52.7	28.7	<sup>i</sup>	32.8	1,124	0.462	0.301	0.404	-16
178 Mali	0.371	48.1	26.2	<sup>i</sup>	46.9	1,083	0.385	0.331	0.398	-16
180 Sierra Leone	0.365	47.3	38.1	<sup>j</sup>	44.6	679	0.371	0.403	0.320	-5
182 Niger	0.340	50.8	28.7	<sup>i</sup>	27.2	627	0.431	0.282	0.307	-6

**Table B: Human and income poverty index – CPs ranked by HPI**

	Human poverty index (HPI-1)		Probability of not surviving to age 40 (% of cohort) 2005–2010	Adult illiteracy rate <sup>b,†</sup> (% aged 15 and above) 1999–2007	Population not using an improved water source(%) 2006	Children under weight for age <sup>†</sup> (% aged under 5) 2000–2006 <sup>c</sup>	Population below income poverty line (%)		National poverty line 2000–2006 <sup>c</sup>	HPI-1 rank minus income poverty rank <sup>d</sup>
	Rank	Value (%)					\$1.25 a day 2000–2007 <sup>c</sup>	\$2 a day 2000–2007 <sup>c</sup>		
134 India	88	28.0	15.5	34.0	11	46	41.6	75.6	28.6	-10
152 Ghana	89	28.1	25.8	35.0	20	18	30.0	53.6	28.5	0
160 Malawi	90	28.2	32.6	28.2	24	19	73.9	90.4	65.3	-35

157 Uganda	91	28.8	31.4	26.4	36	20	51.5	75.6	37.7	-17
147 Kenya	92	29.5	30.3	26.4	43	20	19.7	39.9	52.0	16
151 Tanzania (United Republic of)	93	30.0	28.2	27.7	45	22	88.5	96.6	35.7	-37
133 Lao (PDR)	94	30.7	13.1	27.3	40	40	44.0	76.8	33.0	-6
144 Nepal	99	32.1	11.0	43.5	11	39	55.1	77.6	30.9	-16
167 Rwanda	100	32.9	34.2	35.1	35	23	76.6	90.3	60.3	-28
141 Pakistan	101	33.4	12.6	45.8	10	38	22.6	60.3	32.6	16
156 Lesotho	106	34.3	47.4	17.8	22	20	43.4	62.2	68.0	3
142 Swaziland	108	35.1	47.2	20.4	40	10	62.9	81.0	69.2	-15
169 Liberia	109	35.2	23.2	44.5	36	26	83.7	94.8	..	-24
164 Zambia	110	35.5	42.9	29.4	42	20	64.3	81.5	68.0	-14
146 Bangladesh	112	36.1	11.6	46.5	20	48	49.6	81.3	40.0	2
145 Madagascar	113	36.1	20.8	29.3	53	42	67.8	89.6	71.3	-14
158 Nigeria	114	36.2	37.4	28.0	53	29	64.4	83.9	34.1	-11
143 Angola	118	37.2	38.5	32.6	49	31	54.3	70.2	..	2
148 Papua New Guinea	121	39.6	15.9	42.2	60	35	35.8	57.4	37.5	23
162 Timor-Leste	122	40.8	18.0	49.9	38	46	52.9	77.5	..	9
172 Mozambique	127	46.8	40.6	55.6	58	24	74.7	90.0	54.1	-3
180 Sierra Leone	128	47.7	31.0	61.9	47	30	53.4	76.1	70.2	14
171 Ethiopia	130	50.9	27.7	64.1	58	38	39.0	77.5	44.2	30
177 Burkina Faso	131	51.8	26.9	71.3	28	37	56.5	81.2	46.4	12
178 Mali	133	54.5	32.5	73.8	40	33	51.4	77.1	63.8	22
182 Niger	134	55.8	29.0	71.3	58	44	65.9	85.6	63.0	8

Table C: Health and Education index

HDI rank		Public expenditure on health		Public expenditure on education		Aid allocated to social sectors <sup>a</sup> as % of total aid	Educational attainment levels (% of the population aged > 25)			Under-five mortality rate (per 1,000 live births)				Health y life expectancy at birth (years)	Unhealth y life expectancy as a % of total life expectancy <sup>d</sup>
		per capita PPP US\$ 2006	as % of total gov. expenditure 2006	per pupil in primary education on PPP US\$ 2003–2006	as % of total gov. expenditure 2000–2007		Low	Medium	High	Wealth quintile	Educational level of mother		2007		
							less than upper secondary	upper secondary or post-secondary	tertiary	lowest	highest	Lowest (no education)	highest (secondary or higher)		
133	Lao PDR	18	4.1	61	14.0	41.8	..	..	..	..	..	..	..	54	16
134	India	21	3.4	..	10.7	46.6	..	..	..	101	34	..	..	57	10
141	Pakistan	8	1.3	..	11.2	53.0	76.7	17.1	6.3	121	60	102	62	55	17
142	Swaziland	219	9.4	484	..	56.8	..	..	..	118	101	150	95	42	7
143	Angola	61	5.0	..	..	78.4	..	..	..	..	..	..	..	47	..
144	Nepal	24	9.2	119	14.9	51.8	..	..	..	98	47	93	32	55	17
145	Madagascar	21	9.2	57	16.4	28.6	..	..	..	142	49	149	65	53	12
146	Bangladesh	26	7.4	115	14.2	50.0	82.9	12.9	4.2	121	72	114	68	55	16
147	Kenya	51	6.1	237	17.9	54.0	..	..	..	149	91	127	63	48	10
148	Papua New Guinea	111	7.3	..	..	58.9	..	..	..	..	..	..	..	57	6
151	Tanzania (United Republic of)	27	13.3	..	..	31.0	98.4	0.7	0.9	137	93	160	76	45	18
152	Ghana	36	6.8	300	..	45.6	..	..	..	128	88	125	85	50	12
156	Lesotho	88	7.8	663	29.8	64.0	..	..	..	114	82	161	82	41	9
157	Uganda	39	10.0	110	18.3	50.8	93.5	1.6	4.8	172	108	164	91	44	15
158	Nigeria	15	3.5	..	..	38.9	..	..	..	257	79	269	107	42	12

160	Malawi	51	18.0	90	..	48.4	94.8	4.7	0.5	183	111	181	86	44	16
162	Timor-Leste	150	16.4	..	..	72.2	..	..	..	..	..	..	..	55	9
164	Zambia	29	10.8	55	14.8	57.5	..	..	..	192	92	198	121	40	10
167	Rwanda	134	27.3	109	19.0	53.9	..	..	..	211	122	210	95	44	11
169	Liberia	25	16.4	..	..	43.9	..	..	..	138	117	151	119	49	15
171	Ethiopia	13	10.6	130	23.3	53.9	..	..	..	130	92	139	54	51	7
172	Mozambique	39	12.6	156	21.0	46.2	..	..	..	196	108	201	86	42	12
177	Burkina Faso	50	15.8	328	15.4	35.1	..	..	..	206	144	198	108	43	18
178	Mali	34	12.2	183	16.8	39.6	..	..	..	233	124	223	102	43	11
180	Sierra Leone	20	7.8	..	..	28.7	..	..	..	..	..	279	164	37	22
182	Niger	14	10.6	178	17.6	37.4	..	..	..	206	157	222	92	45	11

## Annex 3: Sector Analysis

Key components	Sector blockages	I S	I W	Options	S	M	L	
1. Institutional and policy reforms.	1.1 Lack of regulatory structure			1.1.1 Establish lightweight regulatory authority. 1.1.2 Design terms of reference, scope of work, including a business and organisational development plan.	X			
	1.2 Imbalance between sanitation, water and hygiene especially regarding planning and budgeting			1.2.1 Set-up the inter-ministerial committee laid down in the National Sanitation Policy and Strategy 2008 (PSNA) comprising government and technical and financial partner representation.	X			
				1.2.1 Design a national Sanitation Action Plan including 3 components: human, solid and liquid waste. 1.3 Advocate for a dedicated sanitation budget in the national budget and the annual finance act.		X	X	
	1.3 Lack of capacity at Commune level to assume delegated responsibility for service provision.				1.3.1 Establish a national commission for delegated service provision.	X		
					1.3.2 Establish a pool of competence, dissemination and harmonisation of the tools required to support the adoption of delegated service provision in all sector projects and programmes.		X	X
					1.3.3 Support the improvement in local taxation and financing.		X	X
1.3.4 Strengthen specific interventions in existence such as the Local Development Fund.						X	X	
1.3.5 Develop and demonstrate different models of delegated service delivery.						X	X	
1.4 Clarify roles and responsibilities of all stakeholders among which the State whose current activities extend to all domains of policy, regulation, research, planning and implementation and financing.				1.4.1 Finalise and approve the sector charter of sector roles and responsibilities.	X			
				1.4.2 Update sector strategy, including clear definition of modus operandi, at central and decentralised levels.		X	X	
1.5 Lack of clear framework governing investments and operations in urban contexts.				1.5.1 Support the processes of reform of the JIRAMA 1.5.2 Promote the need for and design of a national urban water and sanitation policy and strategy.  (JIRAMA post-2011 not even being discussed?)		X	X	
1.6 Right to water and sanitation not realised.				1.6.1 Develop civil society capacity, especially among the most marginalised groups of people, to generate effective representation and voice.	X	X	X	
				1.6.2 Encourage duty bearers to recognise rights, listen to and take into account the most excluded people.	X	X	X	
				1.6.3 Influence and support direct WASH service delivery in partnership				
2. Sector coordination:	2.1 Slow implementation of national decentralisation policy in terms of planning, budgeting and monitoring.			2.1.1 Support induction of new government staff using WB and AfDB programme funding.		X	X	
				2.1.2 Build capacity of regional and inter-regional sector directorates.			X	
				2.1.3 Support Budgeting and Planning by Objectives in 22 regions		X	X	
				2.1.4 Support sector wide monitoring and reporting by 22		X	X	

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Key components	Sector blockages	I S	I W	Options	S	M	L
				regions 2.1.5 Implement the revised sector modus operandi.			
	2.2 Sector review not held in 2009 due to political crisis and 2006 Public Expenditure Review (PER) not updated			2.2.1 Reinstate sector review as of March 2010 2.2.2 Propose a lighter touch PER avec strong governmental involvement	X	X	
	2.3 Lack of national poverty reduction framework and economic development plan.			2.3.1 Advocate for a new national poverty reduction strategy / plan. 2.3.2 Update the National Programme for Drinking Water and Sanitation in line with revised policies and strategies. Is this ref. demise of the MAP with last government?		X	X
	2.4 Insufficient collaboration with other sectors.			2.4.1 Strengthen partnerships and alliances with other sectors notably health, education, finances, agriculture, home territories and decentralisation. 2.4.2 Initiate dialogue and make evident interdependencies with other sectors and WASH.	X	X	X
3. Sector financing	3.1 Insufficient funding, estimated that needs to be multiplied by 2.4 to achieve MDGs, and total block on or slow disbursement of new funds.			3.1.1 Devise a sector strategy for increased financing to the sector 3.1.2 Establish a team with primary responsibility for sector financing (and donor liaison?) within the Ministry for Water. 3.1.3 Facilitate the development of a coordination unit and donors round tables. 3.1.4 Strengthen the National Country Coordinating Mechanism of the Global Sanitation Fund		X	
	3.2 The portion of budget allocated to sanitation is insignificant			3.2.1 Lobby government in alliance with a donor advisory group to establish separate budget line for sanitation			X
	3.3 Insufficient knowledge, of extent and nature, of non-programme funding			3.3.1 Conduct an in-depth inventory of funding, which could be included in an update of the public expenditure review.			X
	3.4 Limited public capacity to absorb and poor sector performance			3.4.1 Implement revised modus operandi - 3.4.2 revised tendering and procurement procedures and promotion of good governance practices 3.4.3 Advocating for change in or greater attention to donor pre-disbursement conditionalities?)		X	X
	3.5 Weak sector programme budgeting and financial management capacity by the Ministry for Water - corruption in markets /heavy procedures?			3.5.1 Continue strengthening capacity in sector budgeting (de type PGDI - what does this mean?)		X	
	3.6 lack of internal resources and matching funds.			3.6.1 Support efforts to lobby the Ministry of Finance for increased sector allocation (Dina's reference to 20:20 social sectors - health, education and WASH - do you have any		X	

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Key components	Sector blockages	I S	I W	Options	S	M	L
				references we can look at?)			
4. Institutional capacity and political will:	4.1 Unfavourable business environment in the sector			4.1.1 Finalisation and implementation of the private sector development strategy		X	
	4.2 Sector MIS dysfunctional			4.2.1 Effective implementation of the Centre for Human and Technical Resources	X		
				4.2.2 Develop a strategy for strengthening WASH trades and professional education and continuing		X	
	4.3 Ineffective mechanisms for ensuring local participation			4.3.1 Strengthen civil society associations at the local and national level.		X	X
	4.4 Certain instruments and structures foreseen in the Water Code non-operational.			4.4.1 Review the institutional and policy framework governing IWRM at all levels.		X	
				4.4.2 Establish a national fund for water resource management.			X
4.5 Unstructured and ineffective civil society			4.5.1 Establish and strengthen civil society representation in the sector		X	X	
4.6 Insufficient knowledge sharing, consultation and innovation			4.6.1 Strengthen networks and opportunities for exchange of ideas and experiences.	X	X	X	
			4.6.2 Conduct thematic and participatory research activities.	X	X	X	
			4.6.3 Publish, share and disseminate evidence of need, opportunities for change and practices leading to positive impacts.	X	X	X	
5. Accountability and performance monitoring:	5.1 Limited sector capacity in information management: people, processes and technologies.		5.1.1 Support central and decentralised government services to improve information quality and accessibility 5.1.2 Use the Diorano-WASH network to improve information flows. 5.1.3 Continue to develop the Ministry's web site to support information sharing and sector monitoring..		X		
					X	X	
	5.2 Lack of harmonisation between national and international sector data.			5.2.1 Continue to collaborate with INSTAT, Ministries for Water, and Health, JMP OMS-UNICEF etc..	X	X	

## Annex 4: WaterAid partners

Our existing partners are presented summarily as follows:

- **Analamanga regional government:** This regional government office is one of the 22 decentralised authorities of the national government in accordance with the current territorial delimitation. WaterAid established a partnership with the Region of Analamanga with regard to the DfID Governance and Transparency Fund project. In the meantime the government's team changed and the relationship had to be re-established and subsequently formalised by way of a Partnership Agreement dated 10th September 2009 describing the roles and responsibilities of each party and the project objectives and commitments until 30th September 2013. The Analamanga regional government is responsible for infrastructure provision and service delivery, transparency and good governance within its electoral territory. We will be working up to 12 CBOs within Analamanga Region in a kind of partnership new for us that promises to be rich in learning and liable to require adaptation of our usual practices.
- **CARITAS:** a faith-based Malagasy member of the international confederation of 162 Catholic relief, development and social service organisations. The WASH team has significant competences in construction of gravity fed water systems employing competent technicians and engineers with necessary experience and skills; working in partnership with us since 1999. Since 2007, CARITAS has worked in the Rural Commune of Tsaraotana where it will continue to operate as a contributor to the rural sub-programme objectives. During 2009 they have become a member of the USAID funded consortium significantly increasing their WASH funding and activities likely to impact on partner staff and cost sharing in budgets. Local authorities have particularly praised the perseverance shown by CARITAS who have faced an unusually high degree of difficulty with local inhabitants concerning their contribution. This 'mal entente' has obliged CARITAS to revise their planning with local people and authorities to include a greater degree of flexibility in the construction schedule.
- **Centre National de l'Eau et du Génie Rural (CNEAGR):** CNEAGR's primary mission is to educate adults in WASH and rural engineering disciplines. They undertake consultancy, research and have a training centre for hydrology, hydraulics, hydro-geology and enterprise working in rural engineering, water and sanitation. The body of expertise among teachers, associated consultants and student body represents significant human capital. CNEAGR contribute to the design and construction of infrastructure and WASH services providing services whilst creating opportunities for young professionals, close to the end of their further education to gain practical engineering and social science field experience. To complement their strategic focus we need to refocus project interventions in communities closest to Antananarivo to facilitate student participation and maximise capacity building opportunities. An extension of project interventions is envisaged in neighbouring Commune Ampitatafika due to mayor's motivation and preparatory studies undertaken in 2009. The
- **Engineering Consulting Associates (ECA):** ECA can be characterised by their openness to learning and readiness to innovate, value and share experiences in research action. ECA began as a private sector enterprise comprising consultancy and WASH infrastructure provision and have since gained NGO status. Strong in managing relations with local authorities and a diversity of stakeholders they have a strong team with social and technical competencies. ECA began working with us in 2005 when they undertook the scoping study

to inform the design of the 2005-10 strategy and began service provision projects in Dabolava in 2005-06. ECA's capacity in social and technical feasibility assessment, research into innovative ways of working are well recognised in their intervention areas, especially this passed year in working with WSUP. They will continue to install services in the rural commune of Miandrivazo where they have established a strong presence during the passed 4 years. They are pioneering work in sanitation and capacity building with the local authorities in the Urban Commune of Mahabo, since 2006. Their team worked with ERGC to undertake our E&I study. Their ambitions for growth and willingness is being accompanied by investments in OD activities to ensure they are sufficiently well equipped to take on additional contracts with us and other donors.

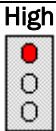
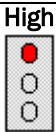
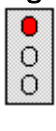
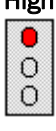
-  **Etudes et Réalisations du Génie Civil (ERGC):** ERGC, were engaged as a research partner in 2009 based on several years of collaboration on LMDGI mapping processes. They now comprise 10 strong staff and have been carrying out strategic planning in order to strengthen and formalise hitherto informal working practices. ERGC welcome and tackle new initiatives with aplomb. Given the mandate to undertake the equity and inclusion study in partnership with ECA the results are proving ERGC capacity to undertake a broader range of social research beyond the LMDGI/GIS/mapping work they have already established their reputation in.
-  **Frères de Saint Gabriel (FSG):** A faith based national NGOs with linkages to a brotherhood in India; FSG's association status was established in partnership with WaterAid in 2000 in response to post-cyclone outbreak of cholera. FSG are innovative and open minded in their search for options that are more accessible to people living in poverty; for new financing and credit facilities; and for acting as a force for collaboration and sharing in the sector. Specialised in literacy and community based development as well as strong action research and marketing approaches they have an experienced team based on the east coast. FSG have secured a diverse financial support base including ICCO, European Union, Rotary and UNICEF. FSG will enrich our work with their extensive sanitation marketing experience and strong engagement in sector networks and livelihood interventions in both urban and rural settlements. FSG are active in the regional and national knowledge sharing and campaigning initiatives with Diorano-WASH among others. The FSG team evolved in 2009 to include 3 new senior managers and subsequent to external support have revised their structure and are elaborating a new strategy based on the emerging recommendations. FSG supported the establishment of a small scale entrepreneur, SANITEC, who provide cost effective boreholes drilling services and are building the local capacity to produce ceramic sanitation products.
-  **Mahavita:** private sector service providers who were contracted by us in 2007-08 and became a direct partner during 2008-09. A young enterprise with a dynamic team of engineers, technicians, administrators and social workers whose outputs to date are evidence of their ability to innovate and produce high quality services. Their successful delivery of rural WS & H infrastructure and previous experience bode well for the development of our partnership in the rural programme. Mahavita has ambition for growth, desire to create employment opportunities in the sector, diversify their funding portfolio and expand their team in terms of HR capacities and geographic reach.
-  **Manorintsoa:** Manorintsoa is an association working specifically in the WASH sector and in partnership with WaterAid since 2008 with a polyvalent team. Their richness of experience and capacity to engage communities in water systems supply is a welcome addition to the programme's service delivery work. They have demonstrated an capacity for

communications work especially in hygiene promotion with young people.. Their ambition for growth and prior knowledge of other regions of Madagascar as well as efforts to expand their funding portfolio are evident. Manorintsoa was the first partner to adopt an inclusive approach to serving all the inhabitants of a watershed rather than being bound by administrative territorial limits.

- **Miarintsoa (AMI):** A well-recognised association that has established a reputation for its capacities in WASH service delivery and hygiene education. Dynamic local teams and national leadership ensure strong social mobilisation and engagement of all stakeholders in the local authorities. AMI has worked in partnership with WaterAid, in the Rural Commune of Soavina, since 2005 and will extend their project interventions in the Rural Commune of Ambohimambola. AMI are pioneers in the adoption of CLTS with adaptations and coaching working alongside the villagers, professionals in other sectors and local authorities. Their innovative and wide ranging approaches and demonstrable impact means they have established a good reputation, for themselves and WaterAid, in the District of Betafo and the region of Vakinankaratra. Their particular value added is evident in creative awareness raising activities and events; engendering a high degree of dynamism in the Diaorano-WASH committees; supporting authorities and institutions; protecting the natural environment by instigating local groups to ensure WRM is realised. Their work and knowledge sharing initiatives are influencing others. Their strategic ambitions are to grow their team in size and secure their financial viability. Their success in working with UNICEF means they have the potential for significant income from them in 2010. AMI will be recruiting new team members and are happy to expand their interventions areas to all, bar 2, regions of Madagascar. Our WSUP EU proposal led them to register on PADOR and, if successful, would enable them to contribute to peri-urban work in Antananarivo for the first time with us.
- **Mihaingo:** Mihaingo is a private sector enterprise with several years' experience in research and construction of water supply systems and latrines. They are expecting to revise their status to register as an NGO. Mihaingo has been a direct partner of WaterAid's since 2008. The quality of outputs, produced in remote and difficult contexts, by this partner are evident. The potential for extending their project interventions will focus on neighbouring communes in Ambohibary. They continue to improve their organisational and quality assurance processes and will be supported to review their ICTs needs and costs. The evident technical quality of this partner's work is highly appreciated, as is their timely delivery.
- **SAF/FJKM:** a faith based association with large multi-disciplinary teams working in food security, drinking water and sanitation, health and education and environment. SAF/FJKM has been a partner since 2000 working in rural communities with a presence in most regions of Madagascar. The WASH team and programme of work is given high strategic priority and is likely to develop in innovative ways in the wake of the current organisational review. The team of engineers are specialists in gravity fed systems, wells, and increasingly WRM. They have the highest infrastructure output of all our partners. The uptake of CLTS has benefited from SAF's engagement with us and UNICEF as a pioneer in testing the approaches and training others in the principles and practice. SAF/FJKM brings strengths in WRM and water quality protection as well as a high level of competency in rooted advocacy. The restructuring and on-going push to decentralise their team will impact on our own activities as will their on-going developments with other donors.

- **Water and Sanitation for the Urban Poor (WSUP):** this international coalition of private, academic and NGO actors focuses on urban and peri-urban interventions in the capital of Madagascar. National partners are CARE, WWF, WaterAid & JIRAMA. This partnership provides learning and opportunities to work in new contexts and new ways. During 2009 we have been developing or understanding of social marketing in hygiene and sanitation promotion approaches and planning for its application in all future intervention areas. Significant expansion of this partnership and programme work continues to provide opportunities and place demands on the CP capacities to manage contracted funding and pushed us to extend the budgetary envelope in order to b continue to be a key partner.
- **Diorano – WASH:** a network of community based, regional and national committees linked to the Water Supply and Sanitation Collaborative Council (WSSCC) internationally. With a membership thousands of individuals from several sectors and diverse walks of life this network comprises an increasingly decentralised web of formal and informal relations, events, and campaigns with a strong brand presence. Established in 2002 to support individuals and organisations in the private, public, NGO and civil society arenas with interest in WASH, its strongest focus is on the promotion of improved hygiene behaviours. Activities focus on 6 strategic axes: sector co-ordination and monitoring; capacity building; partnership; advocacy and resource mobilisation; behaviour change; and action research.
- **Ministry of Water:** the recently established ministerial team in charge of water and sanitation is the government’s decision and policymaking body for water and sanitation. The move towards a decentralised structure has begun by recruitment of professionals to operate in 12 of the 22 regions nationwide. The ministry has responsibility for sector coordination, designed and promoting policies, strategies and national programmes. Subsequent to the political changes in 2009 the ministerial team changed and is likely to do so in the future.
- **Le Noyau Technique:** this core technical group brings together the technical staff of WaterAid Madagascar and our direct partners. At the national level its primary responsibility is to support compliance with the established infrastructure and water quality standards of all of our service delivery interventions. This professional community of practice promotes knowledge sharing and innovation through training, action research and peer review activities from inception to handover of service delivery interventions. We are now extending this approach to strengthen capacity building at the regional level by encouraging regional NTs to engage with local artisans, technicians and professional to support knowledge generating initiatives.
- **Le Noyau Finance:** this core finance group brings together the finance staff of WaterAid Madagascar and our direct partners. Nationally this peer group supports compliance with our financial management policies and good practice. This group is a forum for knowledge sharing, peer support and capacity building; it contributes to QA through training and peer review processes, especially in the (partner) project approval process.
- **Scouts:** the Scouting Federation of Madagascar has 5 movements reaching out to over 40 000 members from all walks of life. Their ethics, dynamism and drive make them an influential group in Malagasy society. Our pilot project worked in 2 locations to raise awareness and promote improved hygiene in 2009. We plan to build on this experience and the learning generated to make more of this potentially influential partner.





## Annex 5: Risk Register 30 June 2010

Ref	Risk	Controls	Like-likelihood	Impact	Action/date	Progress made during 2009/10	Owner	Rank
1	<b>Water quality and security</b> Claims of negligence. Changing climate, rainfall patterns, geological and ground conditions adversely affect the viability and sustainability of water points. Lack of hydro-geological mapping lead to inappropriate positioning of water points. Inappropriate sanitation technologies and practices affect ground and surface water quality. Water quality testing consumables unavailable. Detrimental elements undetected by Wag Pota Kits.	<ul style="list-style-type: none"> <li>WAM Water Quality Policy and good practices include routine application of principles in technical assessments, project design, implementation and monitoring.</li> <li>Water resources management integral to partner projects and budgets</li> <li>Noyaux Technique awareness raising and capacity building.</li> <li>Specialist laboratory services engaged as need arises.</li> </ul>	M	H	<ul style="list-style-type: none"> <li>WRM guidelines promoted among; test kits, M &amp; E tools used by direct partners</li> <li>Capacity building at community level in WRM and water quality preservation.</li> <li>Develop alliance with UNDP and WASH to improve WR mapping and management.</li> <li>WA contracts specialist services as required.</li> </ul>	<ul style="list-style-type: none"> <li>WQ policy &amp; guidelines adopted, partners trained &amp; data collection improved.</li> <li>WAG PotaTest kit &amp; consumables renewed yearly.</li> <li>WRM DVD produced &amp; being implemented in all infrastructure projects.</li> </ul>	SPP	High 
2	<b>Management of growth</b> Leadership/team staff not coping with pace. People not understanding or well integrated. Ineffective prioritisation. Ineffective management of change. Internal communication difficulties. Quality suffers. Systems not coping. IT connectivity inadequate, acts as barrier to good governance and organisational development.	<ul style="list-style-type: none"> <li>Planning and reporting processes</li> <li>Regular team, all staff, SMT and RMT meetings</li> <li>Systems review underway: IT investments and UK support planned</li> <li>Development activities: incl. improved performance management &amp; leadership programme</li> <li>SUN/GAS checks</li> <li>Global staff survey</li> <li>PM&amp;E and QA responsibilities assigned to managers.</li> </ul>	M	H	<ul style="list-style-type: none"> <li>Strategic alignment and budgets to invest in people, systems and procedures</li> <li>IT infrastructure investment and skills developed</li> <li>Team, All Staff and SMT meetings and open culture support good communications</li> <li>PM &amp; E processes and practices improved.</li> </ul>	<ul style="list-style-type: none"> <li>July new strategy finalised</li> <li>New Performance Management system adopted May '10.</li> <li>ICT maintenance &amp; investments continue: VSAT. Team &amp; joint planning strengthened</li> <li>New project start-up processes introduced</li> <li>GAS/SUN operational</li> <li>PM&amp;E training, review</li> </ul>	SMT	High 
3	<b>WaterAid's reputation</b> Media / public scandal arising from other risk, including activities of key stakeholders that are contrary to WaterAid's position through non-delivery. Over association or political appropriation of partner/WaterAid's work.	<ul style="list-style-type: none"> <li>Ethical, Child Protection, Fraud and Negligence policies known and applied</li> <li>Media team coordinate all press work</li> <li>CR notified of potential threats and reactive press positions developed</li> </ul>	H	H	<ul style="list-style-type: none"> <li>Communications Officer continues to work with media professionals in supervised way. SMT kept abreast and mutual support</li> </ul>	<ul style="list-style-type: none"> <li>Better application of graphic standards</li> <li>Partner visits and checklists</li> <li>External audit with all partners and WaterAid</li> <li>On-going information sharing with HoR</li> </ul>	SAR/CR	High 
4	<b>Demonstrate progress and account for work</b> Failure to effectively demonstrate progress leading to damage to reputation. Unable to account and report to major donors appropriately leading to financial repayment /damage to reputation Lack of rigour in data and information quality assurance.	<ul style="list-style-type: none"> <li>Annual reporting plan</li> <li>Monitoring and evaluation processes</li> <li>Improved data triangulation &amp; reported processes</li> <li>Project reporting deadlines with contracted/restricted funds managed by CM, PM supported by PFU focal point</li> <li>Openness to learning by all team members to increase clarity on individuals' and shared responsibilities</li> </ul>	M	H	<ul style="list-style-type: none"> <li>Improved monitoring and evaluation processes; staff and partner practices strengthened.</li> <li>PM &amp; E tools and processes refined to reflect donor requirements.</li> <li>Contracted funding procedures and shared responsibilities improved</li> <li>GAS/SUN financial management and reporting</li> </ul>	<ul style="list-style-type: none"> <li>PM &amp; E system updated, staff capacity increased &amp; partners trained, review; coherent with global systems and JMP, LMDGI integrated</li> <li>PFU relations strengthened with new staff - Funding Committee requirements widely known and met CP.</li> <li>Contract management practices being developed &amp; continuously supervised by SMT</li> </ul>	CR/P & ME Officer /SFAM	High 

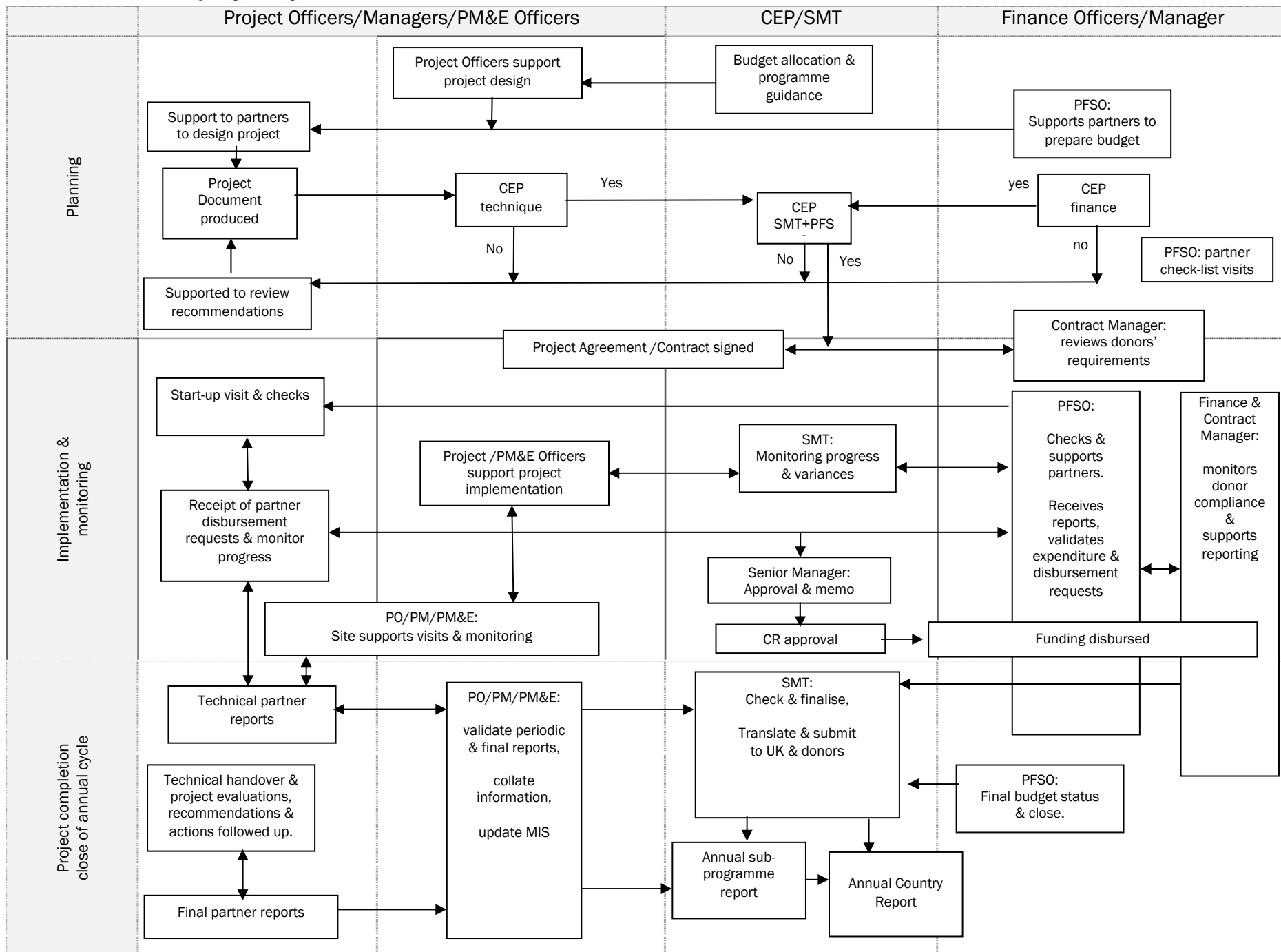
## Annex 5: Risk Register 30 June 2010

Ref	Risk	Controls	Like-likelihood	Impact	Action/date	Progress made during 2009/10	Owner	Rank
5	<b>Health &amp; Safety: staff and premises and partners</b> Lack of H&S awareness, respect of procedures and training could lead to accidents. Accidents, theft, poor working environment affecting safety of staff, partners or members of public.	<ul style="list-style-type: none"> <li>• Renew H &amp; S guidelines &amp; training</li> <li>• Crisis response policy</li> <li>• Regular communications in and out of office</li> <li>• Checklists and M&amp; E tools</li> <li>• Insurance coverage</li> <li>• H &amp; S equipment supplied to partners and staff</li> <li>• 24/7 guards</li> </ul>	M	M	<ul style="list-style-type: none"> <li>• Health and safety guidelines disseminated to staff &amp; partners</li> <li>• Focus on H &amp; S during site visits to improve compliance</li> <li>• Renew 1<sup>st</sup> aid and fire training and drills</li> <li>• Update policies in line with new global guidelines</li> <li>• Insurances renewed</li> </ul>	<ul style="list-style-type: none"> <li>• Mobile phones provided</li> <li>• H &amp; S equipment provided &amp; budgeted in projects</li> <li>• Fire escape ladder built &amp; tested; alarm &amp; emergency lighting installed in office</li> <li>• Regular communications with SMT and staff on security issues arising.</li> <li>• Insurances renewed</li> </ul>	SFA /SPP	<b>Med</b> 
6	<b>Financial integrity</b> Misappropriation of financial resources, negligence, and damage to reputation of WaterAid.	<ul style="list-style-type: none"> <li>• Risk based Internal Audit programme</li> <li>• Monthly management accounts</li> <li>• External Audits</li> <li>• WAM and overseas accounts manuals</li> <li>• Partner monitoring finance officer &amp; regular checks</li> <li>• CRs monthly VT and FMS checklists</li> <li>• Fraud, Negligence and Whistle-blowing policies known &amp; respected</li> <li>• MPB plans and budgets</li> <li>• Financial analysis and CEP</li> </ul>	M	H	<ul style="list-style-type: none"> <li>• WAM procedures update in line with revised OAM</li> <li>• Internal and external audits</li> <li>• Promote awareness and use Fraud and Negligence policies</li> <li>• Improve GAS/SUN use of reports and checklists</li> <li>• Continue supervised delegation of financial authority</li> <li>• Improve budgeting &amp; financial monitoring by budget holders and SMT</li> <li>• Noyau Finance continue peer review, support and training</li> </ul>	<ul style="list-style-type: none"> <li>• Delegated authority limits, and budget holders updated by CR</li> <li>• New procurement procedures &amp; tools adopted</li> <li>• Fraud &amp; Negligence policies known and deployed by staff</li> <li>• On-going improvements in procedures aligned with GAS/ SUN</li> </ul>	SMT /SFA	<b>High</b> 
7	<b>Income levels</b> Unable to secure contracted funding as budgeted jeopardises planned programme of activities	<ul style="list-style-type: none"> <li>• Continuing capacity building in securing contracted funds among staff and partners</li> <li>• Support of PFU &amp; SART to prioritise Madagascar whenever possible</li> <li>• Safeguard reputation with donors in quality delivery and reporting</li> </ul>	H	H	<ul style="list-style-type: none"> <li>• On-going development of new proposals &amp; remain open to opportunities</li> <li>• PFU and UK Directors prioritise Madagascar</li> <li>• Regular and prompt information flows on situation, needs and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• New proposals submitted to WSUP-USAID &amp; BMGF, GOAC Guernsey, USAID, Stones, WSSCC, WHO, Mrs Aston, Tony Welsh renewed support.</li> <li>• Working relations with PFU continue to share responsibilities &amp; effective ways of working</li> </ul>	SMT	<b>High</b> 
8	<b>Recruitment and retention of staff</b> Loss of key staff leads to lack of consistency and institutional memory. Inappropriate recruitment. Loss of staff morale.	<ul style="list-style-type: none"> <li>• The WAM HR policies exist, being reviewed</li> <li>• The recruitment process is aligned with good practice</li> <li>• Annual appraisals for all staff annually</li> <li>• Continuing Professional Development plans are in place for all staff</li> <li>• Inductions and CPD plans achieved</li> </ul>	L	M	<ul style="list-style-type: none"> <li>• WAM Staff Handbook review to be finalised</li> <li>• Salaries adjusted for inflation and performance</li> <li>• Salary review with LINGO</li> <li>• Staff appraisal and regular supervision practices reviewed.</li> <li>• CPD plans reviewed and prioritised by SMT</li> <li>• MDP &amp; leadership training</li> </ul>	<ul style="list-style-type: none"> <li>• HR support from UK; HR capacity being developed &amp; team structure reviewed</li> <li>• Development opportunities realised</li> <li>• New performance management system adopted &amp; training done</li> </ul>	SFAM	<b>Med</b> 
9	<b>Computer systems integrity and</b>	<ul style="list-style-type: none"> <li>• Onsite monthly backups of network</li> </ul>	H	M	<ul style="list-style-type: none"> <li>• Ongoing investment in system</li> </ul>	<ul style="list-style-type: none"> <li>• ICT investments continued; UK IT</li> </ul>	SFAM	<b>High</b> 

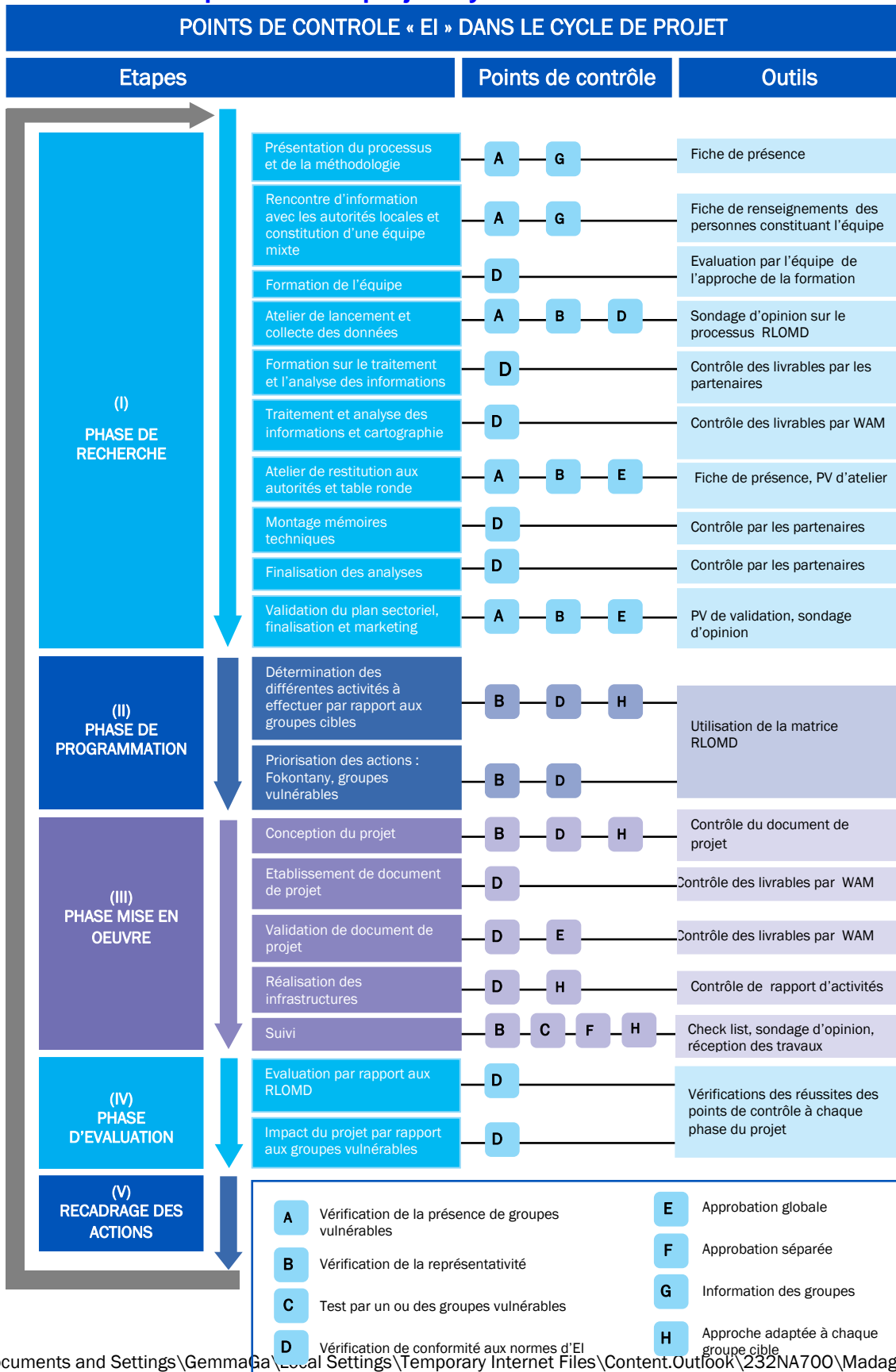
## Annex 5: Risk Register 30 June 2010

Ref	Risk	Controls	Like-likelihood	Imp-act	Action/date	Progress made during 2009/10	Owner	Rank
	<b>security</b> Computer systems not maintained or developed leading to loss of valuable/sensitive data, staff frustration and inefficiency. Down time at high levels due to poor infrastructure and power cuts. Virus & poor connectivity service.	<ul style="list-style-type: none"> <li>Weekly off-site backups:</li> <li>Regular anti virus updates as per UK standards</li> <li>Separate PC for virus checking &amp; staff reminders</li> <li>Global connectivity project</li> </ul>			security and up to date hardware to ensure a high level of system integrity <ul style="list-style-type: none"> <li>Premises guarded 24/7</li> <li>Security measures on new server and use of shared filing improved</li> <li>Continue to tackle connectivity problems</li> </ul>	visit and server improvements <ul style="list-style-type: none"> <li>New premises in secure compound &amp; guarded 24/7</li> <li>Back-ups &amp; shared filing continued</li> <li>Staff behaviour to manage virus risk continues to improve; PC in place</li> </ul>		
10	<b>Natural hazards impact on lives, partners &amp; projects</b> Project outputs destroyed, progress hampered, partners efforts refocused on emergency interventions, WaterAid not able to contribute	<ul style="list-style-type: none"> <li>Apply appropriate technologies in hazard prone areas.</li> <li>Training and actions with partners in preparedness</li> <li>Take into account impacts in monitoring &amp; reporting</li> </ul>	H	H	<ul style="list-style-type: none"> <li>Access contingency funds to support post-disaster interventions as possible</li> <li>DPRR developments planned in country strategy</li> <li>Develop community based risk reduction plans.</li> </ul>	<ul style="list-style-type: none"> <li>DPRR connections beginning with Diorano-WASH &amp; WASH Cluster</li> </ul>	SPP /SAR	<b>High</b> 
11	<b>Partnerships unable to deliver or adapt as planned</b> Partners unavailable or unwilling to relocate projects, take on board innovations in project delivery processes or new global systems, ways of working. Limited opportunities to develop funding sources. Inadequate HR or OD.	<ul style="list-style-type: none"> <li>Continued dialogue through regular partner meetings</li> <li>WAM open to 'no' and alternative options</li> <li>Capacity building activities funded</li> <li>Investment in OD with partners</li> </ul>	M	M	<ul style="list-style-type: none"> <li>Design &amp; undertake partnership review</li> <li>Promote open, honest &amp; transparent practices, especially decision making; use 360 feedback, regular programme reviews, project teams,</li> <li>Budget allocation &amp; principle such as capital &amp; overheads</li> <li>Improve financial analysis to identify &amp; address weaknesses.</li> </ul>	<ul style="list-style-type: none"> <li>Planning, budgeting and monitoring undertaken in iterative participatory process aiming to align aspirations with budget envelope.</li> <li>CEPs, start-up workshops, site visits, programme reviews, Noyau Technique &amp; Noyau Finance</li> <li>PM&amp; E system updated</li> <li>Overhead study</li> <li>New coding applied</li> </ul>	SPP /SAR /SFA	<b>Med</b> 
12	<b>Political change and institutional instability;</b> obligatory change in status or ways of working with financial implications; investments in government organisations wasted, political capital, influence lost; extreme instability impacts on operational efficiency and threaten staff security; impacts on banking and donor institutions.	<ul style="list-style-type: none"> <li>Regular maintenance and renewal of Government relations</li> <li>Linkages with other actors &amp; sectors, media</li> <li>Keep UK informed of changes</li> <li>Remain alert and respond accordingly to crisis (see policy doc)</li> <li>Good teamwork and prudence</li> </ul>	H	M	<ul style="list-style-type: none"> <li>Continue dialogue and sector presence</li> <li>Renew Accord de Siege</li> <li>Open communications within team and external networks</li> <li>Engage with local authorities</li> </ul>	<ul style="list-style-type: none"> <li>Relations with new Ministry team maintained</li> <li>Risks managed through team working, communication, responsiveness &amp; prudence</li> </ul>	SMT	<b>High</b> 

Annex 6: PM & E project cycle



**Annex 7: E & I checkpoints in the project cycle**



## Annex 8: 2010-2015 Country Strategy Development Process

### Introduction

The WaterAid in Madagascar Country Strategy underwent a major mid-term review and realignment process during 2007-08. This process included several stakeholder consultations, discreet pieces of research and an external evaluation. On-going, in-depth engagement in the global strategy development process, monitoring of international thematic debate and PM & E developments resulted in a high degree of coherence between Madagascar's revised strategic objectives and the new global aims. Further to the RMT and IM discussions the Country Programme SMT discussed the Country Strategy realignment process guidelines and designed a review process to build on efforts to date, to ensure realignment with the Global Strategy.

### Alignment Process Steps:

Following SMT discussions, as per **step 1** of the Country Strategy realignment Guidelines, the following process was designed and undertaken lead by the Madagascar Senior Management Team.

#### **Step 2: situational analysis and sector review**

Given the significant change in Madagascar's political environment since the mid-term review this step has significance and as such was be carried out with internal and external stakeholders. We drew on secondary published resources and grey literature such as recent reports produced by the Economist Intelligence Unit, the UN DPRR team's situational analysis, World Bank and UNICEF. Invitations to contribute to several peer review meetings, email exchanges and validation discussions (notably with the World Bank, UNICEF and the Ministry for Water) gave us the opportunity to listen and learn from the latest thinking, as well as contribute. A key input is the sector coordination meeting planned to take place on the 3<sup>rd</sup> August. The consultation, review and shared analysis enabled us to assess the changes in our operational environment summarised in Appendix.

#### **Step 3 & 4: SWOT and stakeholder analysis**

The contextual changes made it crucial for us to identify the threats and opportunities in our national and international operational environments. Country programme functional teams and programmatic reviews with our partners undertook separate SWOT exercises to explore divergent realities and views before drawing them together. Our analysis of stakeholders in the sector and in the broader development sphere served to identify a few new partnerships and alliances that we need to build to increase our impact and sphere of influence at local, national and international levels. A country programme workshop took place on the 3<sup>rd</sup> September.

#### **Step 5 & 6: reviewing aims, objectives and indicators.**

Given the significant coherence between the global and country strategies, this process will consist of realigning our strategic objectives to reflect recommendations emerging from the above processes, discreet pieces of research work (E&I and RBA) and parallel global developments (Core PM&E Group debates and system developments, global strategies coming online etc..). Discussions about objectives and indicators of success have been iterative in many ways, among national level stakeholders, with a preliminary review by UK colleagues in CEO, PSU and TSU teams, with partners and most frequently with SMT during MOPB processes and dedicated meetings.

#### **Step 7: drafting, parallel processes and peer review**

The redrafting process and progress monitoring was supported by several key events and processes. Notably, RMT discussions, international consultations and developments related to the E & I framework at RMT and in Ethiopia; and, the urban framework UK workshop; finalization of the international strategy on people management and P M & E. This represents an investment of country programme human resources to engage in the various strands of dialogue and timely delivery of the final outputs from the various processes. Additional SMT discussions will be supported by inputs on specific aspects such as financial analysis of passed performance and modelling of future growth.

The final draft document will be shared nationally with key sector experts, the CP team and internationally to gain inputs from those with specialist expertise to offer.

**Annex 9: Abbreviations**

ACORDS	Appui aux Communes et Organisations Rurales pour le Développement du Sud
ADF	African Development Fund
AES	Adduction d'Eau au Sud
AfDB	African Development Bank
AMCOW	African Ministers Council on Water
ANDEA	Autorité Nationale de l'Eau et de l'Assainissement - National Authority for Water and Sanitation
AU	African Union
BDEA	Base de Données du secteur Eau et Assainissement – WatSan DataBase
BPOR/BPOD	Budgetisation et Programmation par Objectifs Régional /District
CLTS	Community Led Total Sanitation
CP	Country Programme
CRS	Catholic Relief Services
CSB	Centre de Sante de Base (community health centre)
Diorano-WASH	Water, Sanitation and Hygiene network
EIB	European Investment Bank
EPPA	Evaluation des Performances des Partenaires
ERGC	Etude et Réalisation du Génie Civil
EU	European Union
FID	Fonds d'Intervention pour le Développement
FIFTAMA	The 17 peri-urban communes of Antananarivo
FNRE	le Fonds National des Ressources en Eau
GAS	Global Accounting System
GSF - CCM	Global Sanitation Fund – Country Coordinating Mechanism
HR	Human Resource
HRTC	Human Resource and Technical Centre
INSPC	Institut National Sante Publique et Communautaire
IYS	International Year of Sanitation
JICA	Japanese International Cooperation Agency
JIRAMA	Jiro sy Rano Malagasy- national water & electricity co
KM	Knowledge Management
LGFI	Local Government Financing Initiative
LMDGI	Local Millennium Development Goal Initiative
MAP	Madagascar Action Plan
MDG	Millennium Development Goals
MIS	Management Information System
MPB	Multi-year Plans and Budgets
NGO	Non-Governmental Organisation
PSNA / NPSS	Politique et Stratégie National d'Assainissement / National Policy & Strategy for Sanitation
PAB	Plaidoyer A la Base (rooted advocacy)
PASF	Project Appraisal Summary Form
PEC	Project Evaluation Committee
PHAST	Participatory Hygiene and Sanitation Transformation
PIP	Public Investment Programme
PNAEPA	Programme National d'Approvisionnement Eau Potable et Assainissement
RAM	Regional Advocacy Meeting

RFM	Regional Finance Meeting
RFO	Regional Finance Officer
RMT	Regional Management Team
UK	United Kingdom
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNV	United Nations Volunteers
WB	World Bank
WHO	World Health Organisation
WLD	World Latrine Day
WSSCC	Water Supply and Sanitation Collaborative Council
WSUP	Water Supply for the Urban Poor
WWD	World Water Day