

WaterAid Madagascar



Country Programme Strategy 2016-2021



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Acronyms

CP	Country Programme
BAT	Bottleneck Analysis Tool
BCC	Behaviour Change Communication
CLTS	Community Led Total Sanitation
CP	Country Programme
CSO	Civil Society Organisation
Diorano	National WASH coalition
FSM	Faecal Sludge Management
GDP	Gross Domestic Product
HDI	Human Development Index
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICT	Information and Communications Technology
IEC	Information Education Communication
JIRAMA	State Owned Water and Electricity Company
NGO	Non-Government Organisation
PCIA	Peace and Conflict Impact Assessment
PMER	Planning, Monitoring, Evaluation and Reporting
PTM	Primary Target Municipalities
SDGs	Sustainable Development Goals
STM	Secondary Target Municipalities
WASH	Water, Sanitation and Hygiene

Executive summary

For more than 16 years WaterAid Madagascar has been working to ensure the people of Madagascar have improved access to water, sanitation and hygiene (WASH). WaterAid Madagascar has built a solid reputation for its quality programme delivery and advocacy work.

While the government and key WASH stakeholders have made recent gains in developing strategies and plans for improving the sector, the situation still remains dire. Over half of the estimated 24million Madagascar population still does not have access to safe water and only 12% have access to improved sanitation. Madagascar also continues to have some of the worst health indicators in the world directly related to the population's lack of access to hygiene and sanitation.

Over the next five years, WaterAid Madagascar's Country Programme Strategy will endeavour to tackle the root causes to some of the persistent challenges facing Madagascar's WASH sector. These include a lack of formal sector leadership; insufficient capacities at national, local and community levels; inadequate financial resource allocation nationally and weak fundraising capacity; lack of sustainability and scaling up of WASH services; cross-sectoral integration of WASH and addressing the limited capacity of civil society and citizens to advocate for their rights to WASH.

The transformational change that WaterAid Madagascar will strive to achieve over the next five year period 2016 - 2021 is: ***“The poor and excluded Malagasy population enjoy their rights and exercise their responsibilities to water and sanitation and adopt safe hygiene behaviours through stronger government leadership and accountability at all levels for effective delivery of inclusive and sustainable WASH services.”***

WaterAid Madagascar trust that meaningful change can happen in the WASH sector if there is stronger government leadership and accountability where government lead in ensuring effective sector planning, resource allocation, co-ordination and regulation; when citizens are empowered, fully understand their rights and are able to claim their rights with responsibility and hold duty bearers accountable; strategic partnerships and collaborations exist within and across sectors with clear vision and a common agenda; and when integrated and sustainable WASH models and approaches are developed and implemented across all sectors.

In order to achieve the above transformational change WaterAid Madagascar will focus on the following four strategic objectives:

Objective 1: Inclusive, sustainable and replicable models developed, implemented and scaled up through collaboration with key actors.

Objective 2. Strong leadership, accountability and responsiveness to citizen's WASH rights demonstrated by the Malagasy Government, reflected in effective coordination, adequate and efficient use of funding.

Objective 3. Citizens empowered to hold authorities to account and claim their rights to WASH

Objective 4. Sustainable hygiene practices adopted by individuals and institutions thus becoming society's social norms.

To achieve these strategic objectives, we have identified some key shifts that the country programme we will have to make in order to effectively tackle the current challenges impacting the WASH sector. These are: (1) prioritizing hygiene and ensuring sustainable hygiene practices and behaviours are not just adopted by all in their daily lives but for hygiene to become society's social norms (2) focusing on strengthening government leadership and accountability in the WASH sector at all levels by ensuring the right capacity exists at national, regional and municipal levels to accelerate WASH progress (3) empowering the poor and marginalized people to understand and claim their WASH rights and hold duty bearers accountable (4) facilitating stronger partnerships and collaborations within and outside the sector for sustainable WASH service delivery; (4) evidence-based interventions through generating knowledge across the sector and sharing with other actors for greater influence. We will undertake service delivery for others to learn our models and approaches with a focus to influence change in policy and practice

WaterAid Madagascar will adopt a programmatic approach as the overall approach while focusing on five specific parts of it for the implementation of the strategic objectives. These will include: i) City wide approach ii) sector strengthening iii) human rights based approach; (iv) integrated approach and; v) finally, strategic partnerships approach. The programme will develop clear guidelines and frameworks to support its programme implementation.

WaterAid Madagascar will strive to continue to be a high-quality and effective programme, building on continuous learning and innovation. WaterAid Madagascar will continue to maintain and develop "win-win", cross learning partnerships to ensure that all key stakeholders work together towards achieving the common vision of universal access to WASH.

1. Contextual analysis

With an estimated population of over 24 million, Madagascar was ranked 155 of 177 countries on the Human Development Index (HDI).¹ More than 81% of the population lives in extreme poverty.² A combination of the effects of the prolonged socio-political crisis (2009-2013) and vulnerability to frequent destructive extreme weather events (cyclones, floods, droughts) have impacted negatively on the country's economic and social indicators. As a result of the socio-political crisis, economic growth stagnated between 2009 and 2013. Had the previous pre-crisis growth rate of 5% continued, an estimated US\$8 billion dollars would have benefited the economy. While foreign investment has improved somewhat since the crisis, Madagascar is still ranked as one of the worst countries in terms of foreign investment attractiveness.³ Contributing to this is corruption with Madagascar ranked 118 of 177 countries on the perception of corruption index.⁴ Technology and infrastructure development also decreased as a result of the economic slowdown.

Madagascar is the fourth largest island on earth. The majority of the population is based in rural areas where there is limited infrastructure, but Madagascar is also urbanising rapidly, placing strains on already limited water supplies and infrastructure.

Accessibility in Madagascar is a problem, with the existence of tarmac roads only in some, mostly urban areas. Roads are not well-maintained and are often inaccessible during the cyclone and rainy season. Electrical power is only available to 20% of the population⁵ but the country has high unexploited potential in hydropower.

Situation of WASH in Madagascar

Madagascar is far from achieving universal access to WASH. Madagascar did not reach its MDG 2015 targets and based on the current trends, it will also not attain the SDGs in 2030 unless significant changes are made.

Water

Almost half of the population of Madagascar does not have access to water. This is as a result of various reasons among them lack of investment by the government, poor maintenance of existing systems and inadequate quality controls. In rural areas,

¹ The HDI is a summary measure of human development. It measures the average achievements in a country in three basic dimensions of human development: a long and healthy life, access to knowledge and a decent standard of living. <http://hdr.undp.org/en/reports/global/hdr2009>.

² Analyse situationnelle de la pauvreté et de la vulnérabilité à Madagascar, the International Monetary Fund, February 2015.

³ Madagascar is ranked 163 of 189 countries listed in the *Doing Business Report 2013*

⁴ Transparency International

⁵ World Bank 2010

most of the equipment is managed by the communities who struggle to maintain them with very few water supplies managed by private entities. In urban areas, the JIRAMA, the state owned company which manages the distribution of electricity and drinking water is going through major financial and structural issues and is struggling to meet the demand and to provide quality services.⁶

There are significant disparities between access to water in urban (82%) and rural (35%) areas.⁷ Women and girls are also disproportionately affected by a lack of access to clean water and basic sanitation.⁸ At the level of public institutions, only 19% of schools have a water point and 15% of health centers.⁹ These figures shows great challenges in accessibility and sustainable delivery of WASH infrastructure in the country.

Except for some areas in southern Madagascar, there are, in fact, abundant natural water resources which are relatively accessible but remain untapped. However, these same water resources are threatened by the expected effects of climate change, impacts of which are already being seen through coastal erosion and intensified cyclones. Thus, suitable measures will need to be developed to prepare for potential negative shocks this phenomenon may have on the management and use of water resources.

Sanitation

In terms of basic sanitation, the access rate to improved latrines was only 12% in 2015.¹⁰ Only an estimated 100 000 more people per year are receiving access to improved sanitation, however, in order for Madagascar to achieve the SDGs, this rate would need to increase to 2.1 million people per year.¹¹ Mirroring the rates of access to drinking water, there is similarly a significant gap between access to sanitation in urban (18%) and rural (9%) areas. Only 30% of schools have latrines and 36% of the health centers. There has been a very small reduction in the practice of open air defecation, which decreased from 51% to 40% from 1990 to 2015.¹²

Sanitation components¹³, such as the management of faecal sludge and solid waste are barely developed.¹⁴ Some large cities such as Antananarivo, Antsirabe or Toamasina have public or private services which collect solid waste and are supported by donors and NGOs. But these services and initiatives are either just

⁶ Sustainability check 2013 UNICEF WaterAid

⁷ JMP 2015 http://www.wssinfo.org/fileadmin/user_upload/resources/Madagascar.xls

⁸ WHO/UNICEF (2004) Meeting the MDG drinking-water and sanitation target: A mid-term assessment of progress

⁹ Ministères de l'Education Nationale et Ministère de la Santé Publique et du Planning Familial

¹⁰ JMP 2015 http://www.wssinfo.org/fileadmin/user_upload/resources/Madagascar.xls

¹¹ WashWatch <http://www.washwatch.com>

¹² JMP 2015 http://www.wssinfo.org/fileadmin/user_upload/resources/Madagascar.xls

¹³ Excreta, solid waste, waste water and rain water management

¹⁴ Madagascar WASH BAT report 2013 UNICEF WaterAid

starting or can no longer meet the growing demands. For smaller towns, this situation is worsened by the weak capacities of local authorities and lack of external support. There is very little interest from the private sector to invest due to lack of promotion of the sector and the potential opportunities for profitability and lack of incentives from the government such as tax breaks and access to micro financing.¹⁵

Hygiene

The hygiene situation in Madagascar remains a dire challenge, as evidenced through the current situation and the impact on public health. Diarrhea is still one of the main causes of death for children under five, reflecting the poor hygiene practices at the community and household level.¹⁶ The absence of appropriate facilities including those for menstrual hygiene management has been identified as a major reason for women and girls not participating effectively in economic activities outside the home, and girls dropping out of formal schooling.

At institutional level, the public health code includes a component on hygiene and a few municipalities and the capital city have established a hygiene municipal code. But the enforcement and dissemination of these codes has not yet been implemented and will be a challenge to implement as they are not contextually appropriate. Behavior change approaches (BCC) (eg. interpersonal communication, mass media, household visits, and communications materials) used in the sector are not uniform or sufficiently scaled to produce sustainable changes.¹⁷ Cross sectoral initiatives are, however, on the increase, as witnessed through the integration of WASH components in the national nutrition plan. Overall, much more needs to be done, starting from the need for clearer intervention frameworks at the level of monitoring and evaluation of policies and systems, as well as the development and popularization of more effective cross sectoral approaches.

Government and policy responses

Policy, legal and strategic frameworks of the Madagascar WASH sector are in place and relatively well structured. This includes the adoption of the ambitious national WASH strategy: *Planning Document for Water, Hygiene and Sanitation 2013-2018*. Clearly aligned with the SDGs, this document outlines key commitments for increasing access to safe water and sanitation facilities; further developing Integrated Water Resources Management (IWRM), emphasising public-private partnerships and

¹⁵ Madagascar WASH BAT report 2013 UNICEF WaterAid

¹⁶ OMS 2014

¹⁷ WASH BAT report 2013 UNICEF WaterAid. BCC campaigns typically focus on: handwashing with soap, how to keep water clean until use; using hygienic latrines/improved latrines; menstrual hygiene management; household hygiene; health and dignity.

developing the WASH sector. The government has also committed to international frameworks, such as the *Sanitation and Water for All initiative*, the *eThekweni Declaration*, the *Ngor Declaration on Sanitation and Hygiene* and the *Rio Declarations*. There is also a water code law under revision by the Ministry of WASH, which clearly defines the organization of the sector. Health sector targets have also integrated the aim of 100% of health centres being equipped with WASH infrastructure by 2019 and targets to construct or refurbish WASH infrastructures in 450 schools per year.

Sector actors recognize that coordination and planning needs to be improved, mainly linked to the need for more formal leadership and direction from the Ministry of WASH. On the same note, municipalities do not have enough resources, nor authority, to set up and run WASH services properly, mainly due to a very weak decentralization process hindered by the centralisation of decision making power and resources.¹⁸ The regulatory and integrated water resource management structures described in the water code are also not fully operational, adding another barrier for cross sector integration and preventing further development of private sector investment in WASH.

Adequate funding for the sector remains a significant challenge. The commitment to allocate at least 0.5% of GDP to the WASH sector has not materialised. Up to now, the budget allocation for the sector barely reaches 0.01% of GDP or less than 50 cents per inhabitant per year. A recent study conducted by WaterAid shows that the country still relies on foreign donor assistance in order to accomplish its WASH objectives. As noted above, the government has committed to increasing domestic funds in the WASH sector. Unfortunately, this key commitment remains unfulfilled due to limited domestic funding from government.¹⁹ Despite the promulgation of a decentralisation law in 2014, 95% of public expenditure is still controlled by the central administration and less than 1.5% by the Communes. This constitutes a serious challenge for the adequate investment of resources for WASH at the sub-national level.

In the last three years, investments have been made to improve sector planning monitoring and evaluation mechanisms. The new national online monitoring, planning system for WASH, SE&AM and the BPOR, an objective based planning and budget process at regional level are both still being rolled out in early 2016 and will require more investments to be fully adopted by the sector.

¹⁸Wash BAT report 2013 UNICEF WaterAid

¹⁹ This commitment is to allocate at least 0.5% of the Gross Domestic Product (GDP) to the WASH sector Up to now, the budget allocation for the sector barely reaches 0.01% of GDP.

WASH Sector Stakeholders

Achieving the Government of Madagascar's ambitious national WASH objectives will require interaction and collaboration between a wide range of stakeholders through complex and evolving relationships. Influential actors like the government and the private sector will play a very important role in the realisation of this goal as they will lead the sector in increasing coverage, quality and sustainability of services. Local government and grassroots organisations at the municipal level are key players in the development agenda of Madagascar in general. Although their activities are still hindered by the centralisation of decision making power and resources, they already play a critical role in delivering and sustaining basic social services. Due to misconceptions as to the roles of local government vis-à-vis management of infrastructure in most municipalities, private operators are struggling to find a role in the WASH sector in Madagascar. This is also aggravated by the absence of a regulating agency. Currently, less than 50 water supply systems out of the 1,695 municipalities of Madagascar are run by private operators. With regards to sanitation, there is also very low engagement from private operators in spite of the emergence of small and medium private operators who run businesses of production of low cost slabs, pit emptying, and solid waste management. For the hygiene component, private sector engagement is very low and there is still significant need for involvement of the private sector in a hygiene promotion.

Although very different in nature compared to other stakeholders, donors and civil society have important roles to play in holding duty bearers to account for the realisation of our ultimate goal. Donors active in the WASH sector will have a stronger influence on the desired changes by working together on joint agendas and agreed common behaviours. Civil society can potentially play a central role as watchdog and catalyst for change in the next five years. Despite their current weak capacity and fragmented mix, civil society groups are growing rapidly and receiving growing interest and support from donors. Undeniably, however, these actors will still need further capacity building and institutional development. It is also clear that while the law provides for freedom of expression, press freedom and freedom of assembly, some threats and intimidation against civil society still exists.

All of the above confirm the need to invest more in strengthening the WASH sector in the next 5 years and in improving cross sector work and coordination.

2. Definition of CP focus– role and niche

WaterAid's Country Programme (CP) has been present in Madagascar for more than 16 years and is renowned for its programme delivery and advocacy work. WaterAid Madagascar has also played a strong influencer role with demonstrable positive impacts on the cross-sectoral integration of WASH. Its strong position in the WASH

sector in Madagascar has made it a trusted key stakeholder. In addition to this, WaterAid Madagascar supported the creation of regional and local Diorano-WASH, the largest WASH coalition in the country. Throughout its activities, WaterAid Madagascar worked with various types of partners including the government, civil society organisations (CSOs), the private sector, and the communities. It therefore has a sound partnership base, which has nurtured its growing influence on national policies and laws over the years.

Building on this, over the next five years, WaterAid Madagascar will continue to play four distinct roles that it is well positioned for.

First, it will play the role of **convener and catalyst** within the WASH sector by bringing actors together through the Diorano WASH Coalition, WASH Civil Society Platform and the WASH Youth Platform, coordinating and facilitating opportunities for synergy, complementarity and progress towards the achievement of universal access to WASH.

Secondly, it will continue to play the role of **influencer**, by leading advocacy on national and local strategic policies and their implementation, in order to have a conducive environment for universal access to WASH.

Thirdly, in collaboration with other stakeholders, it will reinforce its role as a **proposer** promoting integrated, inclusive, sustainable and scalable WASH service models across sectors, to achieve cross-sectoral impact and to contribute to poverty alleviation.

Finally, WaterAid Madagascar will also strengthen and facilitate CSOs to play the role of **watchdog**, to hold the government to account on its WASH commitments, for better governance of the sector and to deliver the populations' rights to water and sanitation.

In order to strengthen and broaden its impact, and in association with other stakeholders in the WASH sector through thematic and programmatic discussions, WaterAid Madagascar wants to initiative the identification of critical actions that need to be addressed within the sector in order to bring about the needed changes.

3. Theory of Change

WaterAid Madagascar's **vision** is: **"A world where everyone everywhere has access to safe water, sanitation, and hygiene by 2030."**

WaterAid Madagascar's **mission** is: **"To transform the lives of the poorest and most marginalised people by improving access to safe water, sanitation and hygiene."**

Foremost, WaterAid Madagascar seeks to contribute to the fight against extreme poverty by improving the living conditions of the greatest possible number of people through universal access to WASH.

Universal access to water, sanitation and hygiene by 2030 is the overarching goal of WaterAid globally. The transformational change that WaterAid Madagascar will strive to achieve for the period 2016-2021 is **“The poor and excluded Malagasy population enjoy their rights and exercise their responsibilities to water and sanitation and adopt safe hygiene behaviours through stronger government leadership and accountability at all levels for effective delivery of inclusive and sustainable WASH services.”**

This transformational change can only be achieved through the following set of conditions:

First, **a stronger government leadership and accountability to the WASH sector**- national government and local authorities must play a stronger leadership role and take responsibility for planning, coordinating and regulating the delivery of sustainable WASH services including allocating sufficient budget to the WASH sector and other investments and that these are adequately decentralised.

Second, **citizen empowerment and responsiveness**- poor and marginalised people are empowered to know their rights to WASH and are able to hold government accountable

Third, existence of **strategic partnerships and collaborations** – stronger partnerships and collaboration must exist within and outside the sector, working towards achieving WASH universal access

Fourth, **Integrated and sustainable WASH models and approaches are developed and implemented**- innovative and viable models for WASH are developed and that government and all actors are able to accept and adopt these models at all levels and are implemented across all sectors.

As such, WaterAid Madagascar will advocate for and work towards access to WASH services for everyone, everywhere, at all times. In our vision, we see each household having access to safe drinking water; everyone using an improved latrine; hand washing with soap becoming a social norm; everyone being aware of domestic, food, personal, environmental hygiene practices and using them in their daily lives; girls and women able to practice menstrual hygiene management; and universal government-led or private waste management (faecal sludge, solid waste, animal waste, wastewater, recycling, recovery, landfilling, incineration).

4. Strategic Objectives

In order to achieve our transformational change, building on our niche and strengths, WaterAid Madagascar will focus on the following four Strategic Objectives and related priority actions that will lead WaterAid Madagascar to achieve its Country Programme Strategy:

Objective 1: Inclusive, sustainable and replicable models²⁰ developed, implemented and scaled up through collaboration with key actors.

In order to achieve this strategic objective, we will implement the following priority actions:

- **Priority Action 1.1** WaterAid Madagascar will work collaboratively with key WASH and cross-sector stakeholders (health, education and nutrition) to develop innovative models which will address the challenges encountered in the sector and accelerate progress towards universal access.
- **Priority Action 1.2** WaterAid Madagascar will work with other actors to implement, monitor, assess and document these models to make sure they are evidence based, replicable, and ready for scaling up;
- **Priority Action 1.3.** WaterAid Madagascar will work with other actors to show the relevance of models to technical and financial partners through continuous engagement, sharing and widespread dissemination for the adoption of innovative models
- **Priority Action 1.4** WaterAid Madagascar will work with the government including, technical and financial partners to scale up the implementation of these new models.

Objective 2. Strong leadership, accountability and responsiveness to citizen's WASH rights demonstrated by the Malagasy Government, reflected in effective coordination, adequate and efficient use of funding.

In order to achieve this strategic objective, WaterAid Madagascar will implement the following priority actions:

- **Priority Action 2.1** WaterAid Madagascar will work with donors, NGOs and civil society organizations to forge coalitions that will support the Ministry of WASH to play a strong coordination role and to put in place joint-decision making and performance monitoring mechanisms;
- **Priority Action 2.2** WaterAid Madagascar will influence civil society and donors to demand for more accountability from the government, at all levels
- **Priority Action 2.3** WaterAid Madagascar will build the capacity of municipalities, regional authorities on planning, budgeting, regulating, monitoring and knowledge management;
- **Priority Action 2.4** WaterAid Madagascar will support the government to strengthen their ability to raise and effectively manage funds for the WASH sector.

²⁰ By models we refer to new models or existing models to be innovated, but which is already beyond the experimental stage and / or a small-scale pilot project with the aim of scale-up from its inception. A model can be in the form of approach, technology, management, type of entrepreneurship or simply a procedure. Its broad and diverse scope encompasses studies, design, collaboration, planning, budgeting, implementation or operation, monitoring, evaluation, capitalisation and regulation. Developed based on real needs and field realities by a group of multidisciplinary and multisector actors, a model must be effective, efficient, inclusive, sustainable, at scale, adaptable and scalable.

Objective 3. Citizens empowered to hold authorities to account and claim their rights to WASH.

WaterAid Madagascar will focus on the following, in order to achieve this objective:

- **Priority Action 3.1** WaterAid Madagascar will partner with civil society organizations to empower citizens to claim their rights and to play an active role in ensuring sustainability of WASH services;
- **Priority Action 3.2** WaterAid Madagascar will build the capacity of civil society organizations, to advocate for good governance in the WASH sector as well as inclusiveness of WASH services;
- **Priority Action 3.3** WaterAid Madagascar will support civil society organisations in establishing a power balance between duty bearers and rights holders, through existing discussion spaces such as the Sanitation and Water for All or other cross sector discussion platforms.

Objective 4. Sustainable hygiene practices adopted by individuals and institutions thus becoming society's social norms.

In order to achieve this strategic objective, we will implement the following priority actions:

- **Priority Action 4.1** WaterAid Madagascar will work with the private sector, our partners, and other sectors to implement improved Social Behaviour Change Communication models, to better target individual and relevant institutions;
- **Priority Action 4.2** Based on learning from these models, we will work with partners to influence WASH, Nutrition, Education and Health professionals in different sectors to embed hygiene practices in their activities and work in synergy with them;
- **Priority Action 4.3** WaterAid Madagascar will also collaborate with relevant Ministries, donors and CSOs to influence Hygiene related policies, plans and strategies.

5. Programmatic Approach

In the next five years, we intend to focus on two programmatic areas namely, Sustainable Programme Delivery and Governance and Policy which will be supported by the Organizational Development Programme. At local level these two programmes will jointly support the primary target municipalities and the related intervention regions in delivering integrated development plans and joint decision mechanisms.

Sustainable Programme Delivery:

Sustainable Programme Delivery will mainly be done at local-level and will include: capacity-building and service delivery through the demonstration of solutions and modeling integrated, inclusive and replicable approaches at the community level. The country programme will build on the current integrated hard and software

methodologies which mainly maximize impacts on behavior changes. This programme will develop communities' ownership and capacity to take control of their own destiny by strengthening local capacities and empowering them to fight for their WASH rights. The programme will promote the connection of WASH with health, education and other key sectors by building cross sectoral synergies, showing significant impacts on health and life conditions.

The programme will promote and develop relationships and partnerships by clearly defining the roles and responsibilities of each actor in the planning, service provision, local actor mobilizations, maintenance and scaling up. In order to ensure the sustainability of our WASH services, this programme will help set up a viable operations management that will be done either by the communities or private operators. It will ensure that communities and users have the capacities to master technologies and approaches and to mobilize external support when they are not able to address issues.

Through the setting up of high quality WASH services and the involvement of all key actors at all levels, this programme will build on its current experience to design replicable WASH services and integration models.

Governance and Policy

This programme, which will focus on activities at national and local levels, seeks to achieve critical changes in key actors involved in the WASH-related sectors in terms of policies, institutional arrangements, tools and capacities that will enable us to achieve WASH universal access goals for Madagascar. The programme will mainly focus on enhancing the government's capacity at national, regional and communal levels for better coordination, grant management, joint planning and monitoring mechanisms through the use of evidence from demonstrations for sustainable programme delivery and forms of effective collaboration and partnerships, trainings, investment in equipment and infrastructures and developing appropriate structures.

To ensure integrated work on WASH, Nutrition, Maternal and Child Health we will partner with the Ministries of WASH, Education, Health, Environment, and Decentralization at the national and regional levels by developing memorandums of understanding. Furthermore, through supporting networks, campaigning and mass media, this programme will work with national and regional civil society organizations and parliamentarians to structure themselves and to be able to track and document evidence on inequalities and hold the government accountable for their roles and commitments. This programme will continue to facilitate exchange networks to help deliver innovative business models. Information and good practices will be mainstreamed in the whole programme delivery process.

The above two programmes are interrelated with each other as Governance and Policy will use the evidence gathered from the testing and modelling of WASH

services at the field level to advocate and influence changes of policies and strategies at regional and national level

As part of these two programmes the following key shifts will be conducted for WASH:

Water:

In rural areas, our key shift regarding safe water supply is to intervene on one watershed system to ensure the sustainability of the drinking water supply service along with multiple use of services (MUS). We will also support the Ministry of Water, Sanitation and Hygiene in operationalizing various structures for the implementation of the Integrated Water Resources Management (IWRM).

In urban areas and small towns, our key shift focuses on developing and implementing a strategy that targets our actions upstream of the system in order to increase water production capacity and our actions downstream of the system for better water distribution. In that strategy, we will contribute to strengthening the capacities of the national utility company JIRAMA and complement its service delivery through adoption of innovative solutions.

In every case, we will adopt the demand-based approach to ensure ownership, a condition to secure the sustainability of built infrastructures. We will strengthen the capacities of municipalities as they are the owners of the infrastructures and help them learn how to improve the various WASH services management systems.

Sanitation:

In rural areas, we will test a variety of sanitation options including implementing the Community-Led Total Sanitation (CLTS) and sanitation marketing approaches, building on lessons learned using these approaches locally over the past 4 years. Our key shift focuses on developing and implementing a Faecal Sludge Management strategy in rural areas and increasing Open Defecation Free areas.

In urban areas, our key shift consists in considering sanitation as a whole. In addition to basic sanitation, we will extend our current interventions on solid waste management. We will also move our Faecal Sludge Management (FSM) interventions from the pilot phase in small towns to a systematic expansion phase to all urban areas and small towns. A national FSM strategy will also be developed with stakeholders in the sector following the lead of the Ministry of WASH. Sanitation Marketing, which was proven to be successful, will still be implemented in urban areas while taking into account our successes and lessons learned. The key shift in sanitation marketing will be that it will also be implemented in rural areas but adapted to the local contexts.

Hygiene:

Hygiene promotion represents a major challenge for the Country Programme. Our key shift will consist in developing and implementing an integrated Hygiene Promotion - Social and BCC strategy, aiming for sustainable individual behaviour changes as built-in social norms and conditions. We will build on the WaterAid Global Hygiene Promotion Strategy and assess the IEC/BCC Strategy of WaterAid Madagascar and partners. In our new intervention areas, we will conduct formative research to identify cultural barriers that are hindering hygiene promotion. Then we will focus on the development of the new Country Integrated Hygiene Promotion Strategy according to the results of the current IEC/BCC strategy assessment.

At institutional level, the WASH sector coordination and harmonisation activities as well as the advocacy for the integration of WASH into Health/ Education/ Nutrition/ Environment strategies and policies are an essential component for the success of the Country Programme.

WaterAid Madagascar will emphasise a strong programmatic approach which will evolve around five specific approaches to ensure the achievement of the programme plans and strategic objectives above. these are: i) City-wide approach ii) Strengthening the sector approach iii) Human rights based approach; (iv) Integrated approach v) Strategic partnerships.

a. District/City-wide wide approaches

The implementation of the City wide and District wide approaches which focus on WASH, internally called the “Water, sanitation and hygiene universal access at municipal level” concept is the biggest change in approach that the CP will undertake in this new strategy. In these concepts, we will combine community participatory planning and mapping processes under the local government leadership. We will also support the local government in marketing the WASH plan resulting from this process, to mobilize resources and actors and track the progress based on the plan.

Under these concepts, WaterAid Madagascar has set the criteria for identifying one urban, three small towns and six rural municipalities that will be called “Primary Target Municipalities” (PTM) for universal access, where models will be designed prior to being scaled up to neighbouring “Secondary Target Municipalities” (STM) using the “snowball effect” strategy. This Snowball effect Strategy simply means we will promote the Universal access vision from national to local levels by ensuring the cross-fertilisation of various WASH service models and setting up a good balance of “top down” and “bottom up” approaches. We will progressively expand our interventions in the STM by seizing the examples generated from the PTM. A rigorous learning process will be set up to enable a positive chain reaction.

We will put emphasis on skills transfer to municipal authorities and actors by improving key competences and by addressing the needs of local governments in

terms of equipment and suitable regulations to ensure that they are able to deliver sustainable WASH services in their constituencies while influencing and coaching the neighbouring municipalities to adopt the very same concept.

b. Sector strengthening approach

Aiming for universal access to water, sanitation and hygiene, in its role as convener and catalyst, the CP will focus on the importance of strengthening the sector, the effectiveness and efficiency of service delivery, the adequacy of beneficiary targeting and the sustainability of services. WaterAid Madagascar will achieve this by supporting the development and implementation of a clear legal and regulatory framework that is pragmatic, coherent and comprehensive on the key issues relating to water, sanitation and hygiene by collaborating with allies to put the government in the frontline and take on its “change agent” role effectively.

By contributing to the group of technical and financial agencies and convening meetings for civil society organisations, WaterAid Madagascar will support the establishment of a viable and credible sector coordination based on results-oriented leadership (eg. planning, budgeting, regulation, procurement, implementation, monitoring, evaluation and knowledge management). WaterAid Madagascar will strengthen the sector by facilitating and participating in various sector processes to ensure (i) a financing mechanism that focuses on real needs as well as sustainable funding and resources aligned with the ambitions aspired for, (ii) a human capital policy focused on matching multi-level, multi-disciplinary needs with expertise and open to different sectors and to globalisation, (iii) various structures ensuring a balance of power, a culture of accountability, equity and social justice, (iii) working tools designed from the start for scaling up the programme models, (iv) a knowledge management and capitalisation mechanism for greater coverage and optimal impact, including the equity and sustainability aspects.

c. Human rights based approach

In order to reach universal access to WASH, our interventions need to reach the disadvantaged, marginalised or vulnerable people in communities. The CP will support communities and citizens to demand their rights to water and sanitation by getting fully involved in critical analysis, planning and holding governments and service providers accountable. In its programme delivery, the CP will also implement adequate targeting of poor and vulnerable people by using deprivations as main criteria for geographic focus and selecting target groups.

We will provide necessary capacity building and platforms for WASH Malagasy civil society organisations to enable them to effectively undertake their role as watchdog in achieving universal access by participating in policy processes and decision making.

These civil society organisations will be supported to instil citizens’ activism and civic engagement to the rights to water and sanitation by tracking the progress with regard to the government commitments and holding them accountable. We create spaces for organisations and citizens to participate in political dialogues like the public and

private sectors. Civil society will play a watchdog role and propose ideas and solutions to ensure universal access to drinking water, sanitation and hygiene.

d. Integrated approach

WaterAid Madagascar will develop cross sectoral approaches at different levels with relevant community actors in other fields such as nutrition, health, education, environment, climate change, agriculture, livelihoods, Integrated Water Resources Management etc. By promoting networking and facilitating cross-sector forums, we will raise the profile of WASH in other sectors by establishing and using evidence from research and programme experience to influence decision makers to integrate WASH into the key sectors of health, education, environment and livelihoods.

We will specifically design models of integrated hygiene approaches such as those based on the Healthy Start campaign at local level, taking into account community and indigenous knowledge and by involving key stakeholders, ranging from local authorities, to local CSOs and the central government.

e. Strategic partnership

WaterAid Madagascar will develop "win-win" and cross learning partnerships to ensure that all key stakeholders work together towards the common vision of universal access. Our partnerships will be based on the programmatic approach, covering the combination of advocacy, campaigning and demonstrative-service delivery models. The CP will conduct a partnership review in order to determine the strategic partners that will help us to best deliver the new five-year strategy, maximise our impact, value, influence and catalyse synergies, thereby nurturing the sustainability of our interventions. As such, partnerships will be decided based on newly-set criteria, including but not limited to organisations or entities with the same vision, compatibility of image, adhering to our values and principles, with proven expertise, separation of hardware from software activities, win-win contract, value for money, good governance and transparency. Particularly, our field interventions will be carried out by meticulously selected, experienced and expert partners. Synergy will also be ensured through multi-sectoral and multilevel partnerships, thereby focusing on generating impacts beyond the sector.

We will continue to broaden our strategic partnerships with key stakeholder networks, private sector platforms, media and opinion leaders. We will also strengthen and expand collaboration with universities and research institutes to design innovative ideas, capitalise and document our experiences with different approaches and techniques. Finally, we will also engage more with the private sector²¹ to promote

²¹ We will work with three types of private sector actors: The first are major companies with whom we will build social responsibility activities as part of our fundraising strategy. The second type comprises Utility Companies, with whom we will mostly work to develop and deliver the service models at the municipal levels, and then we will also work with small entrepreneurs that will develop business models that will be able to provide affordable, sustainable, services to the poorest.

WASH business opportunities by providing information on the sector and capacity buildings.

Key Shifts

In order to best deliver its Country Strategy 2016-2021, WaterAid Madagascar will make some strategic shifts as follows:

The **first** shift consists of working with others to focus more on **prioritising hygiene and ensuring sustainable hygiene practices and behaviours** are not just adopted by all in their daily lives but for hygiene to become society's social norms.

The **second** shift lies in **strengthening government leadership in the WASH sector at all levels** and not restricting our capacity building efforts at the national level (in the capital of Madagascar), but to focus our attention to regional and municipal levels. This will help ensure strong influence on the development and implementation of sector policies and strategies, as well as on the planning, implementation, control, monitoring and evaluation, and prioritisation instruments.

The **third** shift consists of **empowering rights holders** to hold duty bearers at all levels accountable by delivering inclusive WASH services and ensuring that key stakeholders across sectors are provided with capacity building necessary for realising WASH universal access.

The **fourth** shift focuses on developing synergy through **multi-sector and multilevel partnerships and collaborations**, thereby focusing on generating impacts beyond the sector, strengthened by developing a persuasive and issue-raising force to catalyse synergy.

The **fifth** shift will be to make sure that our interventions are **evidence-based by generating knowledge** across the sector and sharing with other actors for greater influence. It should also be able to give rise to mechanisms conducive to tracking progresses toward universal access.

4. What success will look like and how it will be measured

Success will be attained for WaterAid Madagascar when our four strategic objectives are met. See table at the end of this section for further details.

All Planning, Monitoring, Evaluation and Reporting (PMER) processes of the Country Programme will aim to provide evidence-based information, contributing to factual and rational decision-making and ensuring the consistency and uniqueness of designed and implemented approaches. These processes will be based on a Monitoring and Evaluation framework linking our strategic objectives to its expected

results and a mix of qualitative and quantitative sets of indicators as detailed in the annexures.

Monitoring our programmes will help collect information on the implementation of actions, analyse such information through reports, studies and surveys, as well as field visits to monitor the achievement of strategic objectives. Monitoring will be done at two levels:

- Level 1 or preliminary monitoring will be conducted by the implementing team in all intervention sites to ensure compliance with technical standards and best practices and to enable adjustments along the way;
- Level 2 or regular monitoring will be conducted at the country level by the WaterAid Madagascar PME team, which constantly and periodically monitors the implementation of the Country Programme.

To measure the performance of its programmes and to generate knowledge, WaterAid Madagascar will conduct baseline, mid-term, final evaluation, biannual and annual reviews using participatory approaches. We will also conduct post implementation surveys, looking back up to 10 years of implementation to further enhance our knowledge on sustainability and quality programming. The final evaluation will be led by an independent body and will assess the results against the set objectives. It will also measure the relevance, efficiency, impact and sustainability of interventions. The reporting system will be inclusive as it will bring together all the efforts deployed at all levels, from internal and external stakeholders.

We will structure internal reviews and research processes to generate knowledge and specific documentation on innovative approaches, technologies, institutions, development actions and best practises that are generated by our programmes. Documentation and evidence will be used to influence the formulation of policies and strategies, and will be shared to enhance WASH sector practices and knowledge beyond our own programmes.

5. Resource and organisational development plan

a. A high-quality, effective, efficient and inclusive Country Programme

In order to bring a major contribution to universal access to water, sanitation and hygiene by 2030, WaterAid Madagascar will strive to be an outstanding, high-performing and accountable Country Programme focused on Madagascar's poor and vulnerable groups. We will implement global frameworks on sustainability, hygiene, security of water resources, water quality and partnership and ensure that all these policies are also integrated in the policies of our direct partners. We will also value learning from others both within and external to Madagascar. The country programme will also comply with the building and management standards enforced by the Malagasy government in all its projects. The current funding mechanism will be strengthened in order to continually improve the quality of our approaches and technologies.

In order to be efficient, the Country Programme will apply the value for money principle in all its analyses, decision making, implementation, monitoring, control and / or audits. Therefore, the existing mechanisms will be strengthened through the development of clear guidance specifying principles on projects overhead and human resources costs recovery rules, acceptable partner overhead rate. All assessment undertaken (projects, bids, PMER, WaterAid staff and partner performance) will be subjected to this principle for the CP to reap the maximum benefits from the goods it purchases and the services it obtains, as well as the resources made available to the programme.

For the programmes to be effective they will be designed in a way to ensure maximum impact and we will regularly assess the programme to ensure continuous best quality.

b. Continuous learning and innovation

WaterAid Madagascar will create a strong culture of learning with accompanying management mechanisms, to ensure the institutionalisation of learning and sharing. This will be done through documentation among staff within WaterAid and across sectors for each individual involved in the country programme. We will review best practices, lessons learned, results achieved and progress on the field, as well as data from information monitoring to identify bottlenecks and solutions that are immediately applicable, and areas for further research and learning. The evidence generated from the learning process will be used to inform the design, planning and implementation of our policy and practice in the country programme.

We will also generate knowledge by partnering with universities and research institutes to conduct research and ensure innovation in the tools, approaches and working methods of the Country Programme. The CP will also trigger changes in the WASH sector by sharing and facilitating sector discussion platforms, based on the results of learning processes.

c. Managing high level human resources

The effectiveness of our Country Strategy depends on a leadership and management that sets priority on the accountability and transparency of human resources management at all levels. The management therefore will ensure good team performance and recruit the right people at the right place at the right time, while retaining highly skilled and motivated staff through an effective personal and professional development plan.

Our workplace will foster the safety, professional and moral comfort of our staff through regular monitoring of health, safety and hygiene aspects such as emergency exits and ergonomics, and also by ensuring the effectiveness of all resources such as the database management system, computers and equipment.

We will design a flexible structure to allow our staff to give their best and to innovate. Strategic staffing expertise such as Planning, Monitoring, Evaluation and Reporting will be reassessed and placed at the appropriate level within the organisation in order to be better aligned with the new strategy. The delegation and decentralisation of decision-making will be enhanced by limiting the number of direct line-managed staff at each level of the organisation. The quality of our programme will be strengthened and new functions and skills such as safe hygiene behaviour promotion, citizen empowerment and integrated models at scale will be established to enable the successful delivery of the new strategy.

We will strive to keep our top-rated employer position by enabling trusting relationships and nurturing our staff engagement based on the results of the Global Employee Engagement Survey (GEES). Additionally, the values and commitments of the organisation will be translated into clear and interlinked expectations for each position in the Country Programme to understand how they will contribute to those values and commitments. We will display leadership commitments and behaviours that are consistent with WaterAid’s global leadership values and attributes.

d. Governance and Resource Mobilisation Plan

We do not intend to pursue the path to make WaterAid Madagascar a full member of WaterAid international within the period of the new strategy. This is due to the limited funding opportunities available for WASH locally, including limited bilateral funds as Madagascar is only considered a priority country by a few donor governments. Thus, given the critical situation of WASH in Madagascar, WaterAid feels that at this moment in time it is better to focus its efforts on external changes and remain a non-member. Nevertheless, governance and fundraising measures will be undertaken. The CP’s fundraising strategy will be developed to increase restricted income, both at national and international level, in order to ensure that financial autonomy of about 70% will be reached by the Country Programme in 2021. Indeed, we plan to achieve manageable growth corresponding to the ambitions of the overall strategy of the Country Programme and the capabilities of its team and partners. We will maximise the amounts fundraised and seek donors to align with and support our mission. Our funding approach will be programme-led and in line with the new funding strategy, with an emphasis on long-term financial security. New funding opportunities include collaboration with the private sector, including major companies, with whom we will build social responsibility activities as part of our fundraising strategy.

The following table summarizes the budget trend for the Country Programme over the next five years:

(000 GBP)	Yr-1	Yr-2	Yr-3	Yr-4	Yr-5	Total 5 years
Essential	1 771	2 250	2 814	3 127	3 422	13 384
Ambitious	2 223	2 667	3 140	3 340	3 523	14 893

In both Essential and Ambitious scenarios, we will have the following phases: the first year is especially dedicated to establishing the milestones and the basis for the success of the new strategy (organisational structure, procedures, systems, etc.). In Years 2 and 3 will be the expanding years of the Country Programme in terms of scaling up of the models; Year 4 will be dedicated to consolidation and for Year 5, we will continue the consolidation process while preparing for the assessment of the strategy.

The major difference lies in the fact that the ambitious scenario requires more recourse to match the scale and reach of the ambition, as opposed to the essential scenario which will be less impactful.

e. Change Management

Organisational Change

Our new structure will be established in a way that successfully delivers the new strategy. It also aims to create an enabling working environment and to have the right people with the right skills at the right place. During the fiscal year 2016-2017, we will finalise the restructuring process by defining functions, designing positions and conducting skills assessment based on the new country strategy and in line with the accountability framework.

Intervention Areas

The selection of our intervention areas is based on Universal Access, thereby focusing on the best way to scale up the models designed in the Primary Target Municipalities (PTMs) during the earlier phase of this five-year strategy. The intervention area selection process will start with the identification of priority intervention regions meeting the following criteria by order of importance:

- access to water and sanitation,
- high child and maternal mortality and morbidity,
- high malnutrition and stunting rate,
- low educational level based on gender, reflected in low school enrolment rate,
- existence of byroads accessible with all-terrain vehicles to the majority of municipalities.

The process will continue with the selection of Primary Target Municipalities based on enabling factors that help ensure the designing of models and their effective scaling up to neighbouring municipalities.

6. Appendices

1. Logical framework

WATERAID MADAGASCAR LOGICAL FRAMEWORK					
	Description by the Country Programme	Performance measures	Sources and means of verification	Assumptions and externalities	Links and contributions
Transformational change	<i>The poor and excluded Malagasy population enjoy their rights and exercise their responsibilities to water and sanitation and adopt safe hygiene behaviours through stronger government leadership and accountability at all levels for effective delivery of inclusive and sustainable WASH services.</i>				
Strategic Objectives	SO1: Inclusive, sustainable and replicable models are developed, implemented and scaled up through collaboration with key actors	<ul style="list-style-type: none"> • Existence of models that are adopted and scaled up by key stakeholders • Evidence of change in collaboration among relevant stakeholders • Integration of models in policies and strategies • Evidence of change in the joint planning, monitoring and evaluation by the WASH, education and health sector 	Sector review reports (Joint sector review meetings reports, GLAAS) Government Annual Sector Reports Mid- term Evaluation Reports Final Evaluation Reports Joint Sector Review Reports	Ownership (political will) by authorities - adoption by cross-sector key actors at all levels	Contributes to Global Aim on Integration and sustainable development, Global goals – Ngor Declaration - PAN AFRICA, WaterAid Global Strategy, WASH Code - National Sanitation Policy and Strategy

	<p>SO2: Strong leadership, accountability and responsiveness to citizen's WASH rights demonstrated by the Malagasy Government, reflected in effective coordination, adequate and efficient use of funding.</p>	<ul style="list-style-type: none"> • Evidence of change in government leadership in WASH in general • Evidence of change in collaboration among relevant stakeholders • Evidence of the incorporation of human rights standards and principles into sector systems and processes 	<p>Sector review reports (Joint sector review meetings reports, GLAAS)</p> <p>Sector finance performance reports</p> <p>Public Expenditure review reports</p> <p>Sectors Policies and Strategies reports</p> <p>Donors reports</p>	<ul style="list-style-type: none"> - Political stability and State continuity - Securing of donors funding - Actual implementation of the administrative division as per the constitution - Administrative and financial decentralisation materialised 	<ul style="list-style-type: none"> - Contributes to Global Aim on Sustainable services and sector strengthening, - Contributes to the Madagascar National Development Plan <p>Links:</p> <ul style="list-style-type: none"> - Rio +20 - Ngor Declaration - Kyoto / COP 21
	<p>SO3: Citizens empowered to hold authorities to account and claim their rights to WASH</p>	<ul style="list-style-type: none"> • Evidence of community able to claim and present clear recommendations / demands to duty bearers on WASH issues • Capacity CSO coalitions to demonstrate improved support for citizens and communities to take collective action and hold power holders to account • Level of engagement of CSO coalitions to influence government 	<p>At the national level:</p> <p>Madagascar citizen engagement report (e.g. Afro Barometer)</p> <p>Donors and civil society reports on governance (eg: Amnesty International Report)</p> <p>CSO survey</p> <p>At local levels</p> <p>Citizen perception barometer</p>	<p>The government accepts the civil society's role as a pillar of sustainable development</p> <p>A conducive environment for civil society engagement and expression exist</p>	<p>Contributes to: the Convention on Human Rights, the Paris Declaration,</p> <p>Contributes to Global Aim on Equality, equity and inclusion,</p> <p>Contributes on joint decision-making of Sanitation and Water for All (SWA)</p> <p>Contributes to achieving the strategic aim on partnership development in the WASH Sector Strategy Document 2015-2019,</p>



		<p>process and policies</p>			
	<p>SO4: Sustainable hygiene practices adopted by individuals and institutions thus becoming society's social norms.</p>	<ul style="list-style-type: none"> • Evidence of sustained sanitation and hygiene behavioral change • Evidence of adoption of hygiene behaviours as built-in social norms • Evidence of new /inclusion of hygiene in other sectors policies, strategies and plans 	<p>Survey reports at national and decentralized level</p> <p>Sector policies and strategies</p> <p>PIMS Mid- term Evaluation Reports Final Evaluation Reports</p>	<p>Buy-in of cross sector hygiene promotion strategies by the State development actors, religious and traditional institutions;</p>	<p>Contributes to Aim on Hygiene promotion in development</p> <p>Contributes to the National Development Plan, Health Sector Development Plan (PDSS), Roadmap of the Ministry of WASH</p>

Expected Results	R1.1: WaterAid Madagascar will design, implement, assess and document inclusive, sustainable and replicable models	<ul style="list-style-type: none"> • The number and nature of tested models • Accessibility of information on models at all levels 	<p>Online resource centres</p> <p>Sector reports PIMS Mid- term Evaluation Reports Final Evaluation Reports</p>	Government's political will to promote the models	Website and resource centre relating to the sector
	R1.2: The State and technical and financial partners (PTF) are involved in the promotion of the models.	<ul style="list-style-type: none"> • Existence of government-led dissemination programs on models • Effective dissemination during key moments in different sectors 	<p>Sectors Policy and strategies</p> <p>Donor's Plans and reports</p> <p>Sector Review Report</p> <p>City-wide and other local development plans and reports Mid- term Evaluation Reports Final Evaluation Reports</p>	Government's political will to promote the models	WASH Code- National Development Plan - Decentralisation Law of 2014 - Law of Finance

	<p>R1.3: Key actors interventions, using the new models, are harmonized</p>	<ul style="list-style-type: none"> • Evidence of standardized implementation of the new models • Evidence of joint-planning, synergy and complementarity among key actors • Existence of multi-stakeholder platforms that is effectively coordinating the WASH sector 	<p>Implementation Guides and manuals</p> <p>Global Annual Assessment for Sanitation and Drinking Water (GLAAS)</p> <p>Sector review reports</p> <p>WASH sector monitoring information System</p> <p>Donor reports</p> <p>Partner reports</p>	<p>Administrative decentralisation materialised</p> <p>Same level of commitment in relevant sectors</p> <p>Availability of central-to-local government funds</p>	<p>Contributes on WaterAid Global Strategy, WASH Code - National Development Plan - Decentralisation Law of 2014</p>
	<p>R2.1 : Programmes planning, budgeting and implementation are coordinated by the Ministry in charge of WASH and jointly with sector players</p>	<ul style="list-style-type: none"> • Existence of a unified sector plan and performance framework • Evidence of joint-decision mechanisms in planning, budgeting of the WASH sector • Evidence of Government ability to enforce the implementation of unified sector plan 	<p>Key sectors plans, strategies and budget</p> <p>Report on sector finance performance</p> <p>Sector Review Report</p> <p>Periodic stakeholders analysis (before, during and after implementation)</p> <p>Municipal report</p> <p>Global Annual</p>	<p>Government's notability</p> <p>Non-politicised administration</p> <p>Existence of a ministerial department in charge of WASH</p>	<p>- Contributes to Global Aim on Sustainable services and sector strengthening,</p> <p>- Contributes to the Madagascar National Development Plan</p> <p>- Contributes to Strengthening the sector at different levels</p>

		<ul style="list-style-type: none"> Evidence of change in the use of information generated by MIS in support of evidence-based decision making 	Assessment for Sanitation and Drinking Water (GLAAS)		
	R2.2: Good governance and accountability of State actors at all levels	<ul style="list-style-type: none"> Evidence of compliance with financial, procurement and reporting procedures Existence of transparent procurement procedures Existence of participatory decision making processes 	<p>Audit report (legality audit, ...)</p> <p>Donor report</p> <p>Procurement Regulating Authority's (ARMP) report</p> <p>Periodic capacity assessments (including participatory approaches)</p> <p>Grievance register and claims received by relevant authorities</p>	Discussion between State actors at all levels, technical and financial partners and/or CSOs	Contributes to Global Aim on Sustainable services and sector strengthening, - Contributes to Plan National de développement pour Madagascar

	<p>R2.3: Municipalities, regions and the ministry in charge of WASH ensure the regulation, monitoring and evaluation, knowledge management of the sector</p>	<ul style="list-style-type: none"> • Existence and functionality of WASH sector management structures at decentralised levels • Evidence of change in duty bearers' awareness of their roles in realizing rights to water and sanitation at decentralized levels • Change in WASH sector management capacity at decentralised levels • Existence of exchange forum and documentation processes at the municipal and regional levels 	<ul style="list-style-type: none"> - Laws and regulations - Reports on sector regulation and coordination at regional and municipal levels - Periodic capacity assessments - Development plans incorporating WASH - Knowledge management documents 	<ul style="list-style-type: none"> - Political stability and State continuity - Resources available (human, financial, material) 	<ul style="list-style-type: none"> - Contributes to Global Aim on Sustainable services and sector strengthening, - Contributes to Plan National de développement pour Madagascar
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	<p>R2.4: Adequate funding for the sector is ensured, used properly and managed transparently</p>	<ul style="list-style-type: none"> • Percentage of the national budget allocated to WASH • Percentage of funds raised for the sector • Existence of financial systems and entities that ensure sustainability of WASH services • Changes in government absorption capacity of funding available for WASH 	<p>Finance act and public expenditure reviews</p> <ul style="list-style-type: none"> - Periodic reports - Project documents in support of grants application - Donor reports <p>Laws and regulations</p> <ul style="list-style-type: none"> - Achievements report and post-implementation evaluation report - Reports on municipality budget expenditure - Report on public tendering processes 	<p>Existence and continuity of funding opportunities for the sector</p> <ul style="list-style-type: none"> - State continuity - Discussions between State actors and CSO about financing the sector <p>Existence of a ministerial department in charge of WASH</p>	<ul style="list-style-type: none"> - Contributes to Global Aim on Sustainable services and sector strengthening, - Contributes to Plan National de développement pour Madagascar
	<p>R3.1: Informed, responsible and committed citizens claiming their rights to WASH services</p>	<ul style="list-style-type: none"> • Citizens level of understanding , including the poorest people, of their rights and responsibilities • Citizens' capacity to claim their rights and to engage in collective actions • Citizens' contributions to sustaining the 	<p>Citizen survey</p> <p>Partner report</p> <p>Citizen score card</p> <p>Grievance register and claims received by relevant authorities</p> <p>User fee registers</p>	<p>Political stability and lack of insecurity enabling CSOs to perform their activities</p>	<p>Contributes to achieving the Global Goal on Inequalities</p> <p>Designed and based on the Equity and Inclusion principles, the Human Rights Based Approach (HRBA) and the strengthening of the sector prescribed by WaterAid's global strategy</p>

		services			
	R3.2: Competent CSOs support communities for collective actions to claim good governance and inclusiveness of WASH services	<ul style="list-style-type: none"> • Existence of CSOs that have a strategic plan developed with community stakeholders • Evidence of CSOs capacity to support communities in claiming rights • Evidence of CSOs conveying claims to relevant duty bearers 	<p>CSOs strategic plans and reports</p> <p>Grievance register and claims received by relevant authorities</p>	<p>Political stability</p> <p>Conducive environment for CSOs activities</p> <p>Government transparency</p>	<p>Contributes to achieving the Global Goal on Inequalities</p> <p>Designed and based on the Equity and Inclusion principles, the Human Rights Based Approach (HRBA) and the strengthening of the sector prescribed by WaterAid's global strategy</p>
	R3.3: Exchange, consultation and issue-raising platforms are effectively used by CSO coalitions for joint advocacy actions	<ul style="list-style-type: none"> • Evidence of CSOs engagement at different levels • CSO networks capacity to coordinate and undertake collective advocacy • Evidence of power holders proactively approaching CSOs for inputs / information 	<p>CSO strategic plan</p> <p>CSO Report</p> <p>Evidence of participation in key sector processes and reports</p> <p>Officials letters</p> <p>Meeting log and Meeting minutes</p>	<p>The government agrees to set up consultation platforms, maintain the ministry in charge of WASH and defend the interest of the WASH sector</p>	<p>Contributes to achieving the Global Goal on Inequalities</p> <p>Designed and based on the Equity and Inclusion principles, the Human Rights Based Approach (HRBA) and the strengthening of the sector prescribed by WaterAid's global strategy</p>

	R4.1: Innovative hygiene promotion strategy adopted by key actors	<ul style="list-style-type: none"> The number and nature of tested hygiene models adopted and scaled up by key actors 	<p>Key Sectors policies and strategies</p> <p>Partner reports Sector reports</p>	<p>Buy-in by key actors at all levels</p> <p>Resources availability (Human, Financial, Material)</p>	Contributes to the National Development Plan, PDSS, Roadmap of the Ministry of WASH
	R4.2: Hygiene facilities exist and are used	<ul style="list-style-type: none"> Change in hygiene behaviours Availability of hygiene facilities or services in public institutions and within household 	<p>Partner report</p> <p>Sector report</p>	<p>Price stability</p> <p>Actors' willingness to contribute to the construction of such facilities</p>	Contributes to National Development Plan, PDSS, Roadmap of the Ministry of WASH
	R4.3: Hygiene expertise is created	<ul style="list-style-type: none"> Existence of hygiene expertise and professionals Existence of hygiene training and courses within training institutions and universities 	<p>Work plan and reports Technical documents</p> <p>Training institutions and universities curricula</p> <p>Document on hygiene experts</p>	<p>Prejudice of professional regarding Hygiene promotion Programme</p>	National Development Plan, PDSS, Roadmap of the Ministry of WASH...;
	R4.4: Prioritization of hygiene in all social sectors at all levels	<ul style="list-style-type: none"> Evidence of decision maker commitment to prioritize hygiene Existence of a unified hygiene promotion programme adhered to by all social sectors Evidence of integration of hygiene in national monitoring 	<p>Sector policies and strategies</p> <p>Sector monitoring plans</p> <p>Sector reports</p> <p>National surveys</p>	<p>Buy-in by key sectors</p> <p>Resources availability (Human, Financial, Material)</p>	Contributes to National Development Plan, PDSS, Roadmap of the Ministry of WASH



		systems			
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2. Risk management plan

The risk matrix below outlines the possible risks that may impede the efficient implementation of the WaterAid Madagascar strategy, the impact of those risks on WaterAid’s work and what mitigation actions can be taken to the minimise the risks:

Table: Risk Analysis

Risk	Impact	Risk Level	Mitigation action
Political uncertainties	The political situation will be unpredictable, particularly due to the upcoming presidential election in 2019. Frequent changes within the public administration, which	M	WaterAid Madagascar plans to strengthen its political neutrality and continue lobbying for the maintaining of the Ministry of Water, Sanitation and Hygiene and the involvement

	<p>remains highly politicised.</p> <p>Instability of the ministry exclusively dedicated to water, sanitation and hygiene.</p> <p>The political uncertainties could slow the implementation of the two strategic thrusts of WaterAid Madagascar: strengthening the sector and development of universal access concept at the municipal level.</p>		<p>of authorities through MoUs at all levels, while promoting operational exchange platforms.</p>
Weak decentralisation and devolution	<p>Decentralisation and devolution remain very theoretical due to lack of skills transfer and resources at the local level.</p>	M	<p>WaterAid Madagascar will focus on skills transfer in its intervention areas to ensure that local governments are able to mobilise resources.</p>
Fragile economy of Madagascar	<p>The depreciation of the Ariary currency, which will continue to lose value against the Euro and against the US dollars.</p> <p>The dependency of Madagascar on foreign donors notably in terms of investment. Very limited local fundraising opportunities</p>	H	<p>WaterAid Madagascar's budgeting process will be based on a very long projection of Ariary change rate and the inflation rate.</p> <p>WaterAid Madagascar will promote co-financing with other donors.</p> <p>WaterAid Madagascar has to resort to international fundraising.</p>
Fear related to civic engagement	<p>Playing the watchdog role could be perceived badly by the public administration.</p>	L	<p>WaterAid Madagascar will ensure a good balance between two of its strategic thrusts, citizen engagement and strengthening the sector.</p>
Insecurity spreading across the country	<p>In some areas communities are literally terrorised by insecurity, some of whom are forced to leave everything behind by fleeing to other villages. The country is sinking into a situation of generalised fear</p>	M	<p>WaterAid Madagascar is a member of the INGOs security group and will continuously update the security status of the country. We will also ask our liaison offices and the field workers of our local partners to provide a</p>

			regular update on security issues. We might have to remove newly identified areas as “red zones” from our list of intervention sites.
Hazardous weather events and climate change	<p>Entire towns could be razed to the ground, infrastructure damaged and crops destroyed.</p> <p>Climate change and variability will also affect Madagascar.</p> <p>The infrastructure set up by the Country Programme and other actors could be ravaged by cyclones or heavy rainfall and associated floods.</p>	H	<p>WaterAid Madagascar has partnered with key actors in risks, disasters and climate change management and will continuously assess the situation in order to adjust its programme.</p> <p>The Country Programme disaster risk reduction and resilience will be strengthened.</p>