



Case Study in Brief

RANO-WASH is a \$33M 5-year program funded by USAID and implemented by a CARE-led consortium that includes Catholic Relief Services (CRS), WaterAid, and two private sector partners, Bushproof and Sandandrano. RANO WASH works to bring sustainable and equitable WASH solutions to communities in rural Madagascar, which has some of the lowest access rates to sanitation and water.

To do this, the program has three strategic objectives: 1) Strengthen governance and monitoring at local, sub-national and national levels; 2) Strengthen capacity of private sector and support public private partnerships; and 3) Increase adoption of healthy WASH behaviors and use of WASH services and products.

Project Name: RANO WASH

Dates: 2017-2022

Project Areas: Alaotra Mangoro, Amoron'i Mania, Atsinanana, Haute Matsiara, Vakinankaratra and Vatovavy Fitovinany

Donor: USAID

Budget: \$33 million

Partners: Catholic Relief Services, WaterAid, Bushproof and Sandandrano

Systems Strengthening Approach

RANO WASH was designed with the Sanitation and Water for All's (SWA) Collaborative Behaviors in mind, overlaying a systems thinking and approach into its design to ensure strong local, sub-national and national systems in Madagascar. The program seeks to strengthen building blocks for the WASH sector through strengthened planning, coordination and monitoring, development of a financing strategy for the sector and increased private sector engagement while also strengthening accountability between government, service providers and citizens.

Sector Planning

The RANO WASH program works to strengthen the WASH sector planning process in order to harmonize WASH sector priorities and set out a framework for action among all stakeholders to reach universal access objectives outlined in Madagascar's policies and strategies.

An initial assessment by the program found that the national strategy was not updated and required input from all WASH stakeholders. As a result, the program provided technical and financial support to the Ministry to lead the update of the sector plan,

which now has targets and goals based on coverage data as well as gaps and needs identified from global tools like the WASH bottleneck analysis (WASH-BAT) and Tracking Financing to WASH (Trackfin).

The sector plan required generating broad support and RANO WASH facilitated national and regional consultations to ensure input and feedback from a variety of stakeholders, including the private sector, civil society, and watershed actors. The program is currently working with the Ministry to finalize the costing of the sector plan in order to develop a sector financing strategy to mobilize resources to implement the plan. This is part of the broader support to the Malagasy government to develop and operationalize its performance contract for WASH and define the structure, roles, and responsibilities for a formal and regular coordination structure at regional and national level; both key to a strong planning process.

The program is also supporting sub-national and local-level planning. At the sub-national level, the Malagasy government has available planning and budgeting tools, however these were not widely used. RANO-WASH provided support to the Ministry to validate and socialize these plans, including making it available online for universal access and holding workshops to share these regional plans among all stakeholders. The program provides ongoing training sub-national government actors on how to use data to set projections to meet universal access targets and plan for new services. At the commune level, the program supported municipalities in drafting and operationalizing communal development plans to strengthen their capacity to plan for and deliver sustainable WASH services.



Monitoring and Analysis

The RANO WASH program takes a comprehensive approach to work with the national government's existing national platform (SE&AM), which faced challenges in coordination and sharing of data, and fragmented use among stakeholders. In its first year, the program invested in a redesign and update of the SE&AM and its data flows. Now in its third year, program activities focus on improving and strengthening indicators, data collection and updates, analysis, capabilities and uses of the system, and data management and system maintenance at the commune, regional and national level. This includes 1) streamlining indicators and aligning these to national performance benchmarks; 2) more efficient data flows, customized user interfaces and integrating ICT4D to improve timeliness and accuracy; and 3) updated tools to facilitate planning, monitoring, evaluation and reporting functions.



The program provides capacity building, coaching, and technical and financial support to strengthen the leadership and capacity of government to lead sector monitoring functions at all levels and the use of data-driven planning and decision making. In 2019, the program coached government staff and technical and financial partners through two timely SE&AM data updates in the regions supported by the program. For regions not supported, RANO WASH staff provided coaching and shared technical documents.

RANO WASH staff have observed that the Malagasy government increasingly uses SE&AM to facilitate discussions with technical and financial partners, and the Ministry team is becoming more autonomous in operating the system. For example:

- The Ministry has begun using SE&AM-produced graphics, including tables and maps, to visualize data (e.g. maps of access rates for WASH and recommended locations for private sector investment) during events.
- The SE&AM was used to develop the distribution of performance contract objectives by region and status tables for each region to facilitate discussions during the regional consultations for the WASH sector plan.
- The SE&AM is also providing up-to-date data for national-level initiatives in which the government of Madagascar participates, such as Sanitation and Water for All (SWA), the United Nation's Global Analysis and Assessment of Sanitation and Drinking-Water and the N'gor Declaration on Sanitation and Hygiene.

Service Delivery Model

RANO WASH is testing and implementing public private partnerships for rural water supply in six regions. Currently, twelve sites have a private operator-led utility on an invest-build-operate concession contract. The private operators provide a portion of the investment costs and assume all costs and keep all revenue for 15 years. The program's first years focused on generating interest and investment, formalizing institutional arrangements that define clear rules of engagement for the private sector, and strengthening capacity of the different public and private stakeholders involved, including making sure everyone understands their roles and responsibilities. Local government is strengthened to be able to solicit and review bids, write contracts and monitor performance – a key factor for sustainability. The program also works with the government to set up a model in which each commune has specialized water services staff to enhance their ability to provide oversight, including on maintenance and water quality.



Operations and Maintenance

RANO WASH provides ongoing coaching and capacity building to private operators and leverages expertise of Bushproof and Sandandrano, the private sector consortium members. Regarding maintenance, each enterprise uses its own staff, which include technicians and/or repairmen, for structured preventive and corrective maintenance. When needed, they procure external services for specialized activities. Service is guaranteed by the management contract which also integrates performance benchmarks. Tariffs cover costs and commercial pressures and local government oversight ensure maintenance is timely. Many of the enterprises operate multiple water schemes and pool maintenance risks and have established linkages with suppliers, retailers, and specialized services. Business planning training provided by the program covers identification and planning for different repair and maintenance costs based on lifecycle costs.

To read more about RANO WASH (in French), please visit <https://care.mg/ranowash/>

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