

Final evaluation of the AFD programme agreement

"Improving access to water, hygiene and sanitation,
strengthening water points maintenance services - Phase III
Ethiopia, Haiti, Madagascar, Malawi, Mozambique
and Sierra Leone

Synthesis

Field missions in Madagascar, Malawi and Ethiopia

This external evaluation covers the period between July 2017 and June 2020 of the programme agreement "Improving Access to Water, Hygiene and Sanitation, Strengthening Waterworks Maintenance Services" in phase III implemented in Ethiopia, Haiti, Madagascar, Malawi, Mozambique and Sierra Leone.

1 Context

Inter Aide's action is a continuation of two previous programme agreements. The objectives of this specific programme agreement are to improve the coverage of sanitation facilities (protected water points and latrines) and to improve the knowledge and hygiene practices of families; to provide access to autonomous and professionalized maintenance services to maintain the water facilities in the long term.

The areas targeted by Inter Aide in Ethiopia, Haiti, Madagascar, Malawi, Mozambique and Sierra Leone are in remote and isolated rural areas, where few private or public actors are willing to invest. The need for water, sanitation and hygiene (WASH) is high given the low rates of access to these basic services. It also appears that the facilities built were not properly maintained and the failure rates were high.

In Madagascar, in order to ensure sustainable management of the facilities, the water committees manage the infrastructure and monitoring is carried out either by a communal Technical Service for Water, Sanitation and Hygiene (STEAH) or by the local partner organisations Soakoja and Tehyna. Both provide ongoing support to the communes in their role as project owners.

In Malawi, the water committees manage the water points and can call hand pump technicians for preventive maintenance or in case of breakdown. Spare parts for repairing the water points are sold by partner shops that ensure a fixed price for the parts. These shops are supplied by a wholesaler. The different components of the maintenance networks are monitored by Inter Aide and BASEDA¹ in partnership with the Water Department (WD) which should eventually take over this monitoring activity.

In Ethiopia, the improvement of access to autonomous and professionalized maintenance services is ensured through the strengthening of the Federations and Water Bureaus, in order to maintain water infrastructures in a sustainable way. In particular, Inter Aide has developed services adapted to a mountainous and difficult-to-access context to ensure the functionality of the infrastructures.

2 Methodology

This evaluation covers a three-year period of a three-phase agreement. Based on the criteria of the Organisation for Economic Co-operation and Development (OECD), the answers to the evaluation questions on the maintenance and management systems put in place concern the relevance, effectiveness, efficiency, impact and sustainability of the programme. They are based on a bibliographical study of the documents and databases made available, and a field phase allowing for additional research and analysis through in situ observations, semi-structured interviews, and focus groups in Madagascar, Malawi and in Ethiopia.

Certain limitations must nevertheless be taken into account in this evaluation: the impact and sustainability of the changes in strategy adopted in Madagascar, in particular, cannot be included in this evaluation, as they are too recent, but they can nevertheless be the subject of recommendations or raise points for attention. The quantitative part of the evaluation is based on the databases provided by Inter Aide, whose analysis allows it to be reasonably used. The short duration of the field missions and the logistical constraints linked to the rainy seasons did not allow for meetings with all the actors, but an overall view of the activities allowed for an in-depth analysis.

¹ BASEDA operates on a different perimeter than the areas targeted by the programme financed by the AFD, however it was considered important to include an analysis of their actions. This evaluation aimed at giving a point of view on the partnership strategies in the broad sense (local NGOs, institutions, etc.) implemented by Inter Aide, in order to ensure the continuity of the actions.

An evaluation mission was also planned for Ethiopia in March 2020, at the same time as those planned for Malawi and following the one in Madagascar. The Covid-19 pandemic forced the postponement of this mission and it finally took place in February 2021.

3 Overall progress of the project - June 2020

Activities. 1.1: Develop access to water through diversified solutions adapted to contexts and needs.

	1st period	Up to end of march 2020	2nd period	Total programme	Final Objectives	% achievement in march	% achievement end of programme
Number of water points constructed or rehabilitated	305	120		455	441	96%	103%
Ethiopia	122	38	50	172	158	101%	109%
Haiti	2	1	1	3	7	43%	43%
Madagascar	118	68	80	198	180	103%	110%
Malawi	29	7	7	36	45	80%	80%
Mozambique	34	6	12	46	51	78%	90%
Number of beneficiaries of water points constructed or rehabilitated	84300	24 437	30 695	114995	108000	101%	106%
Ethiopia	34 069	9 812	12 370	46439	-	-	-
Haiti	550	200	200	750	-	-	-
Madagascar	21 034	10 875	12 775	33809	-	-	-
Malawi	7 250	1 750	1 750	9000	-	-	-
Mozambique	21 397	1 800	3 600	24997	-	-	-

	1st period	Up to end of march 2020	2nd period	Total programme	Final Objectives	% achievement in march	% achievement end of programme
Number of people chlorinating water at home	28313	15 441	14 774	39 366	60000	73%	66%
Haiti	11 299	274	-	17 768	-	-	-
Madagascar	2 983	2229	1836	241	-	-	-
Sierra Leone	14 031	12 938	12938	21 357	-	-	-

The number of people with access to safe water reaches 92% at the end of the programme.

Number of people with access to safe water	113513	27 525	45 469	154 361	168000	84%	92%
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Activities. 1.2: Disseminate good hygiene practices and support communities to reach at least 75% village latrine coverage.

	1st period	Up to end of march 2020	2nd period	Total programme	Final Objectives	% achievement in march	% achievement end of programme
Number of people trained on hygiene and sanitation	22622	8182	12 398	35 020	40000	77%	88%
Ethiopia	5 254	1881	2273	7 527	-	-	-
Haiti	4 664	1096	1217	5 881	-	-	-
Madagascar	6 179	2 288	6111	12 290	-	-	-
Malawi	1 824	1053	809	2 633	-	-	-
Mozambique	4 701	1864	1988	6 689	-	-	-

	1st period	Up to end of march 2020	2nd period	Total programme	Final Objectives	% achievement in march	% achievement end of programme
Number of latrines built or improved	8996	3738	5 193	14 189	16800	76%	84%
Ethiopia	2 615	1072	1128	3 743	-	-	-
Haiti	921	150	637	1558	-	-	-
Madagascar	2 581	1 146	1757	4338	-	-	-
Malawi	804	422	460	1264	-	-	-
Mozambique	2 075	948	1211	3286	-	-	-
Number of latrine users	44403	19047	26 465	70 868	84000	76%	84%
Ethiopia	13 075	5360	6140	19 215	-	-	-
Haiti	4 605	750	3185	7790	-	-	-
Madagascar	12 903	6 089	8785	21688	-	-	-
Malawi	3 445	2108	2300	5745	-	-	-
Mozambique	10 375	4740	6055	16430	-	-	-

The objectives concerning access to water, sanitation and hygiene are globally achieved. The non-achievement of some objectives is mainly due to specific difficulties in some countries, which lead Inter Aide to adapt its strategy. Constraints often linked to the physical environment in which the projects are carried out:

- For example, in Haiti, springs are difficult to catch because they emerge in fissured areas, in a karstic environment that offers little guarantee of water quality during the rainy season, thus justifying the prioritisation of water treatment.

- Many villages in Malawi are in flood-prone areas and the heavy rains are requiring more suitable solutions than traditional or improved latrines.

The Covid-19 epidemic had little impact on achievements during the period, as it broke out in March 2020, at the end of the programme. Fewer than a dozen construction/rehabilitation projects were postponed, and the pace of awareness-raising decreased in the last few months compared to what was planned due to movements restrictions and the need to reduce group meetings.

Concerning the long-term adoption of practices, particularly for water treatment, the quantitative objectives should be reduced in favour of in-depth monitoring to understand the motivations or reasons that lead people to continue or not. More generally, it would also be necessary to intensify (or sometimes relaunch) collaboration with local entities capable of repeating the awareness-raising over the long term (health workers in particular), including those that can reach children, who are more likely to adopt new behaviours.

Specific objective 2: Rural communities have access to autonomous and professionalized maintenance services that enable them to maintain their water facilities in the long term.

	1st period	Up to end of march 2020	Total programme	Final Objectives	% achievement in march	% achievement end of programme
Number of trained and reinforced monitoring agents	96	102	98	130	78%	75%
Ethiopia (Federation)	80	77	80	110	73%	73%
Madagascar (ACEAH, Tehyna, Soakoja)	16	25	18	20	80%	90%
Number of hand pump technicians	269	278	291	265	105%	110%
Malawi	205	205	218	210	98%	104%
Sierra Leone	28	41	37	27	152%	137%
Mozambique	29	23	29	25	92%	116%
Madagascar	7	9	7	3	300%	233%
Number of hydraulic agents	102	141	215	180	78%	119%
Ethiopia	56	12	146	90	76%	162%
Haiti	2	3	5	-	-	-
Madagascar	44	24	64	90	76%	71%
Number of spare parts dealers	116	114	111	170	67%	65%
Malawi	94	94	89	134	70%	66%
Mozambique	13	11	13	30	37%	43%
Madagascar	2	2	2	4	50%	50%
Sierra Leone	7	7	7	3	233%	233%

	Number of technicians / agents (Federations, Associations...)	Number of shops / spare parts dealers	Number of water points covered by maintenance services	Water points functionality
Ethiopia	80	-	825	85%
Madagascar (gravity fed systems)	18	-	678	76%
Madagascar (Hand Pumps)	7	2	100	72%
Malawi	218	89	14700	73%
Mozambique	29	13	1200	89%
Sierra Leone	37	7	3000	66%

Thus, the objectives for this specific part of maintenance are achieved from a qualitative point of view and in terms of impact. They demonstrate their relevance. The differences in the number of service providers with initial provisions are due to strategic reorientations in view of the difficulties encountered. The good functionality rates of the infrastructures monitored by Inter Aide and its local partners demonstrate the efficiency of the water points maintenance and management systems/services.

4 Relevance

4.1 Madagascar

As the situation in the target areas with regard to WASH is particularly weak - high number of diarrhoea cases in children under 5; low access rates to basic drinking water service; high open defecation rate and low access rate to improved basic hygiene - the activities defined by Inter Aide are relevant.

The low quality of public services and the lack of maintenance of water infrastructure justify a strategy focusing on access to self-sustainable maintenance services. The number of water agents and spare parts resale points seems sufficient for the number of water points to be maintained. However, it is not possible to say whether the number of trained pump repairers is sufficient for the number of Hand pumps built or rehabilitated.

The programme is in line with national sectoral guidelines and respects the national water policy: the principle of tariffs is respected; the role of municipalities as project owners is strengthened. The structures set up, such as the STEAH and the water committees, are legitimate, although community management is not encouraged by the Ministry of Water, Sanitation and Hygiene (MEAH). However, it is difficult in remote rural areas to attract the attention of private companies for the management of unprofitable water systems.

4.2 Malawi

Inter Aide's WASH programme targets a district (Phalombe) with a high population density, cholera epidemics, widespread open defecation practices. Thus, the targeting of the area is relevant and the improvement of families' hygiene practices; an increase in the coverage of sanitary facilities (protected water points and latrines) are necessary.

With a rate of breakdowns of water points in Malawi estimated at 33%, it is completely justified to also work on the maintenance of these water points (Phalombe and 6 other districts) and the activities implemented are coherent. The work on the different components of the maintenance system is in line with the willingness to empower the maintenance services and should enable the targeted objectives to be achieved.

The methodology is aligned with national strategies, and the actions carried out by Inter Aide have been validated by the local authorities. The latter are key stakeholders in the activities in anticipation of Inter Aide phasing out from the monitoring of maintenance networks. The Governmental Strategy for the Development of Access to Safe Water integrates elements of Inter Aide's methodology, which has contributed to make the maintenance networks operational and official.

4.3 Ethiopia

The WASH programme has targeted remote mountainous areas with low initial coverage in terms of access to safe drinking water and where public services are lacking due to the isolation of these regions.

The Federations therefore constitute an intermediate level that facilitates local management, in conjunction with the authorities at the district level of the Water Bureaus, for the maintenance of water supply infrastructures. In this sense, we could consider strengthening their skills in hygiene promotion and latrine coverage control so that they can integrate these missions in their prerogatives.

Thus, Inter Aide's willingness to work on access to autonomous maintenance services is relevant given the context of intervention, and the current regulations. Indeed, considering the difficult accessibility to communities and the weak human and logistical means of the Water Bureaus, it should be noted that the latter do not have and will not have in the coming years the capacity to ensure a direct follow-up of all water points.

5 Effectiveness

5.1 Global

The targets for access to water, sanitation and hygiene are globally reached, and vary between 72% and 102%. The non-achievement of some objectives is linked to specific difficulties in some countries that are known to Inter Aide, constraints often linked to the physical environment in which the projects are carried out (e.g. water catchments in Haiti) or climatic events (e.g. floods in Malawi where latrines were destroyed and which led Inter Aide to test the construction of elevated EcoSan latrines) Concerning the constraints related to habits and especially the adoption of water treatment practices, although this option is relevant and an alternative for small hamlets or sites where construction is difficult, the objective in terms of adopters was perhaps too ambitious as the change in behaviour is above all seasonal (when the rainy seasons increase the risk of cholera and disturb unprotected water points).

The qualitative objectives specific to the maintenance part are achieved, although in quantitative terms the number of trained water agents or shops selling spare parts for example do not always correspond to the initial targets (variation between 67% and 106%). This is due in particular to relevant strategic reorientations in view of the difficulties encountered (involvement of the communes in the STEAH, competition from Osuwela with the shops for direct supplies - see specific Mozambique evaluation of 2019). However, the good functionality rate of the infrastructures monitored by local actors trained by Inter Aide demonstrates the efficiency of the maintenance and management systems/services provided by the programme.

5.2 Madagascar

The databases are well designed and complete. They allow a good monitoring of programme activities in Farafangana and Vavatenina/Fenerive-Est. However, they are not uniform from one region to another and difficult to use for an external person. The database Suivi Post-Ouvrage set up in Vavatenina/Fenerive-Est allows a good follow-up of the functionality of the infrastructures and the water committees. The summary page of the results for the different communes by year, which at a glance shows the strengths and weaknesses of each commune as well as the actions to be taken to remedy them, is a major asset of this database. This form of summary could be reused in the "programme databases" to make them easier to read for anyone outside the programme (see recommendation).

5.3 Malawi

The tools implemented by Inter Aide for the follow-up of programme are useful to ensure a good monitoring of the activities and functionality of the water points. However, there is room for improvement in measuring the performance and results of the key stakeholders of the system: Water Point Committee (WPC), spare parts supply chain, government agents - WMA and their regional hierarchy (DWDO). The pace of the monitoring of key stakeholders by the project teams could be more intensive in order to have a complete overview of the impact of the overall system. It would also be interesting to harmonise the tools used, which may have evolved with the evolution of approaches. This process is underway and well advanced.

5.4 Ethiopia

As in Madagascar and Malawi, the tools used (technical diagnosis of the infrastructures and organisational diagnosis of the Associations by the Federations, annual audits, Excel databases, etc.) are of high quality and are intended to be easy to use. The analysis of these tools, interviews with the various stakeholders and field visits show an improvement in the proportion of works monitored and the amounts collected in each locality. Nevertheless, some Federations still have difficulty in appropriating these tools, and lack assiduity in their use.

6 Efficiency

6.1 Madagascar

The structure of Inter Aide's teams seems to be sufficient for a proper implementation of the programme. The low turnover of programme managers seems to be a major asset for the good continuity of monitoring activities and the reinforcement of local partner organisations' skills. The activities of partner NGOs are changing. It therefore seems necessary for them to be able to recruit new people. However, these partner NGOs as well as Inter Aide are facing recruitment difficulties due to the isolation and low level of education of these areas.

The budget is well structured with a competitive distribution of activity costs (awareness raising and construction) and running costs. Overall, the programme is efficient.

6.2 Malawi

The structure of the Inter Aide and BASEDA (the local partner organisation) teams seems to be sufficient for a proper implementation of the programme. The level of experience of Inter Aide's teams is a major asset for the good continuity of the activities. The partner NGO continues to develop (with the opening of new districts) but is facing recruitment difficulties due to a "turnover" of key field staff: the DPOs, which may have had an impact on the quality of the follow-up of the maintenance devices.

As in Madagascar, the distribution of costs between activities and operations is competitive and the programme is globally efficient.

6.3 Ethiopia

As in Malawi and Madagascar, the budget was well structured with a competitive distribution of activity costs and running costs. The structure of Inter Aide's teams was sufficient for a correct implementation of the programme. The low turnover of programme managers seems to be a major asset for the good continuity of monitoring activities and the capacity building of local partner organisations. Overall, the programme is efficient.

7 Effects and impact

7.1 Madagascar

The programme has had an impact on the access to maintenance services through the training of hydraulic agents and repair technicians. On the other hand, the autonomy of STEAH has not been achieved (or not much) despite the efforts made by Inter Aide to support these structures. They are still followed by Inter Aide and the NGOs Soakoja and Tehyna or are even replaced by them when the commune has not sustained this service. However, the rate of functionality of the water infrastructures is increasing in the four intervention districts.

Inter Aide's in-depth and close work with local partner organisations has had an impact on their vision of water service management, their structuring, their technical skills and the organisation of their human resources. Thus, the local partner organisations have increased their skills throughout the programme. Some points remain to be strengthened, such as management and/or the recruitment of human resources.

7.2 Malawi

The Inter Aide programme has had an impact on the transparency of all the elements of the maintenance system, the monitoring of maintenance by the WDs and also the security of the Had Pumps. The activities carried out have allowed for some regulation of all aspects of maintenance: from sales - through the membership of wholesalers providing approved shops at the district level for the resale of spare parts at a fixed price - to repairs by artisan repairers. However, not all committees integrate these maintenance services - using "bush mechanics" (non-certified repairers) who also do not buy from the spare parts shops - mitigating the impact of the programme on all the hand pumps in the areas covered.

The technical and pedagogical training provided to Area Mechanics has enabled the programme to have a positive impact on the skill level of AMs and also a positive impact on the functionality rate of hand pumps.

Inter Aide's programme, through its close work with BASEDA (the local partner organisation in charge of monitoring shops and AMs) has an impact on the overall vision and understanding of the maintenance system in rural areas. However, the process of reviewing the fundamentals and harmonising the methodologies and tools used on the ground between the two organisations (Inter Aide and BASEDA) and their maintenance network management model must be continued in order to consolidate the already positive impact.

7.3 Ethiopia

The programme has had impacts on access to maintenance services through training of water agents of Federations. On the other hand, the autonomy of the Federations is still being established, despite undeniable progress. However, the functionality rate of the infrastructures is clearly increasing. The monitoring of Inter Aide and RCDBIA is still needed in the longer term.

In addition, due to Inter Aide's in-depth and close work, the Project has had some positive effects/impacts on the NGO RCDBIA, notably on their vision of the management of the public water service, their structuring, and their technical skills. This support has even led to its restructuring, allowing it to be more proactive in the future. However, Inter Aide remains the only source of funding for RCDBIA, which weakens its independence.

8 Sustainability

8.1 Madagascar

The current situation at the communal level - low human and financial resources - and a decentralisation that is not really effective compromise the organisational and financial sustainability of the STEAH. Increasing the number of infrastructures monitored by a STEAH within the same municipality or within a group of neighbouring municipalities and revising the amounts of contributions requested from water committees are two options to explore in order to overcome this constraint in the long term. In the short and medium term, it seems more sustainable to carry out the monitoring activities of the water points and the water committees via the local partner organisations. This change of strategy is already being tested by Inter Aide in Vavatenina/Fenerive-Est and is about to be tested in Manakara.

The local partner organisations are in the process of becoming sustainable, as the statutes of both organisations are in order; it seems necessary that the different management models be validated by the Regional Directorate of Water, Sanitation and Hygiene (DREAH), via the Ministry of Water, in order to guarantee the sustainability of the proposed management models and therefore the sustainability of part of the activities of the local partner organisations. The sustainability of the two local partner organisations will also depend on the financial equilibrium of the water committees' monitoring activities, which has not been achieved yet, but which is one of the points of reflection led by Inter Aide and which needs to be further developed.

8.2 Malawi

The sustainability of the monitoring of the maintenance networks may be questioned due to the lack of resources of the Water Department to monitor the Area Mechanics and the spare parts shops. The Water Department, which should eventually take over the monitoring of the structures set up, is therefore dependent on the current programme. One of the other points that may call into question the sustainability of this monitoring by the Water Department is the absence of a procedure in case of conflicts between the management committees of the water points and the service providers.

Thus, from the point of view of sustainability, the approach of Inter Aide remains to be defined more precisely: to ensure minimal support or to withdraw completely, leaving the authorities to take over

completely (example of the Salima district). This withdrawal strategy is a major topic on which Inter Aide (field and headquarters) is trying to find solutions adapted to the context each time, linking maximum strengthening of the various actors and a gradual reduction of the programme's current interventions.

8.3 Ethiopia

The Federations should normally be closely linked to the Water Bureaus at Woreda level and to the Water Bureaus at Zone level. Due to the very low financial means of these institutional partners, which do not allow for the monitoring and support of the Federations (in accordance with the current regulations), it is not possible for the system to be viable in the long term without the support of Inter Aide or RCDBIA.

Moreover, the budget collected by the Federations allows for simple maintenance actions on the gravity fed systems, but does not allow for the moment to pay a permanent salary to the water agent, nor to constitute a stock of spare parts specific to the Federation.

If the level of contributions already allows for impacts to be observed, the difficulties in obtaining better collection rates can be explained by the fact that the Water Users Associations have little leadership in collecting funds.

In addition, during focus groups conducted during the mission with groups of women users, one of the explanations could be a disconnection between the users of the water points, who are most often women, and their husbands, who are the decision-makers and manage the household money: the men would feel less concerned and less inclined to pay the fee, while the women see the importance of maintaining and financing these services.

9 Conclusion

Initially the remote areas of Madagascar, Malawi and Ethiopia had very low levels of access to basic services, which fully justified intervention. The programme objectives are proportionate to the specific needs.

The access to water, sanitation and hygiene component shows on average good results and has been achieved. In terms of maintenance services, the various strategic changes made to deal with the difficulties encountered have resulted in a good rate of functionality of the infrastructures overall and demonstrate the effectiveness of the changes in strategy and the relevance of the models. The tools used to monitor the programme's activities are effective, although they could be improved, in particular with an automatic summary that would make it easier for an external user to monitor the programme's indicators. Harmonisation of tools within the same country remains an area for improvement, although this is an ongoing process.

The programme is efficient: the human resources of Inter Aide for this project are well calibrated for an efficient management of the projects; the budget is well structured and the distribution of activities and running costs is competitive.

The programme has had a positive impact on the access of the population to maintenance services, the strategies evolving over time allow to reach a good rate of functionality of the water points while ensuring the availability of technicians or hydraulic agents followed by local partner organisations.

Although it is not always easy to ensure the sustainability of the management and maintenance services imagined beforehand, Inter Aide's knowledge and analysis of the situations encountered allows for interesting reorientations of strategies, to be pursued and analysed in order to ensure the sustainability of the hydraulic infrastructures via maintenance networks and sustainable management methods.

The table next page summarises the overall results:

Criteria assessed	Rating					Comments
	1	2	3	4	5	
Relevance and coherence T						The programme is relevant and the targeting of areas is justified by their reduced access to WASH services. It is also relevant and in line with the sectoral orientations
Effectiveness						The monitoring tools put in place are effective, although they need to be harmonised and optimised for easier reading by external users.
Efficiency						The programme is efficient and the distribution of costs related to activities VS operating costs is competitive.
Effects and impacts						The programme has had positive impacts on access to maintenance services and the functionality rate of the infrastructures. However, the programme did not have the expected effects on the empowerment of maintenance services.
Durability						Ensuring the sustainability of maintenance services is a long-term task, and needs to be continued in the target countries. The project is in a transitional phase where the role of local partner organisations in supporting maintenance services still needs to be clarified and strengthened, including their activities related to monitoring management bodies or direct management. Support to these organisations is still needed to assess their sustainability.

10 Main recommendations

10.1 Global

N°1: Harmonise and improve databases

N°2: Continue to strengthen the skills of local structures in charge of maintenance services

N°3 : Facilitate the densification of hydraulic infrastructures in the same geographical area, when possible, in all the countries of intervention.

N°4 : Support local partners (recruitment, financial empowerment), monitoring

N°5 : Promotion of approaches and models

N°6 : Exchange meetings between local structures to disseminate good practices and the appropriation of models (between Ethiopian federations, between water bureaus, between management associations in Madagascar, between Malagasy communes, between traditional authorities in Malawi, representatives of Water Departments...)

10.2 Madagascar

N°7: Validate the different management models with the Ministry of Water, Sanitation and Hygiene.

N°8: Consider the average duration of pump repairs and the geographical area that can be covered by a technician.

No. 9: Consider the number of structures that can be monitored by an agent and the geographical area that can be covered.

No. 10: Calculate the profitability of the "monitoring" activity of the works, whether it is carried out by a STEAH or the NGOs Soakoja and Tehyna, and aim for its profitability.

N°11: Facilitate the densification of hydraulic infrastructures in the same geographical area.

N°12: Set up a monitoring system for the managers (in case the NGOs Soakoja and Tehyna become managers themselves).

N°13 Support the NGOs Soakoja and Tehyna in their search for more specific technical skills.

No. 14 Support and sustain the restructuring of the NGO Tehyna.

No. 15: Support local partner organisations in their search for new human resources.

No. 16: Once decentralisation is effective, continue to work with the communes to strengthen their role as project owners.

No.17: Support the NGO Soakoja in its new role as manager

10.3 Malawi

N°18: Continue the current process of harmonization of approaches to the system between Inter Aide and BASEDA

N°18: Continue the application of methods for evaluating Area Mechanics, monitoring contracts, price list in each district

N°19 : Continue to promote preventive maintenance contracts in order to ensure a satisfactory volume of activity for AMs

N°20: Increase advocacy with local authorities so that each time a water point is built or rehabilitated, the water point committee joins the maintenance network by signing a contract with an AM.

N°21: Propose exchange meetings with motivated AMs, working on a large number of water points in order to create emulation between the AMs and a certain adhesion.

N°22: Propose exchange meetings between local authorities in order to discuss the strengths and weaknesses of each district and to exchange on the ownership of the maintenance network.

No.23: Define a strategy adapted and staggered in time to ensure a regular and quality follow-up of the BASEDA field teams.

N°24 : Ensure the knowledge of the maintenance service set up within the framework of this programme, promote it to make it known to a large number of water point committees.

N°25: Participate in the sector coordination meetings to present the water point maintenance system so that water points that are not built or rehabilitated by Inter Aide join the maintenance network.

10.4 Ethiopia

No. 26: Do not neglect activities related to hygiene promotion, in conjunction with health workers, in order to maximise the impact on the health of the populations; these activities could be implemented in particular by RCDBIA and a more specific evaluation of the work and impact of health workers on the retention of hygiene messages and the application of adapted practices could be envisaged. A closer link between federations and health workers could be ensured

N°27: Capitalise on Inter Aide's many good practices and promote them to other actors of the sector in Ethiopia, through the organisation of workshops at national and regional level (with for example: state actors, WaterAid, ACF, IRC Wash....)

N°28: Add performance indicators for the NGO RCDBIA, on its strategic vision, its competence in project design and mastery of donors; train them on these aspects.

N°29: Support RCDBIA in their search for new human resources;

N°30: Encourage female candidates, when possible, within IA and RCDBIA;

N°31: Test the new strategy, as defined by Inter Aide, with a focus on women and water payments;

N°32: In order to strengthen the capacities of the members of the Federations in the recognition of small maintenance operations, it is suggested to organize exchange visits between some Federations (commented visit of the guests on the state of the infrastructures for example);

No. 33: In addition, an exchange of good practices can also take place around the theme of carrying out financial audits;

N°34: Free up time for the Director of RCDBIA, by hiring an assistant to manage the day-to-day work, so that he can develop a clear strategic vision, his own projects and his fundraising.