CRS Fararano Joint Midterm Review

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CRS CATHOLIC RELIEF SERVICES

Acknowledgements

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To the more than 20 communities in 10 communes that took time from their long, busy days to participate in the midterm review, it is our hope that the recommendations provided by the review team are actively used to develop and improve the program and policies that enhance their food security and livelihoods.

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Acronyms

Ar	Ariary (Malagasy currency)
ARR	Annual Results Report
BDEM	*Bureau du Développement de l'Ecar de Mananjary*
BNGRC	*Bureau National de la Gestion de Risques et Catastrophes*
CCFLS	Community Complementary Feeding and Learning Sessions
CDD	*Conseil Diocésain de Développement*
CHV	Community Health Volunteer
CLGRC	*District Level Comité Local*
CLTS	Community-Led Total Sanitation
CLTN	Community-Led Total Nutrition
CMAM	Community-based Management of Acute Malnutrition
CNV	Community Nutrition Volunteer
CPO	Collection Point Organization
CRS	Catholic Relief Services
CSA	*Centre de Service Agricoles*
CSB+	Corn Soy Blend+
CU2	Children under two
CU5	Children under five
DFAP	Development Food Assistance Program
DiNER	Diversification for Nutrition and Enhanced Resilience
DRM	Disaster risk management
DRMC	Disaster Risk Management Committee
DRR	Disaster risk reduction
FFA	Food for Assets
FFP	Food for Peace
FMNR	Farmer-Managed Natural Regeneration
FTP	File transfer protocol
GMP	Growth monitoring and promotion
ICRAF	World Agroforestry Center
IMCI	Integrated Management of Childhood Illness
IPTT	Indicator Performance Tracking Table
JMTR	Joint Midterm Review
KFF	Fokontany Development Committee
M&E	Monitoring and evaluation
MCHN	Maternal and Child Health and Nutrition
MEAL	Monitoring, Evaluation and Learning
MoH	Ministry of Health
MVhousehold	Most vulnerable household
NCBA-CLUSA	National Cooperative Business Association – Cooperative League of USA
NRM	Natural resources management
ODDIT	*Organe de Développement du Diocèse de Toamasina*
ODF	Open-defecation free
ONN	National Office of Nutrition

PIRS	Performance Indicator Reference Sheet
PiSP	Private input service provider
PLW	Pregnant and lactating women
PO	Producer Organization
PPP	Public-Private Partnership
PSP	Private service provider
RUA	Road Users Association
SAM	Severe acute malnutrition
SBCC	Social and behavior change communication
SECALINE	Surveillance and Education for Schools and Communities on Food and General Nutrition
SILC	Savings and Internal Lending Community
SMART	Skills for Marketing and Rural Transformation
SMILER	Simple Measurement of Indicators for Learning and Evidence-based Reporting
ToC	Theory of change
UPNNC	*Unité de Programme National de Nutrition Communautaire*/ National Community-based Nutrition Program Unit
WASH	Water, sanitation, and hygiene

Executive Summary

This is the report of the midterm review of Fararano, a five-year, USAID Food for Peace Development Food Assistance Program whose goal is to reduce food insecurity in 48 communes in three of the most vulnerable regions in Madagascar: Atsinanana, Vatovavy Fitovinany and Atsimo Andrefana. Fararano provides an integrated package of nutrition, agriculture, disaster risk reduction, environment and gender-focused activities to reduce food insecurity in these target areas. It is implemented by Catholic Relief Services and four local implementing partners – *Organe de Développement du Diocèse de Toamasina*, *Bureau du Développement de l'Ecar de Mananjary*, *Conseil Diocésain de Développement* and Caritas Morombe – as well as several technical partners.

This was a joint review, in that it covered Fararano and another USAID Food for Peace award, ASOTRY. Both reviews were conducted by a team of development professionals representing USAID Food for Peace, the USAID Mission in Madagascar, Catholic Relief Services and the Adventist Development and Relief Agency (ADRA). The lines of inquiry were guided by an evaluation protocol, including detailed objectives for the review. The main focus was on perceived program effectiveness, constraints inhibiting effectiveness and means of overcoming these constraints. The review followed primarily qualitative methodology and made reference to select quantitative data from program monitoring.

Review preparations began in January 2017; the in-country mission, including a validation workshop and a USAID Food for Peace debriefing, which took place in April and May of 2017. The team returned to Madagascar in June for a workshop on recommendations. The report was finalized in November with the support of an outside consultant contracted by Technical, Operational and Performance Support (TOPS).

Following are the main findings regarding overall quality, each of the three program purposes and program monitoring. The full report contains extensive recommendations that resulted from both the review exercise and the recommendations workshop.

Program Quality

While staff recruitment, staff training, formative research and barrier analysis are on schedule and on target, the review team noted issues with integration of interventions, geographic targeting, quality of implementation, theory of change and sustainability. Many households do not receive critical support from Fararano to increase agricultural production or off-farm income; increase access to health, nutrition, water and sanitation services; or improve behaviors around maternal and child health nutrition, water, sanitation and hygiene.

Approximately 60 fokontany in Ifandiana, Mananajary, and Brickaville are extremely remote, and it is a challenge for Fararano staff to ensure the quality of interventions in these communities.

Farm sizes are small, and yield and profitability are low; therefore, it is unlikely that Fararano will achieve Purpose 2 (agriculture) objectives without revising its strategy and intervention package to increase food access.

While Fararano has been piloting various market-based approaches to improve sustainability of

various agriculture-related service provisioning, the activity has yet to implement strategies to improve sustainability of outcomes for maternal and child health and nutrition (MCHN) and disaster risk management practices.

Private service providers, private input service providers, commodity aggregation and collective marketing have the potential to improve sustainability of production and crop-based income; however, these initiatives are at an early stage and the review team could not assess their performance.

Maternal and Child Health and Nutrition (MCHN) (Purpose 1)

Overall, Fararano communities and participants and regional/district authorities appreciated Fararano inputs and were seeing positive change in their communities. Lead mothers and community health volunteers were highly engaged and wanted to make a difference in their communities. Across implementing partners and geographic areas, participants spoke highly of community-led total nutrition, care groups and cooking demonstrations. Key Purpose 1 successes include the number of community volunteers trained in health and nutrition, an increased number of women visiting health facilities for antenatal care and child health visits and coordination with USAID/Mikolo and other Ministry of Health activities.

Key Purpose 1 challenges include whether messages were communicated effectively enough between nutrition promoters and between lead mothers and neighborhood women, context-specific targeting and related interventions and consistency of approaches across implementing partners and geographic zones. While coordination with UPNNC[1] was evident, reinforcing this nutrition platform further is a potential opportunity for continued positive impacts of Fararano after the project ends.

Overall, Fararano water, sanitation and hygiene (WASH) implementation is behind schedule and must be prioritized going forward. The number of WASH staff was minimal and should be increased so they can provide adequate oversight and guidance over WASH implementation in the last two-and-a-half years of the project. Moreover, much of the WASH implementation was focused at the household level, but the entire community must be sensitized to WASH messaging for results to be observed. Therefore, community-level WASH implementation must occur.

Access to safe water is critical to achieving nutritional outcomes; therefore, the review team recommends prioritizing water infrastructure such as installing as many water systems as possible while ensuring appropriate engineering oversight, speed up installation and focus on sustainability (i.e., operations and maintenance). In addition, water quality in the target areas was uncertain, so promoting household water treatment must remain central to the Fararano campaign. Sanitation in the project area is still inadequate; thus, the community-led total sanitation campaign must be strengthened, including providing substantive follow-up. In addition, latrine construction should be implemented, as well as making latrines fly-proof. Finally, the handwashing social and behavioral change campaign must be more robust, systematic and

[1] *Unité de Programme National de Nutrition Communautaire*/ National Community-based Nutrition Program Unit

comprehensive.

Agriculture (Purpose 2)

The Producer Associations (POs) and Collection Point Organizations (CPOs) developed by Fararano have the potential to help farmers get better prices for their produce. Fararano has been promoting a mix of staple and high-value cash crops (e.g., fruits, spices) for income generation, which lends itself more to achieving income gains. These are market-based approaches, and if farmers benefit from the POs and CPOs, they will likely continue even after the project ends; however, they would continue to need capacity-building support. Fararano can link them to capacity-support service providers. The review team found them at an early stage, so could not thoroughly assess their scope, potential and challenges.

Similarly, the Private Input Service Provider (PiSP) and Private Service Provider (PSP) models that Fararano developed and implemented have the potential to promote sustainability. The PiSP and PSPs can emerge as private sector service providers; however, they do not seem to be financially viable entities, and Fararano should assess and make adjustments so these are financially viable business models.

While Fararano has been using the farmer leader approach as the main vehicle to transfer improved production technologies and management practices, this approach has faced serious challenges. The idea is to have farmer leaders use demonstration plots to promote technologies and management practices and train participating farmers. But the quality of the demonstration plots is often sub-optimal (sometimes even poorer than adjacent plots). Farmer participation is inconsistent, irregular and limited to a few farmers, and training quality is less than ideal for effective learning. As a result, the adoption of project-promoted techniques is minimal, and farmers do not remember what they learned. Fararano staff do not analyze yield and yield potential with the farmers; therefore, participating farmers and project staff have little idea of what outcomes to expect from their involvement with Fararano. In addition, the farmer leader methodology is used only for program-based trainings with no organizational or farmer aggregation component that would give it a chance to continue beyond the life of the project.

The Savings and Internal Lending Community (SILC) groups seemed to be very successful, but their reach is very limited. CRS has yet to explore the potential of the SILC group approach beyond savings and lending.

The irrigation facilities and roads that Fararano rehabilitated/constructed seem to be need-based and appropriate to achieve the project objective; however, the standard design and implementation procedures for construction and rehabilitation work were not always followed.

Disaster Risk Management (DRM) (Purpose 3)

The intent of Purpose 3 is to strengthen communities' capacities to predict, mitigate and respond to shocks, and to improve natural resources management (NRM) by developing NRM, disaster risk reduction and emergency preparedness plans that focus on improved planning, communications, governance and safety net responses designed by and for communities. Generally, it appears the disaster risk management (DRM) and NRM committees are cohesive, as their willingness to complete detailed DRM/NRM plans is strong, however, they appear to be

hesitant to carry out plan activities without guidance from implementing partners. The DRM plans are detailed, but understanding their own content in those plans varies substantially.

It does not appear that Fararano engages with committees regularly. Since the preferred means for field agent travel is by bicycle, and each agent is responsible for working with many fokontony, it is difficult to attend committees regularly. Engaging with the committees is important because it builds their ability to understand the activity content of their plan. Regular engagement also builds their confidence to implement their identified activities, particularly if the activities require external technical and financial support. The committees' ability to conduct disaster simulation exercises is also weak due to poor engagement.

Program Monitoring

The Fararano monitoring and evaluation (M&E) system was well designed to track indicators with all necessary components, from data capture to results sharing. This allows the project team to review progress of selected indicators. The ZOHO platform greatly increased staff access to monitoring data. Fararano has technical staff among the M&E team capable of developing the database and data collection tools for mobile devices, which gives the project flexibility to adjust the tools and the system as new challenges are encountered or new indicators added. Fararano's M&E system uses a centralized database where all information from partners is centrally stored. The system is linked to an analytical routine at the front end, which greatly increased access to data as staff can generate bi-variate frequency tables based on their needs and interests. Partner staff receive a copy of their dataset through the SHAREit application for further analysis.

Major data quality issues were related to data collection, particularly the validity and reliability of data collected by community volunteers. The volunteers use forms to capture data from the field and sometimes lack standardized forms suited to evolving data needs. The community volunteers were therefore creating their own data collection forms. This has resulted in inconsistent data points across the volunteers, which created serious data reliability issues. The data reported by the field agents cannot be objectively verifiable. There were also validity issues mainly linked to the lack of measurement standards, such as defined training and developing standards. Reliability issues related to the system also include not monitoring the quality of various interventions, including social and behavior change sessions. Fararano has yet to develop a system to check data quality, which became far more complicated and challenging given that data are collected using tablets with no physical paper trail. There is no back-up data remaining on the iPad after the information is uploaded to the database at the end of each month. The M&E system does not capture the effect of some major investments including infrastructure, gender integration and the community mobilization work.

Overall Assessment

Fararano has been successful in setting up implementation processes, such as for care groups, Community-Led Complementary Feeding and Learning Sessions and cooking demonstrations, Community-Led Total Nutrition, Community-Led Total Sanitation, lead farmers, demonstration

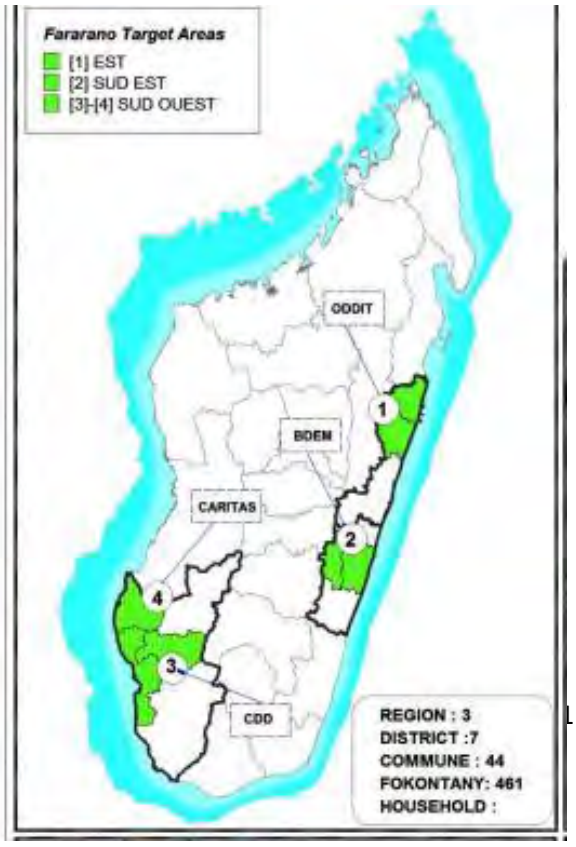
plots, producer organizations and Disaster Risk Management Committees. Fararano developed most of the guidance materials, completed staff training and is on track to achieve many of the output targets. Major issues identified by the Joint Midterm Review (JMTR) team include high staff workload, implementing more interventions for which it has capacity, remote location of some fokontany, lack of tailored strategy to account for geographic variability and lack of a viable sustainability strategy. These issues have further been complicated by the absence of a strong feedback loop to identify challenges in implementation systematically and address them promptly and consistently across partners. If CRS and its Fararano partners take serious corrective measures to improve the quality of implementation, Fararano has the potential to achieve its intended goal.

Based on the JMTR team recommendations, the program should develop a tool to ensure proper and transparent follow-up on actions made toward these recommendations.

Introduction to the Fararano Project

Project Overview

Catholic Relief Services (CRS) and partners are currently implementing a five-year USAID/Food for Peace Development Food Assistance Program (DFAP) called Fararano ("harvest season"). The program goal is to reduce food insecurity in 48 communes in rural Madagascar. Fararano operates in three of the most vulnerable regions of Madagascar: Atsinanana, Vatovavy Fitovinany and Atsimo Andrefana. Fararano reaches over 70 percent of the population in seven districts, 48 rural communes and 464 fokontany with an integrated package of nutrition, agriculture, disaster risk reduction, environment and gender-focused activities to reduce food insecurity in these target areas. CRS works with four local implementing partners: *Organe de Développement du Diocèse de Toamasina* (ODDIT), *Bureau du Développement de l'Ecar de Mananjary* (BDEM), *Conseil Diocésain de Développement* (CDD) and Caritas Morombe in four different dioceses. In addition, CRS works with several technical partners including National Cooperative Business Association – Cooperative League of USA (NCBA-CLUSA) on value chains, World Agroforestry Center (ICRAF) on agroforestry, No Strings International on communication techniques using puppetry, Centre ValBio on reforestation and environmental education, Bio-D on bio-fuel systems and Harvard University on research on



nutrition and climate change. CRS and partners collaborate closely with 10 government ministries at national and decentralized levels to strengthen program quality and sustainability.

The CRS Fararano team consists of a Program Management Team comprised of the chief of party; deputy chief of party; team leaders for nutrition, agriculture/livelihoods and community; cross-cutting specialists for gender, Monitoring, Evaluation and Learning (MEAL), social and behavior change communication (SBCC), Go Green and Nutrition Partnership; internal auditor; commodity manager and program and technical coordinators for each partner institution including ODDIT, BDEM, CDD, Caritas and NCBA-CLUSA. The Program Management Team helps to guide the strategy, share lessons learned and best practices and ensure that program quality meets standards set by each technical area. Each partner has technical coordinators and field staff, typically including two field agents (one each for agriculture and community) and one nutrition promoter in each of the 48 communes.[2] A supervisor for each partner covers a district (or five to eight communes) and supports the field staff to implement activities. CRS-based specialists help coordinate among partners, ensure consistency and quality and lead research, studies, exchanges and learning across partners to promote quality, integration and sustainability. A robust monitoring and review team has also been composed.

Overall challenges in CRS Fararano areas have mainly been tied to two factors. First, climatic conditions linked to El Niño and late rainfall due to climate change result in later-than-normal harvests, particularly in the southwest. Second, a fragile political system leads to weak and under-resourced government structures, which prevents the program to fully transition its interventions over to the government – part of the sustainability strategy. In addition, with the emergency in the Deep South due to the drought, CRS mobilized staff and resources to respond to the urgent needs of the most vulnerable, thus pulling them away from the project.

Project Purposes and Sub-purposes

P1: Undernutrition is prevented among children under two

1.1 Women and children have improved consumption of diverse and nutritious foods
1.2 Women and children (especially during the 1,000 days) utilize preventive and curative maternal and child health and nutrition services
1.3 Households practice optimal water management, hygiene, and sanitation behaviors

P2: Increased household incomes (monetary and non-monetary)

2.1 Increased diversified agriculture production
2.2 Increased on- and off-farm sales by households and producer organizations

P3: Community capacity to manage shocks is improved

3.1 Community-based disaster mitigation systems meet national standards
3.2 Community-based disaster preparedness systems meet national standards

[2] To respect the care group model, some communes may have more than one nutrition promoter to maintain the ratio of promoters to care groups, in line with the approach.

3.3 Community-based disaster response systems meet national standards
3.4 Community-based social safety net mechanisms strengthened

Midterm Review Objectives

The objectives of the midterm review for Fararano are:[3]

1) Assess the overall strategy of Fararano in terms of its relevance for addressing food insecurity with targeted impact groups, taking into account contextual changes that may have occurred since the award began implementation. This will entail reviewing the strategies that ensure that the target groups are reached by the award, reviewing the theory of change and assessing the hypotheses, risks, and assumptions made during the design of the program.
2) Assess the quality of inputs, implementation and outputs to identify factors that enhance or detract from the efficiency, quality, acceptability and effectiveness of the activities implemented, and the likelihood that they will contribute to sustained achievement of project goals.
3) Review the level and effectiveness of coordination and collaboration with external organizations that are critical to achieve goals and purposes. This includes actors that provide complementary services necessary to achieve outcomes, actors that will provide essential services to sustain the outcomes after the end of the two awards, actors that influence people's access to goods and services and organizations that promote or impede an "enabling environment."
4) Present, through quantitative data and qualitative information, evidence of changes (intended and unintended outcomes) associated with interventions and outputs, assess how well the observed changes support the theories of change and logic of the logframe, and identify factors (both internal and external) in the implementation or context that impede or promote the achievement of targeted results.
5) Related to collaborative learning and action –Review systems for capturing and documenting lessons learned and assess the extent to which they are used in implementation and refining program design, including feedback from the perspective of stakeholders and participants. Assess processes to use evidence, including baseline results and monitoring data, for adjusting program strategies. Assess how well the program is seeking out, testing and adapting new ideas and approaches to enhance effectiveness or efficiency.
6) Related to sustaining impact – Determine the extent to which outcomes, systems and services are designed and being implemented to continue after the award ends, and assess progress made on implementing sustainability strategies. What activities are being implemented to ensure that the service providers will have continuous access to required resources and capacity strengthening support? How has Fararano been creating demand and influencing the motivations of the beneficiaries and service providers? What has been

[3] ADRA-CRS Madagascar Midterm Review Scope of Work, 9 December 2016.

done to establish and strengthen i) critical linkages necessary to sustain resources, and ii) capacities that may positively or negatively influence sustainability? Has the program identified the indicators and planned for a phased transfer of responsibilities yet?

7) Relative to the major cross-cutting themes in both awards – Determine the appropriateness and effectiveness of support for gender equity in terms of access to, participation in and benefits from interventions. Assess the extent to which interventions target youth, support greater capacities for local governance and address sources of environmental risk.

Methodology

Process Overview. The reviews of sister programs ASOTRY and Fararano each consisted of a preparation stage, a fieldwork stage and a reporting stage. Preparations began in January 2017 and included reviewing the draft statement of work, document review, protocol and tools development, site selection and logistics planning. The ASOTRY mission took place from April 11 to 26, followed by the Fararano mission from April 27 to May 12. Both missions included introductory meetings with USAID and awardees, fieldwork, a validation workshop, a debriefing and a recommendation and planning workshop. The validation workshops took place at the end of each mission (April 25 for ASOTRY and May 10 for Fararano) and involved staff from ASOTRY/Fararano, implementing partners for the respective award, USAID mission staff and staff from ADRA/CRS headquarters. The workshops aimed to validate the Joint Midterm Review (JMTR) team's observations with ASOTRY and Fararano implementers' staff.

The JMTR team gave a debrief to USAID/Food for Peace (FFP) Madagascar before the end of the mission to review findings. The team returned to Madagascar in June to review and finalize recommendations with both projects. The recommendation workshop (June 20 to 22) aimed to provide Fararano and ASOTRY staff an opportunity to review the feasibility of the recommendations, analyze the challenges to implement them, develop alternative recommendations in cases for which the original recommendations were deemed particularly challenging to implement and develop an action plan to implement the recommendations.

Methodology. The methodology for both ASOTRY and Fararano reviews was guided by a detailed protocol (Annex 1).[4] The JMTR primarily used a qualitative approach.

Both reviews began with a desk review of documentation such as the baseline study report, technical narrative, theory of change and logical framework, monitoring data and reports including annual and quarterly reports, monitoring and evaluation (M&E) plan, the Indicator Performance Tracking Table (IPTT) and implementation manuals as applicable. During the course of the reviews, the team continued to review, consult and analyze information from these and additional relevant sources. The team also analyzed the annual monitoring data.

[4] The protocol contains all interview guides and further details about the review process.

During the mission, the JMTR team applied primary data collection methods, including semi-structured in-depth-interviews and group discussions with program managers, technical staff, service providers (frontline staff and volunteers) and participants, as well as some non-participants. The JMTR team observed learning/training sessions as available, and conducted in-depth visits of infrastructure projects. Inquiry focused on perceived program effectiveness, constraints inhibiting effectiveness and suggested means of overcoming these constraints. Key informants included government staff, commune mayors, USAID/Mikolo program management staff, key management staff from the Surveillance and Education for Schools and Communities on Food and General Nutrition (SECALINE), awardee and implementing partners at country office and field levels, participants, indirect beneficiaries, non-beneficiary community members, community leaders and Government of Madagascar representatives at national and local levels.

Fieldwork also included direct observationover project activities such as nutrition sessions, growth monitoring and promotion, knowledge and technology transfer sessions, demonstration plots and other household and community-based activities. The team also conducted in-depth visits of irrigation and road infrastructure supported by the project.

Figure 1: JMTR sample sites

Review Team. The JMTR was implemented by a team of development professionals representing FFP, the USAID Mission in Madagascar, CRS and ADRA led by the FFP Senior M&E Advisor. The team was comprised of "core team members" and "observers." Core team members participated in the full review process for both the ASOTRY and Fararano awards, or as much of the process as possible, and led the investigations in assigned areas per their technical expertise. Observers provided ideas and input to the core team in their areas of expertise but did not partake in the analysis. See Annex 1 (protocol) for detail on the team members.

Sample. The JMTR team selected a purposive sample of interview sites representing variation in agro-ecological zones, livelihood strategies, proximity to major infrastructure (markets, roads, towns) and access to resources and services, quality of service delivery and coverage/intensity of project services. Other considerations for sample selection included physical accessibility and the team's ability to visit all sites in the time available for the review, which meant choosing communities requiring less travel time to reach. For example, a number of the communities in

the Southeast region targeted by BDEM are extremely remote. These communities can be accessed only by foot, and many require several days' travel to reach. The JMTR team left these communities out of the sampling frame. In addition, some communities were identified as unsafe considering the security situation and were omitted from the sampling frames as well.

The JMTR team visited 10 communes where ASOTRY is implemented (Ambondromisotra, Tsarasaotra, Mahazoarivo, Vohiposa, Mahatsinjony, Anjoma, Marosavoa, Soaseràna, Beroy and Maroarivo), and 10 communes where Fararano is implemented (Mahatrsara, Vohitravinona, Antaretra, Anosimparihy, Voreo, Antanimieva, Behompy, Tsianisiha, Belalanda, Miary and Ambohimahavelona). The team visited and interviewed one or two communities in each commune.

Analysis. The JMTR team recorded field notes and convened daily to discuss and process emerging findings. The team thus began preliminary analysis in country during and after fieldwork, vetted initial findings through the validation workshops, and continued its analysis post-mission using qualitative analytical methods.

The Baseline Status: As many as 365,000 people (77 percent) in the Fararano target area live in extreme poverty (below $1.90 a day). Over 30,000 children age 0 to 59 months (40 percent) are stunted, approximately 21,000 children age 6 to 23 months (95 percent) do not receive a minimum acceptable diet, and approximately 32,000 mothers (60 percent) do not practice exclusive breastfeeding. Approximately 26,000 children age 0 to 59 months (34 percent) reported suffering from diarrheal diseases in the two weeks prior to the baseline survey and more than 81,000 households (85 percent) do not use an improved water source. Members of 91,000 households (95 percent) do not wash hands using any cleansing agent, 94,000 households (98 percent) do not use an improved latrine, and approximately 68,000 households (71 percent) reported practicing open defecation, suggesting 26,000 households using some sort of latrine but not improved – an issue that can be tackled by SBCC. As many as 85,000 women of reproductive age do not consume a diet with minimum diversity. More than 105,000 farmers do not use at least two sustainable natural resource management practices, and 90,000 farmers do not use at least two sustainable livestock management practices.

Limitations and Challenges

The lack of consistent participation of all JMTR team members was one limitation of the review. All JMTR team members have full-time jobs and other responsibilities; therefore, in some cases, a team member was not available to participate fully in the review of his or her technical component in both awards. As a result, other colleagues with similar expertise reviewed the component. This posed challenges to interpreting observations because of the varied experience of these team members. To mitigate this challenge whenever possible, the JMTR members overlapped in the field or had meetings to share their observations and interpretations. In addition, the team leader accompanied the new members in the field to ensure consistency in observation and interpretation.

Related to the point above, securing technical specialists from CRS, ADRA and FFP who could commit two months to participate in the review was a challenge. It was planned for the FFP Gender Advisor to join the team, but ultimately this did not work out due to travel-related complications. While another team member was assigned to address gender aspects of the review, the gap in specialized gender expertise on the team meant that gender integration and other gender aspects could not be fully evaluated.

Another limitation was that due to time and scheduling constraints, the JMTR team could not interview an adequate number of non-project participants. The travel policy of USAID, ADRA and CRS defined the time that the team could spend in the communities. Some of the communities selected were remote and it took significant travel time to reach them. This limited interview time in the communities. Since the JMTR team tried to interview a large number of direct participants, limited time was available to interview non-participants. For this reason, the JMTR team also could not interview a large number of government and non-government stakeholders.

Given the timing and the allotted time for fieldwork and the limited number of infrastructure (road and irrigation) projects in the target areas, the JMTR team visited only a small number of infrastructure projects, which was inadequate to gain an understanding of the quality and condition of the infrastructures developed by the two projects. The JMTR team therefore prioritized i) active interventions where the projects made the greatest resource investments, and ii) interventions considered to be making a relatively high contribution toward achieving strategic objectives. The team recognizes that the resulting trade-off was inadequate attention to the range of infrastructure interventions.

While the Fararano M&E system produces data of reasonable quality, the JMTR team identified several issues related to data quality; therefore, the JMTR team is careful in making inferences.

Although individual members drafted their own sections, assembling the draft reports has been a challenge, taking longer than anticipated. To address this issue, FFP requested TOPS to assist with assembling and editing the two reports.

Findings

Program Quality

The JMTR team reviewed various aspects related to program quality; each is discussed below.

Staffing and Training

The project recruited all staff members by FY 2015. Fararano faced challenges to find qualified staff for the SBCC Specialist and the Livelihoods Team Leader for the CRS team; however, CRS eventually filled these positions.

CRS and its partners formed partnerships with local higher education institutions for agriculture

and nutrition to identify recent graduates who were willing and able to live and work in these areas. These relationships with local institutions were a major success for finding qualified candidates for technical positions.

Fararano coordinated with USAID/Mikolo in common areas, used training materials from USAID/Mikolo, and jointly conducted trainings for Community Health Volunteers (CHVs) on Integrated Management of Childhood Illnesses (IMCI) to harmonize activities.

Interviews with Fararano staff and direct participants suggest that the staff are dedicated and highly motivated; however, the JMTR team identified various challenges to program quality in relation to program purposes integration, geographic coverage, access to land and challenges to sustainability.

Formative Research

Fararano completed formative research for eight key behaviors in FY 2016 and integrated SBCC components with Care Groups, *miranjaka,* disaster risk reduction (DRR), Community-Led Total Nutrition (CLTN) and Go Green environmental components. Fararano staff produced short videos on key messages with community members and presented them to the community members.

Integration of Program Purposes at the Household level

Fararano was designed as a multi-sectoral food security project, and in fact, the project has been implementing multi-sectoral interventions at the project level. However, it has not been offering a multi-sectoral package of interventions to a large proportion of households. Many extremely poor households receive interventions under only one sector (purpose). The Fararano Theory of Change (ToC) and baseline study indicate that multi-sectoral interventions are needed to achieve food security objectives. For example, the baseline survey revealed that 77 percent of households in the Fararano target area are extremely poor (<US$1.90/day). These households do not necessarily have access to food, and a majority of the households demonstrate sub-optimal nutrition behaviors: 56 percent do not practice exclusive breastfeeding, 95 percent of children age 6 to 23 months do not receive a minimum acceptable diet, 85 percent households do not use an improved water source, 98 percent of households do not use an improved sanitation facility, 71 percent of households practice open defecation and 95 percent of households do not wash their hands using a cleansing agent. Without a comprehensive intervention package, a majority of households will likely remain food insecure.

Geographic Targeting

Fararano targets many remote communities, which take two to three days of walking to reach. Approximately 60 fokontany in Ifandiana, Mananajary and Brickaville fall into this category. CRS staff and implementing partners' senior staff are unlikely to pay monitoring visits to these communities due to the difficult commute. Considering the remote location of these communities, it would be extremely challenging for Fararano to ensure that resources are utilized to the full extent and project participants gain significant knowledge and best practices. Moreover,

to achieve food security objectives, Fararano needs to offer need-based intervention packages to every household, which may require consolidating target areas.

Partnerships

CRS and ADRA periodically collaborate to develop guidance and tools. For example, Fararano and ASOTRY jointly developed care group modules, ASOTRY validated and adopted Fararano gender tools and Fararano and ASOTRY jointly organized three environmental working groups with the Madagascar Ministry of Environment to harmonize strategies around reforestation and environmental education. However, the similar design and implementation challenges that both programs face should lead to more collaboration to take advantage of each other's strategies and best practices.

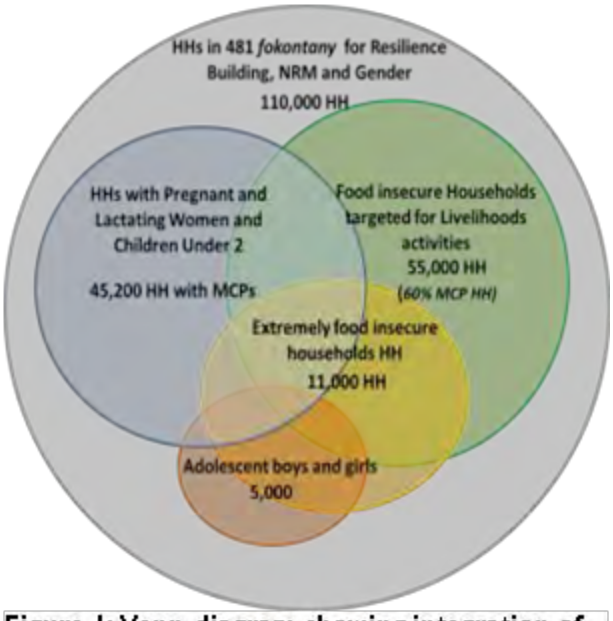


Figure 1: Venn diagram showing integration of interventions at household level

Access to Land

Interviews with Fararano staff, direct participants and farmer leaders suggest that a majority of Fararano direct participants own a small piece of land. Although, there is no survey data available to the JMTR team indicating average farm size per household, anecdotal evidence suggests that the average farm size is less than one hectare. Fararano annual monitoring data show that productivity, profitability and income from the crops are very low – inadequate to make a living – while the Fararano ToC suggests that investments in crop productivity and marketing will help many of the target households achieve food access. Considering households do not have access to land, small farm sizes, poor access to high-quality inputs and current low levels of yield and profitability, it is unlikely that Fararano will achieve P2 objectives.

Sustainability

Fararano's success depends greatly on sustainability of outcomes and necessary services. The project is delivering important and needed services aimed at changing participant attitudes, practices and behaviors in production techniques, marketing, livelihoods, maternal health, child feeding and caring practices, gender norms, water, sanitation and hygiene (WASH) practices and disaster risk management (DRM) practices. Fararano has been implementing a couple of strategies (via private service providers [PSPs] and private input service providers [PiSPs]) to improve sustainability of livelihoods related to outcomes, and establishing partnerships with private-sector buyers from the start of the program. The JMTR team appreciates the efforts in implementing these initiatives; however, they are at an early stage and the JMTR team could not

assess their performance to determine the likelihood they will improve sustainability. In addition, Fararano has yet to implement strategies to improve the sustainability of outcomes for maternal and child health and nutrition (MCHN) and DRM practices. The sustainability and exit strategy report suggests that a sustainability strategy should be implemented to allow the project to improve motivation of the service providers, develop strategies to provide access to resources, develop linkages with capacity providers and build capacity of the service providers. Fararano planned to implement the sustainability strategy from year 3, which is late considering the remaining life of the project.

In addition, Fararano should identify the services that are critical to sustain the anticipated outcomes for MCHN and DRM. Based on the findings of the FFP-funded Exit Strategies research[5], the project should: identify potential service providers who will continue service provisioning after Fararano; develop and implement a strategy to improve service providers' motivation to continue providing services (supply), improve participants' motivation to seek and pay for services (demand); provide skills training to potential service providers to strengthen their capacity; identify and link them to the resources needed for service provision; identify institutions that provide capacity-strengthening support; and link the potential service providers with these institutions so they can update their skills and monitor the performance of the sustainability strategy during the remaining life of Fararano.

Fararano may further explore the Public-Private Partnership (PPP) model based on lessons learned from two water/WASH USAID-funded projects, RANO HP and RANOn'ala, and Fararano, implemented by CRS Madagascar. These projects developed the PPP model, and are continuously strengthening it. The USAID Mission in Madagascar is optimistic about the approach and believes it has the potential to be sustainable.

Program Quality: Recommendations

The JMTR team developed and shared a set of priority recommendations to improve Fararano's quality of implementation to help achieve its purpose. Fararano staff suggested adjustments to some recommendations based on their implementation feasibility, considering the remaining time left on the project.

PQ-1: Revisit the targeting strategy to increase household-level integration of all components based on a household-level food security analysis. Explore possibilities to consolidate Fararano's geographic focus and target multi-sectoral (P1, P2, and P3) interventions to the same set of households so households have more opportunity to improve their food and nutritional security.

Revised: Revisit the targeting strategy to increase HH level integration among different components. Target multi-sectoral (P1, P2 and P3) interventions to the same set of HHs so households have more opportunity to improve their food and nutritional security with a focus on

[5] See Effective Sustainability and Exit Strategies for USAID FFP Development Food Assistance Projects, at https://www.fantaproject.org/research/exit-strategies-ffp

quality improvement.

PQ-2: It is recommended that Fararano exit communes/fokontany that are extremely remote, only accessible by foot or take more than a day to reach. This will allow Fararano to free up resources and cover more households in the remaining areas.

REVISED: Revisit the staffing structure (at both CRS, partner and community levels), allocate necessary resources to support the revised structure, review the use of data and technical visits that provide needed support and ensure that program quality meets standards. This might include additional strategies such as exchange visits, collection of best practices/lessons learned and regular technical visits (with a rigorous methodology) that provide objective feedback to the team for continuous improvement.

Q-3: Fararano should revisit its ToC and assess the pathways to achieve P2 using Fararano monitoring data, typical farm size of the poor and vulnerable and draft(?) an economic analysis of production potential as well as revise its ToC and intervention package accordingly.

PQ-4: Fararano should assess the performance and the economic viability of PSP and PiSP and refine these strategies based on the assessment. These strategies need close and continuous monitoring.

Purpose 1: Undernutrition is Prevented among Children under 2

1.1 Women and Children Have Improved Consumption of Diverse and Nutritious Foods

To improve health and nutrition behaviors of women and children 0-59 months (children under 5, or "CU5"), Fararano uses the care group model to transfer messages and initiate behavior change.

Care Groups

Activity description. Fararano formed 342 care groups with 3,275 lead mothers from the start of the project through FY 16.[6] The project also rolled out five training modules for nutrition promoters that were developed with input from the National Office of Nutrition (ONN), the Ministry of Health (MoH), the Ministry of Water, ADRA/ASOTRY and USAID/Mikolo. The MoH validated the modules.

[6] FY 2016 Annual Results Report (ARR).

Each Fararano community the JMTR team visited had access to a care group. There was usually one lead mother per village/hamlet, and depending on the size of the fokontany, there were as few as three lead mothers and up to ten lead mothers per fokontany. One care group could include lead mothers from one to four fokontany, and walking distance for lead mothers to reach their care group meeting place was up to 5 kilometers. Nutrition promoters (Fararano staff) supervise lead mothers. Promoters cover eight to nine fokontany and up to 70 to 90 lead mothers.

Lead mothers are selected from the fokontany and may or may not be within the 1,000-days period themselves. Lead mothers are responsible for communicating messages to all the neighborhood women, conducting home visits, and providing Fararano nutrition promoters with program data (e.g., regarding number of home visits, new pregnant women, education sessions, etc.).

Community Nutrition Volunteers

UPNNC recruits and supports Community Nutrition Volunteers (CNVs) who are given a monthly salary. They have nutrition rooms/huts in communities where UPNNC is active. They are complementary to the CHV, and in many places are the same person. While CHVs are supervised by the MoH, CNVs are supervised by implementing partners under UPNNC. CNVs were found to have higher capacity than CHVs and be more engaged in leading monthly preventive nutrition activities in their communities (i.e., cooking demonstrations, education and counseling sessions, GMP, etc.) Fararano does not contribute resources to CNVs but given their training and community presence and appreciation, CNVs are a good exit strategy for maintaining some of the Fararano preventive nutrition activities.

The Fararano care group modules are predefined. They contain lessons for training lead mothers, which are the same lessons the lead mothers disseminate to neighborhood women. The modules used in Fararano are the same as those used by other nutrition actors such as community nutrition volunteers (CNV) and CHVs. The themes are antenatal care and delivery at health facilities, growth monitoring and promotion (GMP), care of sick children and vaccinations, breastfeeding, dietary diversity and WASH.

Lead mothers, Miary Commune

Findings. Nutrition promoters' capacity, motivation to train lead mothers and facilitate lead mothers' ability to be change agents vary greatly. While the majority of promoters were holding monthly care group meetings, in some fokontany visited, promoters were more concerned with collecting programmatic information than on training lead mothers to teach neighborhood women. The JMTR team observed the promoters in the southern Fararano intervention areas to have lower motivation than some of the promoters observed in the east, who were more motivated and showed more passion for

interacting with lead mothers.

The JMTR team found that many lead mothers rarely used their flip charts during home visits, and generally taught neighborhood women the topic that was just discussed at the monthly care group meeting, rather than teach what may be a current issue among neighborhood women. Interviews with the lead mothers and neighborhood women suggest that lead mothers conduct home visits monthly and the visits last anywhere from 5 to 60 minutes, often covering more than one topic, and not presented in an in-depth or interpersonal way.

Flipchart used for SBC session

The education sessions for neighborhood women as described and shown by lead mothers during focus groups were often didactic and not based on experiential learning/learning-by-doing principles. Depending on the capacity of the nutrition promoter and lead mothers, the care group meetings discussed several topics using flipcharts as a reference. In cases where the Fararano promoter had a slightly higher capacity, s/he chose one topic per care group meeting and discussed it in depth. The choice of topic was not flexible in real time to address contextual issues (e.g., an increase in diarrhea after a cyclone) or cultural barriers specific to the region or fokontany.

There was some duplication, rather than synergy, with other ongoing community health/nutrition education sessions. For example, in many communities, the CNV was also a lead mother, and used the Fararano-provided flip chart to deliver the same messages to groups they cover under UPNNC (*Unité de Programme National de Nutrition Communautaire*/ National Community-based Nutrition Program Unit). A few of the lead mothers who were also a CNV commented that they prefer the flip charts provided by UPNNC because they contain more suggestions/ prompts on how to lead discussions.

Case study 1: MCHN

Mboteto
Tsianisiha commune, Tsiafanoka fokontany

Mboteto, 36, is a mother, wife and grandmother in the Tsianisiha commune. She and her three siblings grew up in a nearby village to parents who herded zebu for a living. She remembers food as being plentiful when she was a young girl. Her parents did not own any land, but they did own several goats. When her parents died, custom dictated that the family goats be slaughtered, leaving behind no assets for Mboteto and her siblings. Shortly after, at 14, she married a man from the neighboring village and moved from her childhood home. She immediately became pregnant with her first child.

Mboteto with her twin sons

Mboteto now has ten children. The two eldest are married and out of her household, and both are pregnant. Of her remaining eight children at home, six are of school age and the youngest are twins, aged 15 months. She and her husband do not own land or any other assets. They work the field of a nearby landowner and can take home half of the cassava they produce. They also make charcoal to sell in the market for some added income. If they have enough money, they supplement their diet with rice; otherwise, they only eat cassava.

Mboteto participates in Fararano in several ways. She registered with the project when she was pregnant, so she received rations in the form of corn soy blend for each baby. She and her twins also participate in the growth monitoring program where her twins get measured and weighed once a month. One of her twins was born considerably smaller than the other: 4.5 kg (9.9 lbs) and 1.5 kg (3.3 lbs). Mboteto says there was a significant difference in how quickly her twins grew compared to the rest of her children. She did not have any issues with milk supply when breastfeeding her twins and now that they are over a year old, they benefit directly from the corn soy blend. Her twins are now 9.5 kg (20.9 lbs) and 8 kg (17.6 lbs), showing that the smaller baby quickly caught up with his brother in the first year of life.

Mboteto also belongs to a care group with other neighborhood women led by a mother leader. They meet once a month to discuss topics such as the importance of hygiene, antenatal care and "rainbow foods" – the term used to advise women to feed their children fruits and vegetables with a variety of colors.

Mboteto believes the main cause of food insecurity in her community is the lack of land ownership. She said many of her neighbors, like herself, farm the land of wealthy landowners and only get to keep half of what they cultivate as a form of payment, which is not sufficient to feed their entire families.

1,000-days Ration Distribution and Voucher Activity

1,000-days Ration

The FY 2016 Annual Results Report (ARR) found Fararano provided a supplementary ration (CSB+ [7]and oil) to 40,112 women and children per the 1,000-day approach. In select fokontany, Fararano is piloting a 1,000-day ration that consists of CSB+ and oil until the child is 18 months old, when the mother herself stops receiving CSB+ and oil and instead receives a fresh food voucher to purchase diverse foods sold by the CHV.

The JMTR found that participants' understanding about the purpose of the ration varies. All know that the ration is for women and children and that in general, it is for their health and nutrition. Some participants thought the ration is provided because they are hungry or poor. Very few beneficiaries understood that the ration is meant to protect women and children in the 1,000-day window and the importance of the 1,000-day window to prevent stunting.

In some communities, ration distribution took place in the community itself while other participants had to walk up to 5 km to pick up the ration. Lead mothers received the ration only if they are within the 1,000-day period. The JMTR team heard from Caritas lead mothers that they are required to accompany participants to receive their rations, even though they may not receive anything. The lead mothers outside the 1,000 day period found this policy burdensome, as they often had to spend an entire day with the beneficiaries, and at the end of the distribution, they would end up receiving nothing, or if there was any food left, they would divide and share it.

Beneficiaries and lead mothers commented that sharing rations between households was common, with the exception of more food-secure Fararano areas where the ration was left mostly for the child or pregnant or lactating woman (PLW).

Several problems were noted with beneficiary enrollment. The process as designed requires pregnant women to show her health card confirming the pregnancy to the lead mother and/or CHV, who reports new pregnancies to Fararano nutrition promoters, who are in turn responsible to enroll the woman in the ration activity. The JMTR team met a number of households with a PLW or child under two (CU2) who wanted to register for/receive rations but could not either because they were not originally part of the Fararano census at the start of the project or because they registered with the lead mother once pregnant, but their names never became part of the ration beneficiary list. Lead mothers, CHVs and community members noted this exclusion error and did not understand why some women or children did not stay on the list once enrolled. Another problem a nutrition promoter and staff reported was that it took anywhere from 3 to 9 months for a newly pregnant woman to be enrolled in the ration distribution activity.

[7] Corn Soy Blend +

Printed vouchers

The JMTR team also heard that some women were using false pregnancy records to be admitted as a beneficiary, which project staff confirmed. Promoters across implementing partners reported experiencing this issue, and each had a different way of addressing it because they had not received training on what to do. Most nutrition promoters eventually deleted participants if they did not see the woman's belly growing - yet they would not discuss the deletions with the lead mother, CHV or the mother herself. This caused confusion on distribution days when women who previously received rations had been taken off the list.

When asked what kinds of food participants gave their young children prior to Fararano, women and community leaders said they prepared various recipes of traditional blended flours using dried shrimp and different types of leaves and grains. The only difference beneficiaries reported between the CSB+ and oil and the traditional flours was that the CSB+ and oil are free. Some CNVs and CHVs commented that they continue to do cooking demonstrations using and promoting traditional flours, but that women are less likely to cook their traditional porridges when they receive CSB+. One CNV suggested that the project promote traditional flours instead of CSB+ because the CSB+ is not sustainable once the project ends.


Vendor selling fresh food for vouchers

Vouchers

The JMTR team was only able to visit one site piloting the voucher activity. In this community, there had been one distribution of vouchers for households with children 18 to 24 months. The two vendors for voucher participants were the two CHVs. They were selected because they had Mvola[8] accounts, the ability to buy food on credit and knowledge of rainbow foods. In this fokontany, one vendor sold soap, salt and water purification tablets while the other vendor sold the main ingredients for meals (leafy greens, beans, peanuts, eggs, meat by order, etc.). They sold their products at their homes, which is less preferable than selling in local markets where there is more opportunity for visibility of rainbow foods and hygiene products. Fararano provided training to the participants on using the voucher, the available vendors who will accept the voucher and rainbow food options available to purchase. The participants were taught that the purpose of the voucher is to provide supplementary food for children in addition to the meals that were normally cooked during the day. At the point of purchase (i.e., the CHVs'

[8] Mobile payment account

homes), there are small signs to identify the seller as a Fararano vendor, and the vouchers have illustrations of rainbow foods, but there is no nutrition education signs or handouts. Pamphlets, small banners, or posters in local language to communicate key nutrient contents of the foods to encourage participants to buy nutritious foods at the time of purchase could be useful.

Overall, participants who received the fresh food voucher were happy about the voucher. Some participants preferred CSB+ and oil because it is easier to keep these aside as supplementary foods since only children eat porridge, while it is more difficult for them to set aside as supplementary snacks for children the ingredients they believe would normally make a meal for other household members (i.e., vegetables, grains, meat and eggs). Similarly, some participants commented that in addition to the fresh food voucher, they would like to receive CSB+ and oil so they could supplement their child's diet and expand their household's access to rainbow foods.

Lead mother's home garden, Antaretra

Home Gardens

Home gardens provide important opportunities for household consumption of diverse foods and also link to other Purpose 1 and Purpose 2 activities such as Community Complementary Feeding and Learning Sessions (CCFLS) (see below) and the lead farmer approach. Lead mothers received support/training to start model/home gardens to show neighborhood women how to cultivate diverse foods. While not all lead mothers received training, those who did reported learning about soil preparation, fertilizer use, marketing, when to sow seeds and what they could buy with the vouchers at the Diversification for Nutrition and Enhanced Resilience (DiNER) fairs organized by Fararano before each growing season. At the time of the JMTR, Fararano lead mothers had received DiNER vouchers two to four times since the beginning of the project. Some lead mothers received a starter pack with seeds and fertilizer where there was no DiNER fair.

Most lead mothers reported receiving vouchers and buying seeds through the DiNER fairs, and some carried out the lead farmer approach to teach neighborhood women how to cultivate diverse foods. The JMTR team visited some home gardens that were attached to or nearby the home; some lead mothers had land constraints and their home gardens were located far from the home and where other crops were cultivated. While the JMTR team found some home

gardens growing crops, most had been destroyed by drought, cyclones or grazing animals, and they had no replacement seeds. Lead mothers in the eastern region reported having year-round home gardens and were able to replicate seeds to replant their gardens since they were all destroyed in a recent cyclone.

The JMTR team found that some households received seeds from a DiNER fair and had access to a small piece of land, but they lacked irrigation, adequate technical knowledge and a fence to have an opportunity to improve dietary diversity at the household level.

Training, supervision and follow-up on home gardens were inconsistent. Promoters and lead mothers seemed to decide their own approach based on contextual factors, which caused inconsistency across fokontany and nutrition promoters. Participants understood that the purpose of home gardens was to increase availability and accessibility to food; however, few participants were able to make the linkage between rainbow foods, nutrition and home gardens and rather viewed the home gardens activity as a response to poverty and a Fararano input to address food security.

Some participants preferred other livelihoods besides home gardens, such as livestock or income-generating activities, because they did not have access to land, but wanted to improve their household's dietary diversity.

The JMTR concluded that the success of a home garden depends on access to a piece of land, high quality inputs, technical knowledge and fencing to prevent destruction from poultry and goats. Effective nutrition education and explicit guidance on linking home gardens and nutrition outcomes is also necessary.

Community-Led Complementary Feeding and Learning Sessions and Cooking Demonstrations

Fararano participants may be exposed to a variety of sources of nutrition education and cooking sessions. Fararano facilitates cooking demonstrations during monthly GMP for all CU5 regardless of their nutritional status; CNVs also conduct cooking demonstrations and nutrition education for caretakers for CU2. CCFLS sessions were designed to provide an opportunity for intense nutrition education and cooking demonstrations for households with CU5 experiencing growth faltering or suffering from acute malnutrition.[9] CCFLS is a 12-day group cooking session to which mothers bring their referred children and either an in-kind or monetary contribution

[9] It was difficult for some promoters and participants to distinguish CCFLS from UPNNC cooking sessions or Fararano cooking demonstrations conducted at GMP. During several interviews the team collected participants' perceptions, but learned at the end of the interview they were speaking about GMP cooking demonstrations, not CCFLS. Adding to the difficulty of associating feedback with the applicable program, some CNVs stated that they facilitated CCFLS under the UPNNC cooking demonstrations. Some communities said they did 12 cooking sessions, but the sessions were not daily (i.e., 12 times over several weeks or months). The JMTR team has endeavored to attribute participant feedback with a specific program where possible, but recognizes that this could not be differentiated in all cases.

to purchase ingredients/coal for cooking. In practice, the participation aspect of CCFLS implementation varied greatly throughout Fararano. In the majority of communities visited by the JMTR team, CCFLS was open to any participant, but if a CU2 or CU5 was found to have growth faltering or moderate or severe acute malnutrition, the caretaker was explicitly recommended to participate in CCFLS. For some areas, particularly in the Tomotav area, each hamlet would conduct a CCFLS session for all caretakers and children living in the area.

In every fokontany the JMTR visited, CCFLS was reported to have been implemented at least once since Fararano started. Participants reported being happy with cooking demonstrations and/or CCFLS and could recite recipes they learned. While all participants enjoyed learning new recipes, no one spoke of learning food preservation/conservation tips, as described in the CCFLS methodology. Local rainbow foods were being promoted and used in the recipes, and some participants brought food cultivated from their own gardens, even if only a small amount.

Challenges of CCFLS include mothers' attendance: in particular, the attendance of mothers of children who were faltering or malnourished was low and irregular. These mothers came from households that were often more vulnerable and sometimes did not have enough money or available ingredients to bring for 12 days. In some cases other mothers or the lead mother/CHV brought extra, but the JMTR team did hear from mothers who were referred to CCFLS that they did not attend due to the cost of the contribution and time away from their daily work.

Where UPNNC was active, people reported preferring UPNNC cooking demonstrations to Fararano mostly due to UPNNC requiring neither a monetary contribution nor 12 days' attendance. However, the UPNNC cooking demonstrations were only monthly and did not have an explicit focus on rehabilitation.

Community-Led Total Nutrition

Following the principles of Community-Led Total Sanitation (CLTS), CRS developed CLTN and tested the approach in Fararano in FY 16. This approach brings different sectors together to help communities better understand the nutrition situation and the different factors that contribute to it (e.g., agriculture, shocks, water, gender). It uses theatre, puppet shows, cooking contests and other participatory activities to mobilize the community. Following a first community meeting and participatory activity, the Fararano nutrition promoter, CHV and lead mothers carry out a targeting exercise where they show the current breakdown of acute malnutrition (coded as green, yellow, red and according to mid-upper-arm circumference) and work with the community to identify targets, which become the community score card. Fararano has rolled out CLTN in 89 fokontany,[10] working with multiple partners (ONN, MoH, USAID/Mikolo, UNICEF, the SUN Civil Society Network, Ministry of Water, Ministry of Agriculture, and ADRA/ASOTRY) to design, pilot, review and scale up the approach.

Overall, participants enjoyed the process of CLTN; lead mothers and neighborhood women

[10] ARR FY 16

appreciated the theatre and the puppet shows. While all participants interviewed could describe the theatre or other entertaining events, the majority did not understand all of the triggering activities of CLTN: they could describe each intervention and its importance, but did not make explicit links between the theatre, cooking competitions and nutrition targets/score cards. The only activity consistently linked with CLTN was home gardens, which was not part of the community mobilization set of activities. Moreover, while the majority of Fararano promoters interviewed were familiar with the inputs and outputs of CLTN, only a few understood its purpose.

The CLTN process requires interviewing promoters and participants, and challenges the community to identify optimal, context-specific caretaker practices. The collection of these ideas is used to develop theatre skits to address the community-specific determinants for providing optimal care for children. It seemed to be a positive way for the community to understand the value of good nutrition and some of the ways it could improve. In several communities, the understanding of social norms and women's reflections on what needed to change or be strengthened in the community was inspiring. The theatre specifically offered a platform for the community to internalize nutrition and community-specific determinants. Many of the theatre skits and reflections from participants had to do with the role of fathers in caretaking, having a restful pregnancy and other thoughtful gender-sensitive statements. While the main event seems to be effective in raising community awareness about the determinants of malnutrition, sub-optimal caring practices and positive behaviors to care for children, the JMTR noted limited follow-up and adaptation to address the community-identified issues and barriers. Rather, Fararano continued to promote/address the themes originally planned at the beginning of the project.

Due to weather, the scorecard – a reminder of what Fararano stands for – was not usually displayed in the community, which is the preferred scenario. Most CHV/CNV kept the scorecard with their documents, though it appeared the information was shared as most participants could remember seeing the nutrition target activity and the final scorecard.

Finally, as a community-wide nutrition activity, the JMTR team found there was limited involvement with other projects, the health facility or UPNNC during the triggering or interventions for CLTN, despite other stakeholders being part of the planning process. In communities with both CLTN and a health facility, the nurse or doctor did not have any information on what CLTN was or that nutrition targets had been created.

1.2 Women and Children (Especially during the 1,000 Days) Utilize Preventive and Curative Maternal and Child Health and Nutrition Services

Across Fararano, participants and health facility staff commented that a notable success of the program is the noticeably recent increased number of women seeking antenatal care and health facility deliveries.

Capacity Building for Nutrition Promoters, CHVs and Lead Mothers

Fararano nutrition promoters are key to empowering and building the capacity of CHVs and lead mothers, who are critical to ensuring success of the community-level MCHN activities. Fararano provides nutrition promoters up to five days of training for each main approach (care groups, SBCC, GMP, CLTN and CCFLS) and two days for CLTS. If a promoter is recruited after the start of the project, s/he receives on-the-job training from colleagues. Each implementing partner's nutrition specialists/coordinators followed different schedules for supportive supervision of nutrition promoters. Supervision visits from CRS technical staff were reported as non-systematic.

JMTR interviews indicate that promoters, CHVs and lead mothers are aware of their roles and tasks. They all perceived that they had received enough training to carry out their duties, although the JMTR team observed quality and motivation issues. For example, some nutrition promoters were solely focused on making sure project documentation was complete, and spent less time on providing quality training and supportive supervision to lead mothers and CHVs. While some nutrition promoters were very proud of their work and highly engaged with participants, others were overwhelmed and felt they were doing the best they could in light of the capacity level of lead mothers and CHVs and the logistical challenges of traveling to each community. Some promoters could not balance the tasks of documentation and training CHVs and lead mothers, particularly promoters with less experience and/or technical background.

Monthly care group meetings facilitated for lead mothers and through supportive supervision for CHVs are considered training. Lead mothers did not report any additional training outside of the monthly care group. Fararano nutrition promoters train the lead mothers and CHVs on a regular basis. USAID/Mikolo and Fararano jointly trained the CHVs at the start of the project; however, they provide separate supportive supervision using different performance evaluation tools when monitoring CHVs. For example, Fararano does not provide official refresher trainings, while USAID/Mikolo has a performance-based training plan for their shared CHVs.

Growth Monitoring and Promotion (GMP)

GMP targets all children 6 to 59 months. The CHV regularly conducted GMP, sometimes in coordination with the CNV or lead mother, depending on the other projects (i.e., USAID/Mikolo, other MoH activities, etc.). The JMTR team was unable to observe any GMP sessions; however, the team conducted interviews with Fararano staff, CHVs, lead mothers and participants to understand how GMP is implemented, challenges and successes.

In several fokontany, women seemed to understand the purpose of GMP, responding that they think GMP is important for them because it allows them to see the baby gaining weight, or to know when there is a problem if the baby is not gaining weight. Most participants had taken their children to the most recent GMP session.

Fararano reported that CHVs refer children with severe acute malnutrition (SAM) to the health

facility; however, the majority of health facilities do not have CRENI[11] or CRENAS[12] services (as noted by Fararano); therefore, the services the child needs are not available. CHVs and lead mothers are supposed to make home visits to children with SAM, but interviews with CHVs, lead mothers and mothers with children with SAM suggested that home visits are infrequent and that CHVs do not make specific observations or recommendations for recuperation – particularly where there is no treatment available, since the protocol they know is for the child to get treatment.

The supportive supervision provided by a health facility nurse/doctor to the CHVs is limited, as are, generally, linkages to the health system. However, the JMTR team observed a greater linkage with USAID/Mikolo. Fararano staff noted several challenges, including inadequate time investment from field agents to build capacity, strengthen quality of service delivery and follow up; limited participation of older children (ages 2 to 5); sub-optimal quality of services during GMP sessions; motivation of CHVs and duplicative work with data collection and flow.

In some fokontany where USAID/Mikolo and Fararano are both present, the CHV/CNV must record participant data for both projects, which is a duplication of work.

1.3 Households Practice Optimal Water Management, Hygiene and Sanitation Behaviors

In FY 16, Fararano restructured its WASH team and hired additional WASH-focused staff; as a result, some activities, including CLTS, had a late start.[13]

WASH Practices

Fararano reported a large number (53,256) of people trained on WASH behaviors; however, the FY 2016 ARR reports that only 36 percent of participants knew three key WASH messages. No detailed information was provided about the messages. WASH activities began late because of the lack of staff, as described above.

The data presented in the ARR, participant interviews and the JMTR team's observations indicate that Fararano made some progress in this area. It provided training on WASH, sensitized communities on tippy taps and constructed latrines. The WASH sensitization campaign was primarily targeted at women who received rations, so widespread, community-wide messaging had not yet happened. CRS plans to do a mass sensitization campaign where they will discuss water treatment, hygiene and sanitation including latrine construction. The JMTR observed presence of tippy taps in some communities, and some participants reported lower incidence of diarrhea. Exceptions in the Southwest were reported to the JMTR team

[11] *Centre de Rehabilitation Nutritionnel Intensif* (in-patient rehabilitation for infants with severe acute malnutrition and medical complications)
[12] *Centres de Récupération et d'Education Nutritionnelle Ambulatoire* (outpatient treatment for severe acute malnutrition)
[13] Fararano ARR FY16

with some communities (Ampasy and Tsiafanoka) reporting having diarrhea within the past two weeks. In the Central region (Andranomoaitso and Maromanitra), communities reported frequent diarrhea – including two deaths from diarrhea following the flooding – and malaria.

Overall, WASH implementation is behind schedule. WASH sensitization in some areas began in December 2016 and Fararano is revising its SBCC.

Uncovered dug well, Ambalaboy

While the JMTR team's discussion with BDEM confirms the project's underachievement, it highlighted systemic challenges in achieving WASH targets. The SALOHI project, the predecessor of Fararano, did not meet the WASH goals; however, SALOHI implementers documented lessons learned. Key lessons included: (1) for quality implementation, they should have hired separate staff for WASH and nutrition interventions; (2) for effective implementation of CLTS, more follow-up was needed; (3) CLTS triggering could be overwhelming for one staff member, therefore two to three people should jointly carry out the triggering event; and (4) operation and maintenance was difficult so they provided maintenance toolkits to water committees. To address one of the lessons learned of more follow-up from SALOHI, in the Fararano project a new approach was being piloted by some partners in which all promoters (for P1, P2 and P3) participate in WASH follow-up in the field. While this method was new and it is still unclear if the promoters have time to do this, it was a creative idea to ensure that WASH messages were adopted community-wide since the different promoters interact with different people, potentially ensuring widespread delivery of the WASH messaging. In addition, BDEM hired four short-term CLTS consultants and staff felt this investment was worthwhile.

Another JMTR observation was that while all Fararano implementing partners hired a WASH specialist, a high-level position, WASH field staff are health and nutrition promoters, often young and without specific education or training in WASH. Moreover, for BDEM, while a lesson learned from SALOHI was that a WASH-focused staff member in BDEM was important, this dedicated position was being eliminated in favor of three general health and nutrition assistants due to lack of time to follow-up on all WASH activities in the target area. Overall, the JMTR team found the coordination between WASH staff to be minimal, and many Fararano staff described the same issues experienced under SALOHI, for example, the time burden of WASH follow-up and the difficulty of behavior change.

People drink untreated water directly from this irrigation canal, Behompy

Water

At baseline, approximately 85 percent of households in the Fararano target area did not have access to an improved water source.[14] The project aimed to increase the percent of households with access to water from 15 to 22 percent with approximately 45,000 people gaining access to basic water services. In FY 16, Fararano completed two of the four proposed gravity-fed water supply systems, which has helped 13,425 people gain access to water. However, Fararano could not achieve the targeted 36 pumped water systems because the consulting firm could not finish the technical feasibility studies.[15] Given the delay in these project activities, the JMTR observed little work on water access or improvement.

During the JMTR, people in project areas reported that they do not have access to water in 30 minutes or less. Some reported they only have seasonal access to water and in some cases they have access to extremely poor-quality water. As feasibility studies are ongoing and the bids for public-private-partnerships are still underway, the full picture of water access was unclear.

Fararano reduced the overall target for water infrastructures from 115 to 75. The project reported that the aquifer for 58 of the 75 proposed systems is "too deep," i.e., the groundwater is too deep, so Bushproof is conducting a study to understand the actual groundwater situation and devise a plan to move forward. So far, study results are available for 11 systems. In the upcoming months, Bushproof will build 28 boreholes. Fararano staff flagged that the total number of boreholes might be further reduced due to budget constraints.

The JMTR team observed that people have been accessing water from a variety of sources including unimproved sources such as an uncovered dug well (Ambalaboy) and irrigation canals (Ampasy and Tsiafanoka). The team also saw nonfunctional broken taps from piped water systems built by previous NGOs, and a newly constructed water tower (not yet operational),

[14] ICF Baseline Survey

[15] Fararano ARR Report FY16

with multiple taps in the community that will provide water from elsewhere once a pump is attached. Because most people in the Fararano project areas obtained their water from hand-dug wells or surface water, the cost of water was not a factor.

In general, water was mostly available in the project areas all year, even during the drought/dry season, except in the Maromiandra commune. In at least one location, the water was quite dirty, so people would travel up to 20 km by cart to fetch better water. In Ampasy, water was not available year-round.

Poor-quality water

One successful drinking water implementation project was observed. For this project, Fararano employed an innovative idea for water access, working through public-private partnerships where private enterprise does construction and/or management of the water supply. The one privately run system the team observed was functioning well.

Selection of communities for boreholes was unclear to those in the field and in some cases led to communities being frustrated by the lack of investment in infrastructure in their area. For example, in the South and Central regions, two communities (Ampasy and Maromanitra) badly want improved access to water; they both requested a borehole be built because they recognized their need for clean water. Another community reported being rejected all three times a request was made and was frustrated at not knowing why they had been rejected. Thus, another service delivery activity should be considered. Perhaps a PPP model could be used here, which has improved water service delivery and received good attention, especially by USAID. The PPP model can also be adjusted based on lessons learned from two water/WASH USAID-funded projects: (1) RANO HP and RANOn'ala and (2) Fararano, implemented by CRS/Madagascar.

In general, water quality was described as poor, based on the water being contaminated by dirt, sand, trash, constant illness in the community and other bacteria brought on by the rainy season.. Water quality was reported as not being tested and the majority of the water used for drinking was highly turbid and not clear. In the South, communities (Behompy, Ampasy) were drinking extremely turbid, opaque irrigation canal water and other communities obtained water from unimproved, open, untreated water sources. In the central highlands, where water often ran clear, was reported to get "very dirty" (i.e., turbid) in the rainy season.

Tippy tap, Tsianisiha

Use of water treatment varied, ranging from a low of 30 percent who reported boiling in Belalanda, to a high of 87 percent in the Central regions. JMTR team conversations in the field indicated that water treatment was predominantly done by boiling and Sur Eau although some communities mentioned solar disinfection. Boiling was often preferred in the Central regions because it was free, as fuelwood was available. Sur Eau was often obtained or purchased from CHVs or provided along with mosquito bed nets as part of a health campaign, but in the case of one community visited, availability from CHVs was uncertain. For poor households, the cost of Sur Eau (100-500 Ariary (Ar) for one packet of 400 pills that could treat 400 liters of water) was a prohibitive factor for treating water. Most said they would continue to use Sur Eau if it was provided, but otherwise Sur Eau was too expensive for many people (Maromiandra and Belalanda). Participants in Behompy reported that they generally do not use Sur Eau tablets every day because of the cost; they boil water in between Sur Eau treatments. In some areas, the JMTR team found inaccurate understanding of the proper application of water treatment techniques. For example, in Belalanda, some perceived their water was clean because it was clear and therefore did not require treatment. One community (Maromanitra) treated its water with Sur Eau in the same manner whether the water was clear – as in the dry season – or dirty (turbid) – as in the rainy season. Another factor for not treating water was the time needed to treat the water by Sur Eau (i.e., 30 minutes), which was seen as inconvenient, and especially by solar disinfection because the bottles must remain in the sun from 6 a.m. to 6 p.m.

Hygiene

Fararano uses care groups to sensitize participants on hygiene behaviors. Lead mothers provide hygiene sessions to neighborhood mothers during the care group session and through one-on-one sessions during home visits. The project also promotes hand washing during food distributions and mass sensitizations.

At baseline, only 4.9 percent of households had handwashing stations with both soap and water.[16] During the JMTR interviews with the participants, the price of soap was repeatedly stated as a barrier; thus, ash was the most common handwashing agent reported by the participants. Other barriers to handwashing commonly reported during the fieldwork were the

[16] ICF Baseline study

difficulty of behavior change, households wanting the project to provide the tippy taps, and lack of motivation to construct a tippy tap. Two fokontany (Tsiafanoka and Andranomoaitso) reported some success with handwashing, indicating that about 50 percent of the people in those areas washed their hands with water and soap or ash.

The effectiveness of the hand washing and tippy tap campaign was inconsistent across the communities. While numerous people reported receiving handwashing sensitization, it was unclear whether the practice was being widely adopted. JMTR interviews indicate that many people do not understand the link between tippy taps, hand washing and improved health outcomes. Tippy taps were not very common and if present, they did not have water in them. Though all people in a community are expected to have a tippy tap, often the only people who had them were lead mothers, those with children and those receiving commodities.

Overall, the targeted population for the hygiene campaign was unclear, but seemed focused on the beneficiaries who receive food rations (i.e., women and children). However, hygiene improvement campaigns must be a community-wide effort. In addition, hygiene messaging requires follow-up to ensure that the messages are being adopted and behavior change is real.

Sanitation

At baseline, about 71 percent of households practiced open defecation and only 2.1 percent were using an improved sanitation facility.[17] Overall, 55,000 people are planned to gain access to basic sanitation over the life of the project.[18] The reported number of people gaining access to basic sanitation service because of USG assistance in FY 2016 was 14,421 of the proposed 16,500, or 87 percent. In addition, Fararano reported that 2,557 of the proposed 3,300 (77 percent) sanitation facilities were constructed or rehabilitated in FY 16.[19] Fararano could not officially declare any community open-defecation free (ODF) because the ODF designation requires visits from the Ministry of Water to verify the status based on specific criteria. Thus the lack of ODF communities was partially due to lack of ministry staff to review for ODF. For FY 16, Fararano reports that 22 of the 66 target communities were close to certification; of the 22, 10 are in process and 12 have self-proclaimed status.[20] In the field in 2017, CRS staff reported some variation in the current sanitation progress in that currently 8 of 88 villages for the current year have been declared ODF.

In interviews with CRS staff, it was reported that CLTS triggering has begun in four communes and eight villages and ultimately CLTS will be facilitated in all villages. Criteria for selecting communities for CLTS implementation varied by implementing partner: 1) a pilot fokontany that had no water, harvested rainwater, and reported numerous deaths from diarrhea (per CDD), 2) villages where open defecation is still high (per CDD), 3) location and likelihood of adoption, with

[17] ICF Baseline Survey
[18] Fararano DIP Table FY16
[19] Fararano DIP Table FY16
[20] Fararano ARR Report FY16

the idea that other villages will notice the initial CLTS-triggered village and follow its lead (per BDEM), and 4) CLTS cannot be implemented in USAID/Mikolo villages (per BDEM).

Latrine without a drop-hole cover

Overall, sanitation or CLTS implementation was inconsistent and latrine use was low. To date, CLTS had not been widely implemented in CRS target areas and open defecation is still widely practiced. The JMTR determined that the CLTS approach is a derivative of the original approach and missing a couple of key components. The JMTR team observed that in some cases the latrines in the CHV's home were poorly constructed and had never been used. In the South, latrine construction appeared to be very slow, with one community having just two latrines and another having four latrines for 500 households. In the Central regions, one community reported about 20 to 25 percent of the fokontany had built latrines while in another the proportion of households with latrines was reported as 25 to 50 percent. Drop-hole covers were almost never present.

Progress on CLTS implementation varied by partner. In the BDEM area, implementation has been slow. It was reported that four short-term CLTS consultants were hired to facilitate CLTS and these staff were highly valued, with numerous people expressing their wish that they were still present. Another fokontany, Maromanitra, had begun sensitization in November 2016 to build one latrine per household, but so far, just seven latrines had been built, for 700 people. In BDEM and CDD, all promoters (P1, P2, and P3) were involved in the sensitization and follow-up for CLTS. While it was unclear how much CLTS training the different promoters had received, all promoters reported following up on the CLTS process to see if open defecation was being reduced in the communities. For Caritas, promoters were developing sanitation sensitization with education and a timeframe for latrine construction. For ODDIT, mass sensitization is happening with a latrine construction how-to and deadlines for latrine construction; CLTS is being coordinated and a 5-day CLTS training was done by the WASH assistant for the health promoters in February 2016, but it is unclear if proper implementation is happening, and communities will self-verify.

Case study 2: Community health and sanitation

Rosalie
Tsianisiha commune, Tsiafanoka fokontany

Rosalie has been a Community Health Volunteer since 2004. When Fararano came to her community, she was elected to be a Community Health Volunteer and a mother leader. She is not paid and does not receive anything from Fararano, but performs her duties as a volunteer to benefit the development of her community. As a mother leader, Rosalie maintains a care group of 15 neighborhood women and conducts home visits. As a Community Health Volunteer, one of her main duties is to sensitize community members on topics like vaccines, growth monitoring, antenatal care, handwashing, latrine use and more. In her role as Community Health Volunteer, every month, Rosalie also walks to the commune center, 10 km away, to buy *Sur Eau* tablets to bring back and sell to her community. Like many of her neighbors, she gets water from the canal, but it still needs to be treated.

Rosalie claims there are well over 100 latrines in her community. She believes every household has at least one. Some have two since it is taboo for men and women to share a latrine. Rosalie attributes much of the latrine construction and use to the existence of *Dinabe* – "strong men" – who impose fines on those who either do not have latrines or do not use them. Households are fined 50,000 ariary (about $16) for not having a latrine and fined 20,000 ariary (about $6) for not using one. Rosalie says she was fined once even though she has a latrine and her family regularly uses it: her young child had defecated in front of the house and nobody was there to put it in the latrine during a Dinabe visit. Despite this, Rosalie believes Dinabe are beneficial for the community and enjoys the sense of security they bring.

Progress and success of sanitation implementation in the Southwest (Belalanda and Amomahavelona) was attributed to a unique social convention called *Dinabe* ("large fine"). *Dinabe* were initially developed to protect against and prevent livestock raids. The approach is somewhat similar to community policing. Strongmen in the village work as *Dinabe* and enforce CLTS implementation. They put pressure on people to build and use latrines. Fines are imposed on households for non-compliance, such as not building the latrine, not using the latrine or not keeping the latrine clean. The fines range from 20,000 to 100,000 ariary ($6 to $30). For example, in Tsiafanoka, a highly successful CLTS program implemented by UNICEF and the government ministry was observed where triggering, adequate follow-up and discussion of proper latrine construction including the use of drop-hole covers had taken place. In communities with *Dinabe*, the success of CLTS was widespread: all households constructed a latrine, including the most vulnerable households, and all people used them. Success in sanitation adoption in Tsiafanoka was attributed to *Dinabe*, charging 50,000 ariary ($16) per household if they did not build a latrine or 20,000 ariary ($6) if open defecation was observed in their compound. Households were required to pay the fine in one hour, and fear of being fined motivated this community to adopt latrines fully.

Many barriers and taboos to latrine construction and use were described to the JMTR team, such as:

- not having access to slabs;
- not having land to build a latrine, or – near the coast – the land was owned by foreigners so building latrines was dependent on the landowner's approval;
- sustainability;

- soil is holy because people are buried there, so people should not defecate in it;
- people are in the habit of open defecation, and it is difficult to change this behavior ;
- people expect the implementing partners to build latrines for them (e.g., in Belalanda, the Red Cross is providing slabs for free);
- households do not want a latrine in their compound;
- people do not have materials to construct a latrine;
- men and women should not defecate in the same place;
- lack of motivation;
- difficulty of digging latrines on hillsides; and
- lack of knowledge on proper latrine construction (e.g., in Maromanitra and Vohitranivona, collapsing latrines were described, including a latrine that had collapsed on a child and broke the child's leg).

Follow-up on latrine use was done by lead mothers, *Dinabe,* and all promoters (P1, P2 and P3). Latrine use in the South was reported to range from as low as 10 percent to as high as 60 to 70 percent when *Dinabe* enforced latrine construction and use. Similarly, in the central highlands, latrine use was reported to vary anywhere from 30 to 60 percent.

Ensuring the sustainability of ODF is challenging because of lack of support; therefore, an ODF village often reverted to past practices (e.g., (Andranomoaitso). This indicates that more frequent follow-up should be part of the future CLTS strategy.

Purpose 1: Recommendations

Prioritized Global Recommendations

P1-R1: Improve the quality of capacity-strengthening activities for nutrition promoters, lead mothers and CHVs at the community level.

- Reconsider the current staff structure to ensure a more robust field presence with an adequate number of field agents per community worker (lead mothers and CHVs) to allow for training and follow-up.
- Enable community workers to be proactive change agents for participants and ensure they have the capacity to apply intensive interpersonal behavior change communication techniques that promote optimal health and nutrition behaviors.
- Provide Fararano nutrition promoters a refresher training on processes. More importantly, provide training on key health and nutrition concepts, the consequences of malnutrition, including the importance of the 1,000-days approach, and the importance of their fieldwork in improving health and nutrition.

P1-R2: Strengthen the focus on early identification and attention to growth faltering and moderate acute malnutrition in light of the absence of recuperative services in the majority of Fararano areas. This could include creating an action plan that specifies roles and responsibilities for CHVs, lead mothers and caretakers once a child is identified with malnutrition. Ensure that caretakers benefit from supportive supervision and follow-up from health facility staff and

nutrition promoters to prevent the deterioration of a child's nutrition status to severe acute malnutrition.

P1-R3: Ensure the consistency and fidelity of technical approaches (e.g., care groups and CCFLS) and synergy between approaches. While a flexible implementation approach that is responsive to the variation in vulnerability and context-specific needs is encouraged, Fararano implementing partners should use the same methodology for each approach. In addition, messaging between approaches should be complementary/synergistic and not duplicative. For example, the nutrition counseling provided through care groups, CCFLS and GMP sessions should promote the same practices, but use various tools and messages to promote the optimal behavior.

P1-R4: To help ensure sustainability, Fararano should consider working with UPNNC to identify strategies that reinforce collaboration and build on each other's strengths, which will ultimately strengthen the national platform for prevention of malnutrition. An action plan can be designed outlining steps Fararano can take to better collaborate with UPNNC.

P1-R5: While only 15 percent of households use improved water and less than one-third (29 percent) of household practice correct water treatment, Fararano substantially reduced its overall target to construct/rehabilitate water systems and largely underachieved its 2016 target. Since access to safe water is critical to achieve nutritional outcomes, the JMTR recommends that Fararano:

- Re-assess progress to-date in developing water systems and expedite implementation.
- Make promotion of water treatment the central focus of Fararano's campaign for increased access to water.
- Explore opportunities to collaborate with other investments (i.e., other USAID-funded projects in Madagascar) to increase access to improved water for Fararano participants.

P1-R6: Considering almost no one (98 percent) uses improved sanitation, more than 70 percent of households practice open defecation, and only 5 percent of people wash hands, further strengthen the CLTS campaign in accordance with the prescribed methodology. Provide adequate staff and intensive follow up. Consider implementing an aggressive sanitation campaign to encourage households to use a lid to cover pit latrines.

P1-R7: Launch a robust, systematic, and comprehensive handwashing campaign to promote hand washing in all critical moments using soap and water from tippy taps. The SBCC sessions should incorporate experiential learning methods to help participants understand the importance of hygiene and the consequences of poor hygiene practices.

Specific Recommendations

Recommendations 1.1 – Care Groups

P1-R8: Instead of using nutrition promoters to train lead mothers, Fararano should consider the CHV or CNV to perform care group facilitator role. While CHVs and CNVs are likely too overburdened to provide supportive supervision for the lead mothers for home visits, given the

current level of collaboration between CHVs, CNVs and lead mothers, the care group sessions could be facilitated by the CHV or CNV or a senior lead mother. This would free up the field agents' time to provide training on facilitation skills to improve the capacity of lead mothers to conduct quality home visits. The JMTR observed that some promoters are rather young and/or do not have a health/nutrition background, therefore, a modified structure could help lead mothers engage with someone like a peer (CHV/CNV) as behavior change agents.

P1-R9: To improve the effectiveness of SBCC sessions, identify interactive and experiential methods beyond standard flip charts for message dissemination. In addition, train promoters and lead mothers on how to make the topics context-relevant, tailored, dynamic and interesting to participants, and make the sessions more participatory and interactive. The session should incorporate negotiation and problem-solving on issues that prevent the adoption of improved practices.

P1-R10: In places where there is CNV with a curriculum for nutrition education, consider adjusting the role of the care group – and avoiding mere message duplication – to focus more on processing information participants receive from the CNV, such as discussing behavior determinants, advantages, challenges, implications and consequences.

Recommendations 1.1 – 1,000 Days Ration Distribution and Vouchers

P1-R11: Improve promoters' and ration participants' understanding of the 1,000-day approach window and its importance to child growth. As the enrollment of new participants starts to phase out, Fararano will need to have a stronger focus on other planned activities for newly pregnant women to ensure that the woman, household and community understand the importance of this time period.

P1-R12: Fararano may promote traditional blended flours as a way to support participants' learning about fortified food for future pregnancies.

P1-R13: Involving only a handful of CHVs to participate in the voucher activity creates a sub-optimal market, limiting the options and competition. As a result, consumers (participants) do not get optimal benefits. Fararano should identify a broader market-based approach in which more vendors can participate. This will allow participants to access a wider array of vendors and likely be more sustainable. Moreover, a more inclusive approach would allow for the concept, importance, and availability of rainbow foods to be better integrated to the local food market.

P1-R14: Additional nutrition education at points of purchase for rainbow foods may be interesting, both to enhance the voucher activity and improve general community knowledge of dietary diversity and important foods for CU2.

Recommendations 1.1 – Home Gardens

P1-R15: Assess the feasibility of home gardens before blanket distribution of input vouchers. For example, does the household have access to a piece of land? irrigation? technical

knowledge? other inputs? A fence? Adjust the home garden strategy based on the assessment findings. Only invest in home gardens for those for whom these are feasible. Provide agriculture training to the mothers who received inputs for home gardens.

Recommendations 1.1 – Community-Led Complementary Feeding and Learning Sessions

P1-R16: Because of the variation in CCFLS implementation, Fararano is encouraged to assess and document how each partner has been implementing CCFLS and who within the community is targeted. Use the assessment findings to streamline the CCFLS targeting, duration and process.

- Cooking demonstrations are a popular activity and should continue; CCFLS plays an important role in the ToC. However, Fararano should identify ways to distinguish CCFLS from other platforms. One illustrative example is to provide a certification for those who participate in CCFLS for 12 days; in this way, not only will the caretakers see the improved weight gain but also may feel increased self-efficacy from being "certified."
- In the absence of functioning CMAM platforms in Fararano areas, CCFLS can play an important role in identifying children who are growth faltering, as the methodology states. However, Fararano needs to identify ways to ensure that children who are growth faltering are not only participating in CCFLS, but also have access to intensive counseling, follow up and other community health services.

Recommendations 1.1 – Community-Led Total Nutrition

P1-R17: Provide training to promoters on the philosophy and principles of CLTN. Consider training promoters on community mobilization and facilitation to enable communities to fully embrace CLTN methodology.

P1-R18: Weatherproof the scorecard/poster of CLTN outcomes (nutrition results) and post it in the community to be a constant reminder of their CLTN goal.

- Consider making a logo for CLTN and associating it to all Fararano activities (agriculture, DRR, water and sanitation) to show the community how Fararano is collectively improving the community's nutrition

P1-R19: For the communities that have completed theatre or other activities under CLTN where the community itself (i.e., lead mothers) has defined optimal care practices and barriers to implementing them, Fararano can identify ways design SBCC activities to respond to the community and context identified by the participants.

P1-R20: While the JMTR team supports continuing CLTN in places where it was planned, it is likely a more suitable activity as an entry point into a community at the start of the project to mobilize community members to participate and facilitate their understanding of the importance of nutrition-specific and nutrition-sensitive activities that make up Fararano.

Recommendations 1.2 – Capacity Building for Nutrition Promoters, CHVs, Lead Mothers

P1-R21: Increase the number of CRS technical assistance visits to implementing partners. Technical visits should focus on building the capacity of field staff to ensure Fararano approaches are being implemented as planned and improving the possibility of achieving outcomes.

P1-R22: Fararano should focus on empowering promoters by providing more logistical and technical support, and strengthen their understanding of how critical they are for Fararano to achieve its outcomes.

P1-R23: USAID/Mikolo has a performance-based monitoring system in place for CHVs: if a CHV is performing well, s/he receives additional training or responsibility. Consider if this a feasible option for Fararano to help maintain CHVs motivation, particularly as USAID/Mikolo phases out.

Recommendations 1.2 – GMP

P1-R24: Fararano reported difficulty in achieving targets for CU2-CU5. Consider pairing GMP with activities at pre-school/kindergartens and with other health campaigns to try to increase the participation of older children within this age group. ODDIT is planning observational studies to understand the barriers to bringing older children to GMP. Where the JMTR team visited in the ODDIT implementing area, lead mothers were being trained to do GMP in their hamlets with support from the CHV so that caretakers needn't travel so far to a GMP site. This may be an interesting model to help improve the coverage and reach of GMP. For the time being, GMP should continue to target CU5s in line with the national policy, however for project data purposes, the indicator could be modified to monitor attendance of CU2.

P1-R25: Improve the capacity of CHVs to perform higher-quality anthropometric measurements, documentation, and promotion/nutrition counseling. A noted in the recommendations above, if the field agent could spend less time facilitating care group sessions and focus more on skill transfer, this may lead to overall greater sustainability.

Recommendations 1.3 – WASH Practices

P1-R26: Mothers and children were often the primary target of WASH messaging, as this takes place during food distributions and care group sessions. However, all community members need to learn the importance of WASH in promoting nutrition. Training and awareness sessions should not be "one-off": Fararano should systematically organize mass sensitization in all communities.

P1-R27: Fararano should hire additional dedicated WASH staff, including CLTS specialists/ consultants, for each of the four implementing partners. Fararano should organize training/refreshers on target WASH behaviors for the health promoters. Regular communication/sharing among WASH specialists of knowledge and challenges can help address many of the issues experienced by each partner. The experience from the pilot to engage all promoters in WASH follow-up visits should be collectively reviewed by all partners to determine the advantages and disadvantages of scaling up.

Recommendations 1.3 – Water

P1-R28: Fararano should reconsider its decision to reduce the target for water infrastructure construction and rehabilitation of existing water points; if attaining a higher target is feasible, this would have a greater impact. The plan should also be revised to include improving the numerous hand-dug wells that were on the verge of collapsing.

P1-R29: Considering the variable quality of water, Fararano should consider testing water quality for fecal coliforms, following the national water quality testing guidelines. Promotion of water treatment should be the central focus of Fararano's campaign for improved water in order to maximize project impact for households in the target areas.

Recommendations 1.3 – Hygiene

P1-R30: Develop a more robust handwashing campaign that is systematic and comprehensive at community and household level. It should include regular follow-up and reiteration of hygiene messages, including using ash, since soap is too expensive for many people. Augment the campaign with tippy tap construction training and place model tippy taps at highly trafficked locations where people can be exposed to them, such as market areas and schools.

Recommendations 1.3 – Sanitation

P1-R31: Devise and apply uniform, well-described criteria to select villages for CLTS activities, and use a systematic approach for rolling out CLTS (i.e., will all villages undergo CLTS?), do more frequent sensitization or CLTS step implementation (i.e., triggering), and to do more regular follow-up (this will require CLTS focused staff). Technical support might be necessary to ensure proper implementation of CLTS. Fararano should continue to coordinate with UNICEF to avoid redundancy in village or commune selection.

P1-R32: Provide training on high-quality latrine construction and cover them to make them fly-proof. The training should be designed based on national latrine construction guidelines. Considering the success of Savings and Internal Lending Communities (SILCs), Fararano may provide training to members of the SILC group to start producing low cost ring and slab.

P1-R33: Invest in formative research to understand the numerous barriers to sanitation including land ownership, taboos, and difficulty of adoption.

Purpose 2: Increased Household Incomes (Monetary and Non-monetary)

2.1: Increased Diversified Agriculture Production

Fararano uses the Lead Farmer Approach and demonstration plots to cascade training and extension services to neighborhood farmers. These are the program's key means of promoting knowledge and skills on sustainable, innovative, gender-responsive crop/livestock/ aquaculture production and crop storage techniques. The lead farmer training covers all crops, livestock, and aquaculture. Farmers choose their crop or livestock focus based on their interest and preference; the project encourages lead farmers to focus on different crops to diversify learning opportunities for neighborhood farmers. Since the start of the project, Fararano trained 1,328 lead farmers, who are reaching 10,800 neighborhood farmers (target = 39,099).[21] By the end of FY16, 9,954

[21] Fararano MTR presentation 2017

farmers adopted improved technologies/ management practices promoted by the project.[22]

The Lead Farmer Approach implemented by Fararano has limited success and has been facing serious challenges. These are detailed in the following sections.

Lead Farmer Approach

In the Lead Farmer Approach, an individual farmer who plays the central role in technology transfer. Typically, lead farmers are chosen by other farmers to represent them in agricultural development and train them to use new technologies. Selection of the lead farmer is generally based on their technical expertise in agricultural production, role in the community and level of literacy. The role of a lead farmer is to motivate other farmers to try new technologies and lead by example – practicing what s/he is taught on his/her own plots: each lead farmer should establish a demonstration plot to showcase the target techniques. The lead farmer is also expected to visit farmers enrolled in his/her group and provide technical support.

An effective lead farmer is one who always produces the best crop in his/her plot, takes up new innovations as quickly as possible, tries new techniques, crops, and varieties, and is willing to train other farmers. The plot of the lead farmer becomes an educational center other farmers can visit and learn from. To be effective, the lead farmer should also be accepted by the farmers he/she mentors.

Coverage of Lead Farmers

Fararano only targets the most vulnerable households for P2 interventions. Each fokontany has two to three lead farmers, and each is expected to work with 30 farmers. On average, there is one lead farmer for 80 households. While the ratio of lead farmers to farmers seems to be reasonable, given the topography of the target area and distance between the villages/hamlets within each fokontany, achieving this coverage in practice is challenging. Many fokontany have more than one village/hamlet, and some are so far apart that the lead farmer's reach is concentrated in the village where s/he lives, leaving many villages without coverage. In addition, on average, a lead farmer trains eight neighborhood farmers (range 4 to 12), while the target is 30. This will likely result in a substantial proportion of farmers not benefiting from Fararano's interventions. There is an opportunity to increase the coverage of lead farmers by ensuring that one is present in each village, which would increase the lead farmer's contact with trainee farmers.

Lead Farmer Training and Capacity

Fararano facilitated the selection of 1,328 lead farmers through a participatory process. Fararano staff provided two- to three-day training to the lead farmers. The JMTR team could not observe any training sessions; however, the lead farmers interviewed expressed the need for training-of-trainers focusing on facilitation techniques and the crop and soil management techniques that have higher yield potential. In the baseline survey, 31 percent of farmers reported using intercropping, 26 percent crop rotation, 24 percent weed control and 20 percent reported using manure. These are the techniques lead farmers reported to the JMTR team. Assuming the lead farmers are advanced farmers, they were likely practicing these

[22] SAPQ (ARR), FY 2016

techniques before Fararano. A more-strategic approach to select topics for lead farmer training, based on the existing practices and yield potential, may help further boost agricultural yields.

Lead farmer, Tsiafanoka,, Tsianshia Commune,

The JMTR team found substantial variations in lead farmers' capacity, which has implications for their performance. The level of comprehension of lead farmers varies substantially, as does the quality of the demonstration plots (see next section). Lead farmers could not explain why they were applying different technologies and management practices promoted by the project, and they did not know how the practices would improve their yields. Many are doing it only because they believe it is good for them. For effective knowledge and skills transfer, it is important to go beyond how to do certain practices, to understanding why and the contribution to productivity.

The literacy level of the lead farmers varies substantially. The literate lead farmers reported that they take notes during their training, which they use for their demonstration plot sessions.

Case study 3: Lead farmer

Botosoa
Kelilalina commune, Kelilalina fokontany

Botosoa, 56, is a lead farmer and Savings and Internal Lending Community president for the Fararano project in the commune center of Kelilalina, in the Vatovavy-Fitovinany region of Madagascar. He was born here, completed most of primary education here, and has held many jobs in agriculture here. Both of his parents were farmers. When Botosoa was very young, his father died, and shortly after, all four of his brothers died as well. His uncle took him in because they believed Botosoa's mother was cursed and could not take care of any males since nearly all of them had died. Botosoa was raised by his uncle until age 14, when his uncle died as well. Since his uncle had no other children, Botosoa eventually inherited his aunt and uncle's land.

Botosoa feels there was never quite enough food growing up. Every Saturday he would look for activities to make extra money in addition to helping his uncle farm his land. Botosoa stopped attending school at age 18, got married at age 22 and proceeded to have eight children and three grandchildren.

In practice, Botosoa has about 25 hectares of land and a separate one-hectare rice field. He is currently in the process of legally owning the land that he farms. His present crops are rice, cassava, coffee and bananas. Because he has no money for day laborers, he works the land by himself with only his family for

help. He and his family consume part of what they produce and they sell the rest. They currently have no additional income.

As a lead farmer, Botosoa maintains a demo plot and provides training for the farmers who visit. His most recent trainings included how to cultivate vanilla, intercropping techniques and animal husbandry, particularly chickens. Botosoa says that since Fararano began, his production and income have increased, but his agricultural gains have stalled this year due to the drought. In response, Botosoa planted peanuts and focused on getting income from raising chickens. In Botosoa's opinion, the agricultural training facilitated by Fararano has been very good, but he said more effort needs to be focused on how there is a lack of agricultural inputs in his community.

Quality and Effectiveness of Training to Neighborhood Farmers

Some lead farmers train once every two weeks while others train once a month. Lead farmers use a variety of training methods. Those interviewed have a demonstration plot and provide training on crop and soil management in training sessions; however, they do not have a session calendar, curriculum or training guides. Some lead farmers reported that the neighborhood farmers only observe what the lead farmer does on the demonstration plot (Ifandiana District).

Fararano did not provide teaching aids to lead farmers to facilitate their training sessions; the JMTR team finds that an absence of teaching aids limits the lead farmers' abilities to deliver consistent and high-quality training.

Participating farmer's plot, Tsiafanoka, Tsianisiha

Many lead farmers do not have leadership qualities in trying new techniques, crops and other varieties, crops on their plots look poorer compared to their neighbors and their vision of training farmers is limited to inviting the farmers to see what s/he does.

Line sowing was widely adopted by farmers and most interviewed appreciated the importance of improved seeds. Per-capita total production is still too low to have meaningful traction for post-harvest handling training.

Quality of Demonstration Plots

Demonstration Plot Model

A demonstration plot should be in a central location that is easily visible, and the crop should be thriving to make other farmers' curious about the seed quality, variety and production techniques. It should also be used to set up trials, try new varieties or management practices and be a learning plot for the neighborhood farmers.

The location and quality of demonstration plots observed by the JMTR team varied drastically in all regions. Some were easily visible and some had thriving crops, but some were in sub-optimal locations and many had visibly poor crop performance and were poorly managed. Lead farmers and staff stated that some demonstration plots were being prepared for planting for the next crop season, and others were lacking crops due to flood or drought.

Demonstration plot, Belalanda, Ambalaboy

Nevertheless a number of plots visited had poorly performing crops compared to the surrounding fields. This resulted in a demonstration plot that is not attractive or self-promoting.

Demonstration plots focused on annual crops, cover crops and tree crops *(gliricidia)*. Even in areas where there was abundant water for irrigation, there was little focus on higher-value, short-cycle crops that would generate cash flow for families and be more attractive for neighbors. Fararano could correct this fairly easily and quickly.

The JMTR team found limited technical oversight by Fararano in selecting the location of, setting up and implementing the demonstration plots in a way that would yield an outstanding demonstration plot to generate farmers' interest and curiosity. A plot of sub-optimal quality defeats the purpose of a demonstration plot.

Based on its review of the demonstration plots, the JMTR team finds that Fararano staff did not consider the local context in developing or customizing training for the lead farmers, nor did it use a climate change adaptation/resilience lens. For example, drainage is a necessary technique in flood-prone areas, and for the southeast, water conservation and drought-tolerant crops or varieties must be included, yet it was observed that these techniques were not applied as necessary.

Analysis of Productivity

There are various problems with the measurement and analysis of agricultural productivity. Fararano staff do not analyze the current yield and do not establish any targets at the beginning of the crop season; therefore, the Fararano P2 field agents cannot determine the expected yield levels. Fararano technical staff also have not analyzed the current yields for different crops in different agro-ecological zones or the underlying factors for these numbers. There is no analysis

with the farmers at the end of each crop season about achieved yields, factors that contributed to increased yields or limiting factors. Lead farmers told the JMTR team that in applying the techniques they learned, they perceived they were getting a better yield, but they did not know how much. They also did not know how much to expect, and Fararano did not provide this information. Without setting goals or analyzing productivity, the interest to invest time to learn about and appreciate the effectiveness of new techniques is less likely. This is a significant finding: recommendations regarding goals and production analysis must be implemented for a successful second half of project.

Based on the lead farmers and trainee farmers visited, the package of technologies promoted to increase yields was yet to be adopted by the farmers. Most technologies being promoted are good agronomic practices meant to optimize production, and would be sustainable if they were found effective by farmers. The farmers interviewed reported only learning about line sowing. The JMTR team saw the application of line sowing in some plots, but did not see any other of the promoted techniques applied in the farmers' plots, suggesting either suboptimal training quality or that farmers did not find the methods effective. Moreover, many farmers reported that they learned about line sowing and have been using this practice long before Fararano. The potential of line sowing for substantial improvement in yield is limited, which was also reflected on the FY 2016 annual report presented in **Table 1** (next section).

While Fararano has been promoting climate-smart interventions on the demonstration plots, such as planting nitrogen-fixing crops and live mulching through runner crops in the plots, the JMTR team did not see any visual difference in crop health or condition compared to nearby plots that did not use climate-smart practices. In addition, the spacing of the runner crops did not seem to provide enough cover to preserve soil moisture.

It did not appear to the JMTR team that Fararano gave much consideration to gender-sensitive techniques or management practices that would require less labor.

While Fararano promoted improved seeds through DiNER fairs, the JMTR team found that farmers in the Fararano target communities continued to use traditional seed varieties from their own production, and that the use of natural fertilizer was inadequate. For example, a lead farmer in Toliara II District reported that he plants cassava, beans,[23] cotton, lima beans, cowpeas and paddy. He only buys seeds for the bean ande uses compost from his own sources, which is inadequate. Many farmers shared similar stories.

Self-reported Production Data

As context for interpreting the production and income data, it bears noting that crop production is the main livelihood for most of the rural households in Fararano target areas. Seventy-eight percent of households in the target fokontany live below the poverty line and the

[23] The bean is a type of small bean, similar to mung bean but name unknown

mean depth of poverty is 35.9 percent),[24] meaning these households need $3.34 per day ($9.31 for a five-member household) to escape extreme poverty. It is unlikely for these households to achieve food security only through the agricultural pathway.

Table 1 and **Table 2** show an analysis of production and gross income data[25] for different crops planted by Fararano participants. Gross income per farmer ranges from $22 for cassava to $144 for rice. Although Fararano does not track total farm size, the staff believe that average farm size is less than one hectare, an estimate supported by FY 2016 annual monitoring data.[26] The data presented in **Table 2** clearly show that investing only in agriculture productivity may not be sufficient to help participants substantially increase food access. In addition, only a small proportion of Fararano participants (9.5 percent of households,[27] assuming one member from each household) are benefiting from increased production practices promoted by the project.

Table 1: Area, yield and production, selected crops, 2016

Crop	Area (ha)	Production (MT)	Yield* (MT per ha)
Beans	6360	2805	0.44
Cassava	4621	6760	1.46
Maize	4720	2786	0.59
Rice	4212	1157	0.27
Vegetables	712	1892	2.66

Source: 2016 SAPQ
*JMTR team calculation

[24] Baseline survey. 2015.
[25] The JMTR team extracted data from the reported gross margin indicator to estimate gross income. Note that the estimation of gross income does not take into account "own labor": USAID does not require an estimation of "own labor" to calculate gross margin, therefore "own labor" data are not available to the reviewers.
[26] Total number of hectares reported under improved technologies/practices was 20,623 (note that one hectare could be counted multiple times – one for each technology/ practice. The FY 2016 SAPQ also reported 9,954 farmers and others applied improved technologies or management practices.
[27] Based on the estimated total number of households in the Fararano area as reported by the baseline survey and the total number of participants participating in the production increase component.

Table 2: Sales and income data, selected crops, 2016

Crop	Sold (MT)	Total value of sales (USD)	Total input cost*	Gross income* (USD/MT)	Number of farmers cultivating	Gross income per farmer* (USD/MT)
Beans	1673	$613,883	$152,975	$275.46	9109	$50.60
Cassava	2155	$220,095	$73,519	$68.02	6651	$22.04
Maize	1674	$307,059	$75,170	$138.49	4014	$57.77
Rice	2442	$1,174,510	$289,447	$362.36	6162	$143.63
Vegetables	1559	$136386	$15,091	$77.80	2591	$46.81

Source: 2016 SAPQ
*JMTR team calculations:
Gross income per MT = (Total value of sales – Total input cost)/MT sold
Gross income per farmer = (Total value of sales – Total input cost)/Number of farmers cultivating

DiNER Fairs

Since implementation began, Fararano has organized four DiNER fairs at the commune level at the beginning of each crop season for seeds, cuttings and saplings for nutritious foods, fertilizer, toolsand veterinary inputs. Fararano provides DiNER fair vouchers for 30,000 ariary ($9) to each vulnerable household, lead farmer and lead mother. While the voucher recipient has the flexibility to buy any input, tool or livestock available in the fair, Fararano staff sensitizes these groups about the use of the vouchers and what to buy.

The fairs are useful to introduce improved seed, tools and other inputs to the target communities. Interviews with participants and Fararano field staff suggest the fairs are popular. People bought inputs and tried them in their fields; however farmers in that region achieved suboptimal results because of the drought in the southwest. Some of the most vulnerable households in the southwest ate the seeds to meet immediate consumption needs; some also sold the tools that they bought from the fairs. Labor-constrained households are the most common vulnerable households that consumed seeds. Project-wide, a proportion of the most vulnerable households – those headed by the elderly or by women or girls and do not have labor to invest in their farms – need access to informal/formal safety nets to meet immediate food needs. Without having access to a safety net to meet immediate food needs, investments in livelihood support will have limited success.

While the DiNER fairs are popular, nevertheless the demand for external inputs and improved seeds is limited. Farmers have been using their own seeds for generations, and high-quality seeds are not accessible to many beneficiaries. Some reported that the seeds from the nearby market did not perform as advertised, so they do not see the value of their investment. Use of other inputs, such as chemical fertilizer and pesticides, is extremely limited. Farmers use hand tools for land preparation and weeding, and access to irrigation is variable, while the southwest has been suffering from drought for the past two years.

Private Service Providers

Fararano identified 97 PSPs, to whom it provided training in SILC management (see below) and

Skills for Marketing and Rural Transformation (SMART) skills. Each PSP is expected to train SILCs on agriculture techniques and on how to create new SILCs. Fararano provided a bicycle to the PSPs and pays 3,800 ariary ($1) to each SILC group per month. The expectation is that each PSP will support 10 SILCs, and the SILC groups will eventually pay the PSPs to access services.

Fararano staff reported using an extensive selection process for PSPs. Candidates from a large community pool must pass an exam, and the highest performing are selected. However, despite this rigorous selection process, the capacity and confidence of the PSPs interviewed varied substantially. Some of the PSPs the JMTR team interviewed were confident, educated and optimistic about their income potential. Others lacked skills and confidence.

The PSP approach is interesting and has potential to increase the sustainability of agriculture extension; however, the sustainability of the PSPs would largely depend on Fararano's ability to select competent PSPs and create demand for their services. Fararano has yet to link the PSPs with capacity-strengthening sources. The Madagascar *Centre de Service Agricoles* (CSA) has extremely limited capacity. Farmers and lead farmers interviewed could not remember the last time they met a CSA agent. Therefore, investing in a market-based extension system is critical to sustain the improved agricultural practices. While the PSP approach has the potential to play this role, but the quality of services must be higher for the poor farmers to be willing to pay. The PSPs also need to have access to capacity-strengthening providers so they can update their technical knowledge and skills.

SILC

The SILC approach generated a lot of interest and enthusiasm among Fararano participants and SILC groups are popular and flourishing, albeit at a small scale to date. Interviews with SILC members indicate that access to loans was a major issue before they joined the SILC: loans from traditional moneylenders can cost up to 100 percent in monthly interest. SILCs created access to savings and loans for households that did not previously have access. In addition, every SILC has a social fund used for "social support," e.g., if someone is sick, gives birth or is getting married, they can get support from the social fund. The SILCs meet weekly.

By midterm, Fararano had help create 599 SILCs with 9,402 members, 65 percent of whom are female. The SILCs have accumulated total capital of US$138,000.[28]

The SILC groups save from 5002,500 ariary ($0.15-$0.75) per week. Even though SILCs do not keep much cash on hand, the risk of losing cash on hand is high because the money is kept in a small box kept in a participant's house. While there have been no reports of loss or theft, experiences from other countries suggest that one such incident could discourage poor peoples' participation in SILC groups. To minimize this risk, SILCs need to be linked with formal microfinance institutions, banks or mobile money systems, which has yet to be done.

[28] Source: Fararano presentation to the MTR (April 2017)

The loan term is monthly – meaning the principal and interest must be paid in full at the end of the month. Most SILC members interviewed took two to three loans since their participation in the SILC; however, the loan size is small (30,000 to 60,000 ariary, approximately $10-20), and because of the short duration, the loans are not suitable for agricultural activities. Common reported uses of loans include investment in petty trading, school fees and health costs. The recovery rate as reported by the interviewed SILC members is 100 percent.

Very poor households cannot take advantage of SILCs because they cannot save. Some poor households became members but they do not borrow because they feel they cannot repay.

While Fararano has achieved 39 percent of the endline target for establishing SILC groups, at midterm, only 10 percent of households in target areas are members of SILCs. While there is high demand for more SILCs, Fararano does not have enough staff to support this demand.

By the end of the project, Fararano plans to bring only 24,100 households[29] under SILC while there are approximately 95,824 households in the target area,[30] out of which 74,168 are extremely poor. This conservative target will likely be inadequate to have a transformative impact at the population level.

Fararano has yet to provide training on small trade or micro business to SILC members.

Improving Access to Hydro-agricultural System

Fararano planned to develop and/ or rehabilitate eight irrigation systems to bring 765 ha of farmland under irrigation and completed four of them by FY 16. In implementing this activity, Fararano identified many challenges including miscalculation of the number of Food for Assets (FFA) workers because some fokontany do not have enough people to complete FFA work, lengthy finalization and approval of Environmental Screening Forms and lack of worker availability during the agricultural season when people focus on planting and harvesting their fields. Another challenge, noted by Fararano, was that after completion of the irrigation systems, management is difficult.

Artesian well collection basin

Because irrigation (and road) infrastructures were built in only a small fraction of Fararano

[29] Source: Fararano presentation to the MTR (April 2017)
[30] Final Report: Baseline Study of Food for Peace Development Food Assistance Projects in Madagascar, November 2016.

communities, the JMTR team was only able to visit a handful of these projects. While evaluation findings from these visits cannot be generalized, they do give some indication of project uality and characteristics that are likely a factor of how the component is designed overall. Especially where problems are identified, the team recommends that Fararano review all infrastructure activities using the evaluative lens, keeping in mind the findings noted here, and address any problems as appropriate.

The JMTR team conducted one in-depth visit of an irrigation system being rehabilitated by Fararano. This system, at Ankilikasy, was originally built during in1960. The water source is an artesian well, and the work includes constructing a source-water collection basin with outlets directing water to five unimproved canals, each about 4 km in length. The rehabilitation work is being carried out using FFA by 600 people of four fokontany, some living as far as 10 km away. At the time of the visit, the canals were cleared of debris and the JMTR team was told that additional grasses will be planted. The construction of the basin has yet to begin. During the visit, beneficiaries were carrying stones about 5 km from the road to the site to construct the collection basin as part of the FFA program. The work appears to be sensible. Although the system is yet to be constructed, it is likely to pump plenty of water year-round. Unfortunately, Fararano has yet to estimate a water flow rate for the source. Once operational, the system may be able to support two growing seasons to allow farmers to grow diverse and high-value crops. The system will also offer an opportunity to develop demonstration plots to grow diverse food crops/ vegetables using various agronomical techniques. In addition to the artesian well source, the project installed several shallow dug wells near the main water source to allow people to access water to create crop nurseries.

Engineers from CRS/Antananarivo, CRS/Tolear and a technician from Caritas/Morombe have been supporting the irrigation system development. The engineers on site could only show a rudimentary design drawing of the collection basin. The drawings showed the structure with dimensions only. They could not produce the bill of quantities; therefore, the JMTR team could not verify the existence of the bill of quantities. The on-site technician noted that the canal rehabilitation did not utilize engineering survey equipment. Rather, canal slopes were estimated by sight without the use of surveying tools.

Case study 4: FFA reforestation

Bosco
Anushiparie commune, Maromanitra fokontany

Bosco, 21, is determined to work in agriculture, but faces the barrier of not having any land to farm and limited ability to pursue land ownership. He lives in Maromanitra, a community in the rural commune of Anushiparie, where he was born, and his mother and siblings remain. Bosco's father died when he was young and his mother raised him and his seven siblings alone. He has known food insecurity intimately throughout his entire childhood. Bosco's parents were both farmers, and his mother received land as an inheritance from her father and continued farming green leaves, rice and coffee beans. His mother cannot afford hired help, so she usually works in the field by herself and with the help of her children when they are not in school. They have relatives who pitch in sometimes, but they are often busy with their own work.

Bosco attended school and is literate, but he had to drop out three years shy of graduating in order to help his mother in the fields. One of his younger brothers and three younger sisters have also stopped going to school so they could help farm. Bosco is devoted to helping his mother, but he admits he is disappointed he had to quit school to do so. His family eats most of what they grow; however, they sometimes sell the coffee beans. In addition to his mother's plot, the only other assets they have are chickens.

Bosco's goals for the next five years include finishing school and purchasing his own plot of land. He estimates it will take four to five years to save enough money for the land, assuming he can find work. During the dry season he writes to employers in the nearby towns, but has not had luck in finding work. One year, he tried his hand at gold mining, but only received a negligible amount of money after considerable effort. Another challenge is Bosco has very little time to take on additional jobs since he spends almost all of his time helping his mother.


Bosco in front of his house

Bosco's participation with Fararano was limited to Food for Assets reforestation. For his participation, he received rice and oil, which he shared with his family. He has heard of Savings and Internal Lending Community groups and would like to participate as a pathway to owning land, but he does not know how to join or where to go for more information. Bosco also expressed interest in joining a Disaster Risk Reduction committee, but was not there when it formed and now does not know how to join.

Bosco believes the main causes of food insecurity in his village are due to the unpredictable seasons and disasters. For various reasons, there are never enough crops during harvest time. Although he does not actively participate in Fararano anymore, he is grateful for the project's presence and attributes the increasing health and size of babies to the project. He would like to see Fararano reach out to more young adults like him with agricultural training opportunities since despite not owning land, agriculture is his livelihood.

2.2 Increased On- and Off-farm Sales by Households and Producer Organizations

PiSP Development

Fararano developed the PiSP approach to make high-quality agricultural inputs available to farmers in target communities. The project provided the PiSPs training and a start-up supply of selected inputs.

This component is in a very early stage; the JMTR team could interview only a handful of PiSPs. They sell seeds and tools, and will sell agro-chemicals in the future. They stated that the project helped to identify and link them with new suppliers and dealers. The PiSPs often buy the supplies from the dealer on credit and sell on credit. The PiSPs do not have a stationary selling point yet; hence, they either sell products from home or take them to local markets. The interviews suggest that the community selected PiSPs based on their experience in selling inputs.

The PiSP model has the potential to create a sustainable input system for the target communities; however, PiSPs are already suffering from a host of problems. Some dealers are asking for exclusivity, which would limit the PiSPs' ability to buy the most cost-effective inputs available in the market (an exclusivity agreement with the dealer will further shrink the PiSP's market). The farmers want a variety of brands to compare and choose from, and some want a particular brand with which they had a positive experience. In addition, the PiSPs suffer from serious cash flow problems. They buy on credit and in many cases, sell on credit. Often the buyers do not pay on time, and the PiSP does not have access to additional cash to repay the dealer to fully replenish his/her stock. Finally, the demand for inputs in the target communities is low. For example, the JMTR team interviewed a PiSP in the southwest region who sells on average 60 goblets[31] of bean seeds per month. He buys a goblet of bean seed for 800 ariary ($0.24) and sells for 900 ariary ($0.27). His gross profit is 100 ariary ($0.03) per goblet, meaning his gross income is 2400 ariary ($0.72) per month, which is less than $1. The scale seems to be too small to be a viable trade. Fararano has yet to analyze the economic viability of the PiSP model. The PiSPs interviewed by the JMTR indicated that a viable model would be for Fararano to facilitate a linkage between the PiSP and financial service provider so that the PiSP can borrow money and buy seeds from the dealers based on his/ her needs, and do not be subjected to being marketed other items that the dealers want to push through the PiSPs. Currently, the loan is tied to the input dealers, who add conditions to sell other inputs. However, there is also a challenge for the PiSP to borrow money from other lenders and invest in the agriculture input business. The PiSPs often are forced to sell the seed to the community on credit. Therefore, the risk for unrecovered credit is high and may wipe out many PiSPs. Fararano needs to carefully analyze the business model, opportunities and challenges to support PiSPs.

PO and CPO Development

Fararano develops producer organizations (POs) and collection point organizations (CPOs) to organize producers around marketing, promote collective marketing, and strengthen farmers' bargaining power. Fararano started this initiative recently, so the JMTR team could not talk to many POs or CPOs. By midterm, Fararano had created 161 POs with 2,320 members, approximately 28 percent female.[32] Usually three to nine POs are grouped together to form a CPO. Fararano has so far formed 13 CPOs. While this strengthens members' market relevance, only a low percentage of fokontany have POs and CPOs, and these have reported very low crop sales to date ($439).[33]

While the PO and CPO approach has the potential to help farmers get better prices for their produce, the roll-out of this approach has been slow. Project staff cited limited staff resources as the primary reason for the delays. The NCBA-CLUSA recently hired an additional 15 field agents to accelerate group formation. The NCBA-CLUSA also recently hired agri-business

[31] Goblet refers to a small pot that is commonly used as a local unit of measure.
[32] Fararano presentation to JMTR (April 2017)
[33] Fararano presentation to JMTR (April 2017)

technicians through implementing partners to facilitate POs and CPOs. There is still confusion about roles and responsibilities and the level and type of support that the POs and CPOs will get from the project: while NCBA-CLUSA has been developing the linkages between producers and buyers for value chain commodities, and along the process may identify the buyers for non-value chain crops, many POs and CPOs are solely depending on the NCBA-CLUSA to identify buyers, considering that it will be sole responsibility of NCBA-CLUSA.

Fararano has been developing relationships with private sector buyers, which was appreciated by the JMTR team. Three companies – Jacaranda, SCRIMAD Group and Lafaza – have entered the project in a strategic alliance to purchase from CPOs. Crops included turmeric, cinnamon, wild pepper (Jacaranda), passion fruit, papaya and pineapple (SCRIMAD Group), vanilla and black pepper (Lafaza). Private sector participation went beyond providing a guaranteed market, to advancing seed and providing farmers technical assistance in production and post-harvest processing. While still at a small scale, these advances set the stage as a scalable approach with other companies for the remainder of the project. One area for improvement is that not all of the buyers had used a contract to establish the terms of the sales transactions, and neither field agents nor farmers fully understood the terms.

The project also launched a pilot market information system in March of 2017. Fararano developed a call center with a mobile phone provider providing a discounted rate. Farmers can call in and request advisory services. Call center operators are interns who have graduated from the Malagasy School of Agronomy and have a technical sheet for reference on specific aspects of crop production. They have received 60 calls thus far. The goal is for buyers to pay a monthly subscription fee to gain access to data, and that this will be enough to pay for the call center.

The JMTR saw positive cases of crop bulking for sale, including black-eyed peas, vanilla, black pepper, and immediate plans for turmeric, peanuts, onions, passionfruit and pineapple. Despite a diversified set of crops promoted, neither project staff nor farmer groups did economic modeling for the different crops to understand production costs, return on investment, or net income potential from year to year. Farmers were enthusiastic about new crops for experimentation such as turmeric, based on a guaranteed market, and rhizome seed advance, yet did not know what they would be earning by the end of the season.

PO and CPO farmers interviewed expressed the need for storage infrastructure to properly establish a centralized collection point for collective marketing; however, the project has yet to invest in any post-harvest warehousing.

Improved Feeder Roads to Markets

To increase physical access to roads that connect to markets, Fararano rehabilitates feeder roads using FFA. From the beginning of the project through FY 2016, Fararano rehabilitated 32 km of feeder roads through FFA (vs 80 km planned).

Road project in Behompy

In the evaluation of Fararano's road infrastructure projects, as noted above in the examination of irrigation projects, the JMTR team was unable to visit all projects; however, it did examine a road project from which lessons are suggested for the project overall. The JMTR team visited Ampasy Fokontany in Behompy Commune, where Fararano has been rebuilding a 16 km road through FFA. The road was damaged by Cyclone Haroona in 2015. It is the main artery between the commune and Tolear; hence, its significance to the economy and livelihoods of people living in Behompy could be substantial. Although most of the road is dirt, Fararano is cementing a part of the road where the slope is too steep.

Approximately 350 people have been working on the road since July 2016 hoping the road would be completed by June 2017. An engineer and technicians are overseeing the construction and rehabilitation work, but one of the main challenges is that the road was already determined to be too narrow by USAID engineers because of its close proximity to the river and its need to be widened. The road was not properly crowned to allow proper run-off of rainfall so the road would dry more quickly after rain. The JMTR team observed that the road does not comply with minimum road construction standards. In many places, the slope of the road is approximately 70 to 80 degrees, a large deviation from the accepted standard. The compaction is substandard and in many places and the road has already started to erode, particularly the sections by the river.

While a Road Users Association (RUA) was created to oversee operations and maintenance activities, an operations and maintenance plan and financial plan have yet to be developed. The RUA started to generate revenue from association members but not from the community, as the community is not willing to pay. The community members see access to the road is a right. It is unclear if the RUA has technical expertise to perform the necessary operations and maintenance responsibilities to upkeep the road. Sustainability of the road remains a major challenge.

In light of the findings for the Ampasy road project, Fararano should assess its road initiative on a project-wide basis to check for similar challenges and apply appropriate solutions.

Purpose 2: Recommendations

Purpose 2 – Prioritized Global Recommendations

P2-1: For the remainder of the project, pivot away from the lead farmer approach to one that will be effective to transfer technology and knowledge, such as the farmer field school model.[34] If this is not possible:

- Improve the capacity of technology transfer and the effectiveness of training through experiential learning methodologies. This should include:
    - Increasing the number of lead farmers in the southwest regions and mountainous areas to substantially increase coverage. At least one lead farmer per village may be necessary for some villages to implement quality training.
    - Develop training guides and curricula for the lead farmers based on experiential and adult learning methodologies. These should consider lead farmer literacy level and provide refresher training on facilitation, experiential learning and techniques or practices with higher-productivity potential.
    - Review the purpose, location and use of demonstration plots with P2 promoters and lead farmers to identify and address issues. Consider climatic conditions in selecting crops and technologies for training and demonstration plots. The plots should attract the community, which requires that they be located in a highly visible place and demonstrate the most successful crops and practices. This may include more support to lead farmers during land preparation, planting and post-planting management. It may also include further screening of lead farmers to ensure those selected can raise their crop management to required standards.
    - Review the climate-smart strategy to integrate climate-smart thinking in crop and technology selection. Incorporate short-cycle horticulture crops, more climate-resistant annual crops and climate-sensitive management strategies such as mulching.

P2-2: Develop and implement a participatory system to analyze yield and set realistic goals. This will help farmers and staff understand the effectiveness of the techniques promoted by Fararano. In addition, consider developing standard structure and curricula for lead farmer sessions so a system of training is in place. Consider organizing a participatory learning session, with the farmers participating in lead farmer sessions at the beginning of each crop season. In the session, the promoter should facilitate a discussion about current yield, practices and challenges. The promoter should collect baseline yield for the selected crop from each participant and record it. This can be done using tactile tools[35] in a participatory session

[34] See Farmer Field School Approach on FAO Website: http://www.fao.org/farmer-field-schools/en/

[35] This refers to three-dimensional tools used to facilitate discussions: items one can hold, feel and move, such as small plastic/ or jute bags or wooden fish. For example, participants can decide each jute bag is equal to 20 kg of rice or another amount they choose. Each participant then puts near them the number of jute bags that corresponds to the kilograms of rice s/he produced from a specific plot of land. Everyone thus sees how much each person harvested. This can generate discussion about why some had better production than others, and what

with the group. Discuss the advantages and challenges of current crop and soil management pest and disease management, and seed quality issues. Once the farmers group establishes the baseline yield by farmer, discuss and help farmers set a realistic yield goal using a set of improved practices and inputs. This will help neighborhood farmers and lead farmers to work toward a goal that they themselves establish. At the end of the crop season, the promoter should facilitate a discussion to review the yield achieved, what contributed to the increase (for those members who achieved the goal), and the challenges and limiting factors faced by the farmers who could not achieve the goal. If it is not feasible for the promoter to facilitate such a session because of his/her workload, consider providing training to the lead farmers to facilitate the session.

P2-3: Assess the economic viability of PiSP and facilitate linkages with financial service providers. This can be achieved through:

- Assessing the demands for inputs, the capacity of PiSPs, access to financial resources, cash flow, terms of trade, and linkages with dealers. Fararano may take advantage of NCBA-CLUSA to conduct this assessment. What would be the net income of a PiSP from this trade? The sustainability of the PiSP model hinges on this analysis. Use of a crop technical specification sheet (see also P2-5) can aid the analysis, and this information should be socialized with the PiSP and field agents.
- Facilitate business relationships between lead input vendors and PiSPs. Furthermore, facilitate linkages between PiSPs and farmer organizations with credit providers so they can access financial services.

P2-4: Strengthen farmer organizations: Identify and implement methodologies to create functioning POs and CPOs that can sustain themselves beyond the project. PO and CPO leadership formation and structures, management systems, and commercial relationship formation with buyers, service providers, and the public sector, are all vital to sustainability. It will be necessary to create milestones for how the project will build PO and CPO capacity by the end of the project. JMTR team members can provide organizational strengthening tools upon request. Record keeping and the establishment of a permanent database that farmer organizations can manage post-project are other important milestones toward this objective.

Purpose 2: Specific Recommendations

Recommendations 2.1: Increased Agricultural Production

P2-5: A crop technical specification sheet can help farmers and technicians understand the economic feasibility of crop production including inputs required, production costs and return on investment based on average price and yield data. Compiling this information for field agents in an easy-to-digest format for farmers will be useful at the beginning of planting season, in negotiating the terms of a purchase contract, and in measuring project impact.

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could be done in the next season to increase production.

P2-6: Since an agricultural production pathway alone does not seem adequate for targeted households to achieve food access, Fararano should assist the same households to diversify their livelihoods, focusing on livestock promotion and off-farm income generation. Fararano may consider supporting small livestock production including poultry, goat and pig husbandry and breeding. It may also consider supporting entrepreneurship development, including low-cost technologies such as producing charcoal using chaff; egg incubators that use chaff; community-based, low-cost, ring-slab latrine production units; aquaculture; apiculture; horticulture and other potential income earning opportunities feasible for the target areas and the capacity of the participants. To support horticulture production, Fararano may consider piloting small-scale irrigation technologies such as treadle pumps.

P2-7: Provide higher-skilled technicians for on-site supervision of irrigation construction, especially of the collection basin, to ensure the system is well constructed using proper construction principles. In addition, Fararano should link the irrigation system with district and regional government services to ensure the work is performed to national standards and that operations and maintenance activities are supported once Fararano ends. Together with the community, develop a maintenance plan for during and after Fararano that includes exercising sluice gates, cleaning the water collection basin and maintaining the integrity of canals.

P2-8: Conduct a comparative assessment of the water demands of the anticipated types and amounts of crops to be grown with the available water supply, to ensure these crops can be grown in the area to be irrigated. Consider creating a "no activity" buffer around the water source, including reforestation, to protect the land from activities that could disrupt water flow.

Recommendations 2.2: Increased On- and Off-farm Sales by Households and POs

P2-9: Strengthen strategic alliances with agri-business stakeholders. The project is benefitting from project staff investing efforts to establishing strategic alliances with buyers, lenders and input dealers. As Fararano continues to expand this effort, some of these relationships could be structured using inclusive business relationship principles from the International Center for Tropical Agriculture's (CIAT) Link 2.0 tool (also part of the CRS value chain tool kit). It would be helpful to structure a contract template that provides farmers leverage and reflects their interests on sale terms such as price, form of payment, and additional agreement terms such as input, financial services and market intelligence provision.

P2-10: Explore opportunities to invest in basic crop storage infrastructure so that farmer business associations can organize higher-volume collective sales. Collective storage capacity can produce very positive results for farmer organization morale and a sense of accomplishment as a young business.

P2-11: Improve the quality and sustainability of the roads constructed/rehabilitated by Fararano. This should include:

- Linking road construction and rehabilitation activities with district and regional government services to ensure the work is performed to national standards and operations and maintenance activities are supported once Fararano ends.

- Ensure all roads are properly crowned and slopes follow the standard.
- Strengthen the capacity of operations and maintenance committees and help develop realistic operations and maintenance plans.

Purpose 3: Community capacity to manage shocks is improved

3.1 – 3.3 Disaster Preparedness, Mitigation and Response

3.1 Community-based disaster mitigation systems meet national standards
3.2 Community-based disaster preparedness systems meet national standards
3.3 Community-based disaster response systems meet national standards

DRM and NRM Committees and Plans

In accordance with Madagascar Government policy, Fararano created Disaster Risk Management Committees (DRMCs) at the commune and fokontany levels. Out of 464 target fokontany, Fararano created DRMCs and Natural Resources Management (NRM) Committees in 434 fokontany, tasked with developing and implementing NRM plans at the fokontany level.

In collaboration with the *Bureau National de la Gestion de Risques et Catastrophes* (BNGRC), the government department responsible for disaster management, Fararano provided training and support to DRMCs to develop disaster risk reduction DRR and emergency preparedness plans that are aligned with national policy. Fararano coordinates with the *District Level Comité Local* (CLGRC) and BNGRC to ensure that the strategies and plans are in line with the CLGRC and BNGRC.

Since project startup, 58 percent (260) of the DRMCs have developed DRR and emergency preparedness plans.[36] In addition, data provided by Fararano indicate that in FY16, the DRMCs organized simulation exercises (see below) in a little over half (278) of the fokontany. [37]

Generally, it appears the DRM and NRM committees are cohesive; however, support from implementing partners is minimal because there is much geography to cover on bicycle, Fararano's preferred means of field staff transportation. The committees visited are eager to improve their natural resources base and their resilience to future disasters, as shown by their swift willingness to complete their DRM/ NRM plans; however, they all appear to be hesitant to carry out plan activities without guidance from implementing partners. The DRM plans are detailed but comprehension of their content varies substantially. Many DRMC members do not seem to be intimately familiar with the content of the plan; more-frequent reviews may help the committee to internalize the content. Knowledge and awareness of the DRM plan beyond DRMC members was found to be extremely limited.

Committees need more engagement with CRS and other project staff. This support does not

[36] Fararano presentation to MTR (April 2017) and monitoring data
[37] Fararano presentation to MTR (April 2017)

appear to be readily present. It seems that if guidance or support to committees is not provided, then the plans will likely be shelved and committees less likely to continue after the end of Fararano. In addition, committees need to think more realistically about the activities they include the plans, specifically identifying those activities they can do with little or no external technical and financial support.

Adequacy of DRM Plans

Cyclone, drought, locust attack and brush fire are among the major covariate shocks community members and DRMC members reported. While the DRM plan for cyclone management includes many actions that are within the communities' capacity and has the potential to produce results, the plan for drought management, locust attack or brush fire is limited to tree planting and informing related government departments and agencies. Since the district-level CLGRC and CSA are not completely functional, these actions will have limited results.

Evacuation map, Ambomahavelona

The JMTR team found that the DRM and NRM plans contain a high level of detail, but have not been fully implemented. The only activity that had been conducted at the time of the site visits was reforestation. Participants believe that the reforestation activities will reduce soil erosion and bring about more rainfall within the fokontany. They learned about the water cycle, so are making a linkage between rainfall and the movement of water through vegetation.

Simulation Exercises

In preparation for a real-time disaster, particularly cyclones, Fararano conducts simulation exercises. Since the beginning of the project, Fararano has facilitated simulation exercises in more than half of the fokontany. Field agents and DRMCs in their respective fokontany carried out simulation exercises prior to the cyclone season to remind the community how to prepare for these events. As part of this effort, Fararano provided DRM kits to DRMCs. The kits contain items such as a radio, a megaphone, colored flags, a siren, a notebook, t-shirts and hats. However, based on interviews with the DRMCs, not all kits have the same items.

The main simulation and preparedness activities implemented included several aspects, e.g., making houses stronger, getting information from the radio and alerting the fokontany by raising the appropriately colored flag, sounding the siren, using the megaphone to communicate messages, sending students home from school, having the youth group transport the most vulnerable to safe areas, getting households to gather safe water and properly store it at home

and keeping doors closed when the cyclone is near. The DRMCs developed evacuation maps and placed them in the fokontany for all to see. The maps show the location of safe buildings where community members should go when cyclones hit. Some maps were washed out by rain due to the use of non-permanent markers. Most community members interviewed recognized that the DRMCs showed them the flags, but could not remember the significance of the colors, suggesting a need for frequent re-sharing of information.

Natural Resource Management

FMNR training: Fararano partnered with ICRAF to provide training on Farmer-Managed Natural Regeneration (FMNR) to Fararano staff so that the staff can train NRM committee members on FMNR. At midterm, more than half of the NRM committees had received training on FMNR.[38]

Roadside charcoal store

Go Green Strategy: DRMC members are not familiar with the Go Green Strategy or the activities proposed under the strategy. Linking Go Green Strategy messages with all three purposes through the field agents may contribute to better sustainability of many project activities.

Alternatives to tree charcoal: Although alternatives to using trees for charcoal making were identified in the proposal, no related activities were taking place at the sites visited. There is a large opportunity to initiate this activity using rice husks, since rice is the main staple crop and widely produced in Madagascar.

Telma

For slow-onset disasters, Fararano developed a mobile application (Telma) to transfer information to the BNGRC that can be compiled and analyzed, getting responses as needed. Fararano collected and entered the data into the application and passed the data to BNGRC, but official analyses have yet to be completed and shared by BNGRC with partners. For the sake of sustainability and the capacity to analyze climate data to develop early warning, it is critical to work with BNGRC. The JMTR team is appreciative of Fararano working with BNGRC; however, given the capacity and functionality of BNGRC, the team is not optimistic about the functionality of the system long-term.

[38] Fararano monitoring data provided by the project

3.4 Community-based Social Safety Net Mechanisms Strengthened

In Fararano, safety net activities are implemented by field agents and Fokontany Development Committees (KFF). They are responsible for conducting needs assessments and identifying the most vulnerable households ("MV households"). Fararano identified 7,080 MV households (10 percent of the target population for Fararano activities). The key criteria used to identify these households are chronically ill households (3,567), elderly-headed households (1,739), households comprised of mainly elderly members (388), female and/or child headed households (807) and extremely poor/destitute (579).

The Government of Madagascar, with support from the World Bank's Fund for the Poorest, implements two safety net programs[39] covering 72,000 extremely poor households to promote nutrition, early childhood development and support productive activities of the poor. However, this program targets the communities and households in the deep south that are most affected by the droughts. Given that approximately 80 percent of households in Madagascar are extremely poor, the need is far greater than what these two programs can support. The MV households identified by Fararano do not have access to the formal safety net programs. Fararano ensures that these households get to participate at least in one Fararano-implemented intervention. During the midterm review Fararano reported that 47,218 households (approximately 19 percent of target households as reported by the baseline survey report) participate in the 1,000-days approach, receiving the 1,000-days ration; 81 percent received DiNER fair vouchers (30,000 ariary ($9) four times in two years); 22 percent participated in FFA activities and received rations; 14 percent participated in agricultural training; 8 percent participate in SILC, and 24 percent participate in care group sessions.

In Miary, Toliara II, MV households in some communities have access to informal safety nets. For example, in one fokontany, neighboring households gave all nine MV households land to farm. In another example, a KFF collaborated with a school director and Parent Teacher Association to allow children to attend their school without paying the fee. Other examples of support include providing MV households with seeds, helping with planting, sharing money earned from produce sales, and donating extra food at harvest time. However, the scope and coverage of informal safety nets is extremely limited. Moreover, the interviews with the MVhouseholds suggest that accessing government support is challenging.

[39] 1) The Human Development (conditional) Cash Transfer program for 40,000 households with children ages 0 - 12, linked to primary school attendance and promoting early childhood development and nutrition of young children including through a behavioral design approach; and 2) the Productive Safety Net Program, which provides a reliable source of income for 32,000 participating households (50 percent of which are female) through cash for work activities designed to enhance communities' climate resilience through, for example, landscape management through terracing, organic soil improvement, and anti-erosion measures such as reforestation and/or water conservation. Source: World Bank Web site, "In Madagascar, safety net programs promote nutrition, early childhood development, support productive activities of the poor." 19 September 2016. Available at http://www.worldbank.org/en/results/2016/09/19/in-madagascar-safety-net-programs-promote-nutrition-early-childhood-development-supports-productive-activities-of-the-poor

Interviews with vulnerable households in a number of sample communities indicate that most have labor constraints (i.e., no adult who can provide labor either to cultivate crops or do other labor-intensive activities). Some of them have access to land, but because of the labor constraints, they cannot take advantage of the land. Households that are participating in the SILC often do not have money to contribute to the savings and do not borrow, but they contribute weekly to the social fund to access the fund when needed. Of the households that received DiNER fair vouchers and bought seeds and other inputs, many consumed the seeds or sold the tools to buy food. Many of these households need transfers to meet their immediate food needs: without addressing their immediate hunger, investment on agriculture or providing other income opportunities to put them onto a pathway of prosperity will not produce much result.

In FY 2017, Fararano plans to develop strategies to care for chronic illnesses, disabilities and psychosocial support for those in need. It plans to work with other partners in each zone to identify the services available and the potential to scale up to provide needed support.

Purpose 3: Recommendations

P3-1: Integrate drought-resistant crops, horticulture and inter-cultural practices into agricultural production to better manage the consequences of drought. This should be the core of drought management activities.

P3-2: Explore integrating DRM activities with the SILCs. This may include incentivizing the SILCs to take on some of the responsibilities identified in the DRM plan. For example, Fararano may explore channeling a part of FFA activities to develop productive assets through the SILC, whereby the SILC will manage the implementation and the asset. SILC groups may take responsibility to implement or oversee the FFA activities and take a small percentage as fees. They can also maintain the community assets built through FFA after the end of Fararano. Income from the productive assets could be shared among SILC members.

P3-3: Since charcoal production is a common source of income for many Malagasy households, introduce the concept of social forestry, focusing on the economic benefits of trees could be appropriate and suitable for the context. Identify income-generating activities that support sustainable management of natural resources, and support target households to start micro-enterprises that promote NRM. For example, support target households to produce charcoal from chaff or establish small-scale horticulture nurseries.

P3-4: Further screen households that are labor-constrained; provide these households with transfers to meet immediate food needs, along with investments in productive assets that do not require much labor.[40] Explore opportunities to facilitate participation of MV households in

[40] This suggestion is similar to the graduation model that targets extremely poor households with resource transfers for productive assets, and provides consumption support and intensive coaching/ or counselling on investments. While the JMTR team does not expect Fararano to implement a graduation model, aspects of the model can be adapted.

Malagasy Government safety net programs in fokontany where they exist.

P3-5: Develop the DRMC's functional linkages with the Malagasy Red Cross and other organizations that work on DRM. Since the BNGRC operating below the national level is generally nonfunctional, linkages with Red Cross and NGOs may help the DRMCs to access periodic training and maintain a full set of tools in the DRM kit.

Program Monitoring

Approaches Used

Fararano developed its M&E system using the CRS Simple Measurement of Indicators for Learning and Evidence-based Reporting (SMILER) guide. Fararano's M&E system uses iPads for data recording and transmits data to the central database on a monthly basis. Community volunteers use paper forms or notebooks to record information during group activities and community-based extension activities. Fararano uses both routine monitoring and an annual beneficiary survey for monitoring.

For routine monitoring, field agents work with the community volunteers to collect data from project participants. Community volunteers such as lead farmers and care group leaders record activities at the time of implementation. Field agents record data from the community volunteers into their iPad using iFormBuilder (a web-based application for developing data collection tools) and transfer data to the central database. The server that hosts the database uses PostgreSQL to process the information and produce outputs that are then shared through the ZOHO platform.[41] The iFormBuilder and PostgreSQL are open-source software, so CRS does not have to pay to use them. CRS pays a license fee of 140 euro ($164) per month to use the ZOHO platform.

Once data are transferred to the central database, they are deleted from the iPad to free up memory. Technical specialists review and approve the data on the tablets. Once field agents submit data to the central database, they are unable to edit the information.

The M&E team collates and aggregates the information on the database. The totals and summaries can be viewed through the ZOHO reports. For any other analysis, data are exported to Excel. Fararano M&E staff share the data with partners using the WeTransfer application.

Fararano contracts consultants for the annual beneficiary survey based on a scope of work that includes sampling and methodology. The consultant collects data, performs the analysis and drafts the report. Fararano follows the USAID Feed the Future beneficiary sampling guide for agricultural indicators.[2] All Fararano partners use the same monitoring and MIS systems, making

[41] An online project management application

[2] Stukel, DM and Friedman, F. 2016. Sampling Guide for Beneficiary Based Surveys for Select Feed the Future Agricultural Annual Monitoring Indicators. Washington, DC: Food and Nutrition Technical Assistance Project, FHI 360.

data aggregation and reporting easier and consistent.

In selecting direct participants, Fararano first conducted a census in target communities and gave an identification card to all individuals who participated in the census. Then it used criteria (i.e., pregnant and lactating mothers and most-vulnerable households) to select and enroll participants for certain interventions (i.e., 1,000-days ration, FFA). However, some households missed the census, and it took a long time for individuals who fit the targeting criteria but missed the census to enroll as Fararano participants. Some participants reported waiting three to four months before they started receiving Fararano support while others reported waiting over six months and still could not enroll/register due to the delay in the issuing of program identification cards. Fararano claimed that registering individuals as participants and issuing cards is an ongoing process. Partners interviewed could not establish the number of people issued cards after the initial census registration.

M&E System and Data Collection

Fararano's M&E system is well developed, and used by all partners. The project developed all data collection tools using iFormBuilder. Only the paper forms for community volunteers are not completely standardized because the information collected by different community volunteers varies.

The JMTR team finds the database fully functional and linked to ZOHO, which allows real-time access by project coordinators and other stakeholders. Fararano developed the database and data collection forms; it therefore has full control over the information system and can make changes as needed.

Interviews with project teams suggest that they find it useful and convenient to access near-real-time information on project implementation, which improves project management.

The M&E team conducted two data quality assessments and developed a follow-up action plan to address data quality gaps identified during the assessments. The JMTR reviewed the indicator definitions and still found gaps relating to indicator definition and interpretation. For example, Fararano does not have a definition for training and therefore, there is no uniformity in defining the training in terms of a minimum number of hours or days someone has to participate, or a defined curriculum for the training. In some cases, farmers who visited the demonstration plots once, were counted as trained. For the nutrition component, people who received a single home visit by the lead farmer are counted as trained. Such examples suggest that left undefined, the standard for what it means to be "trained" is inadequate.

Some of the lead farmers and CHVs cannot write, therefore their ability to record data accurately is questionable. This is more important in areas where the field agent does not attend training sessions due to distance or workload and must rely on information collected by the community volunteers, which there is little opportunity to verify.

Field agents and community volunteers received a one-time training at the beginning of the

program. Review of data collected by community volunteers shows that some community volunteers and field agents need further training or refreshers to understand what information they need to collect and how to collect it. For example, the JMTR team found that some lead farmers do not keep any record of farmers they are working with, while others record people they have not visited yet.

Field agents and community volunteers do not have a data collection guide to remind them of what information to collect. Community volunteers do not have official data collection forms and in most cases, the quality of information largely depends on the creativity of the field agent. Some field agents designed data collection templates in farmer notebooks, which was very useful to get information needed in the iForms. Most field agents interviewed do not know the use of the information they collect. This potentially affects data quality, especially in the absence of data collection guides and indicator definitions.

The technical specialists and M&E specialists review data on the tablets, thus they either review the data in the field during support visits or the field agents bring the tablets to the district office for two to four days. This approach compromises review quality, as field agents need the iPads in the field. The JMTR team could not determine the quality of the reviews or the types of problems encountered because no one keeps notes of observations during reviews.

Data Utilization

Field agents do not have access to the information they collect after the data are uploaded to the server. This makes it difficult for field agents to track their progress and review their work. While some keep notes in notebooks, some could not recall the number of people they trained. The output data available through the ZOHO platform are aggregated and cannot be tracked by staff. With the complex nature of a program like Fararano, it is important for analysts to be able to track data to identify systematic biases and help improve the quality of implementation.

Most technical team members interviewed were using data from the ZOHO platform, mainly numbers related to groups established and number of people trained. The ZOHO platform does not have qualitative information or outcomes. The outcome data collected through the annual survey are maintained separately.

Fararano staff did not take advantage of the baseline study. Most staff never read the baseline report, and the M&E staff did not carry out any further analyses of the baseline data. FFP used file transfer protocol (FTP) to transfer baseline datasets to the partners and gave Fararano staff access to the FTP site. However, Fararano M&E staff reported that they could not download the datasets from the FTP site due to a technical issue and they did not seek help from FFP to address the technical issue. While the M&E staff reported reviewing the summary table that contains indicator estimates, none interviewed by the JMTR team other than the Chief of Party reported reading the baseline report; therefore, the qualitative information and interpretation of the quantitative numbers remain underutilized.

The Fararano M&E system was designed to track identified indicators; however, it is not

capturing many of the potential effects of Fararano interventions and unintended outcomes (whether positive or negative). For example, Fararano has invested substantial resources to build or repair roads and construct or rehabilitate irrigation infrastructure. The potential benefit of these investments could be far greater than the benefit of the food ration participants receive for their participation in construction or rehabilitation. If maintained properly, the potential benefits of these infrastructures could be enormous – far beyond the scope of a few indicators. The current M&E system of Fararano will not likely capture these benefits.

The capacity of partner staff to extract and analyze data in Excel varies significantly. Some partners could not do simple extraction of data from the database. Some took a couple of days to produce simple outputs from the database.

Some key project documents like ToC and the Performance Indicator Reference Sheet (PIRS) are available only in English; therefore, a majority of the staff with limited English skills have limited access to these documents. The project did not organize a workshop to review and discuss these documents either.

Program Monitoring: Recommendations

PM-1: Since community volunteers collect a significant amount of information used for routine monitoring, Fararano should invest in further training in data collection and develop standard data collection forms. These forms could be packaged into booklets for easy handling by farmers. Given the lack of clarity on some of the indicator definitions and how to record trainings, Fararano should standardize the definition of training following guidance provided in the PIRS.

PM-2: Fararano should implement a feedback mechanism to allow field agents to access project information needed to track implementation. Given that they are the primary interface between the project and the community, field agents should be able to track monthly progress instead of relying solely on quarterly review meetings, which may not cover all areas of implementation.

PM-3: Fararano should invest in capacity building of its partner staff, particularly in data analysis and organization. This will improve data processing and utilization by partners, which may improve the quality of project implementation.

PM-4: The ZOHO reports are very popular among project staff. Fararano should consider increasing the number of indicators reported through the ZOHO platform. Given that the database is maintained internally, there might be a need to ensure that staff working on the database are adequately equipped both technically and materially.

PM-5: The delays resulting from the current registration process resulted in three to four-month waits before participants started receiving benefits, which may negatively affect project outcomes. This is particularly important for pregnant mothers and mothers with a newborn child, for whom such delays may mean missing the full 1,000-days window. Fararano should develop a system to expedite the registration process for members who missed the initial census registration during which program identification cards were issued.

PM-6: Explore creative ways to capture the benefits of the infrastructures supported by the project. One approach would be to contract a study to capture the multifaceted benefits of the infrastructures.

Conclusion

Fararano has demonstrated progress in establishing processes to implement the project interventions and at midterm, appears on track to meet many of the output targets. The project is implementing several approaches or activities notable for attaining objectives at output level and for participants' favorable reception. These include:

- cooking demonstrations;
- POs and CPOs;
- building/ rehabilitating roads and water points;
- savings and internal lending groups and
- developing and strengthening commune and fokontany DRMCs.

These are important successes. At the same time, they must be viewed in light of higher aspirations for outcomes, impacts and sustainability at project, population and system levels. The JMTR presents a moment for strategic reflection on what implications the observed presence or absence of progress to date – and more importantly, the project strategies and processes – have for the short, medium and long term. It is an opportunity to adjust mid-cycle, to optimize progress on different scales and timespans.

Considering the massive burden of chronic malnutrition and poverty on the target population, the success of Fararano would depends largely on how effectively the activity can minimize the dual burden of chronic malnutrition and poverty and ensure sustainability of critical services and institutions. The magnitude of the burden presented by the baseline survey is enormous (see page 6).

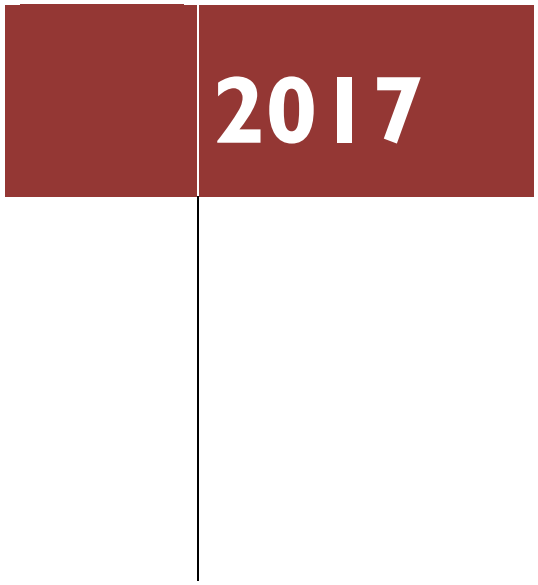
These challenges have major implications for Fararano's coverage. For example, to achieve its target Fararano needs to significantly reduce chronic malnutrition in 7,000 additional CU5 to achieve its target. Approximately 6,000 more children need to receive a minimum acceptable diet to achieve the project target and members of an additional 24,000 households must use cleansing agents to wash their hands.

While Fararano has been training farmers through lead farmers, and mothers through care groups, CRS and its partners should seriously consider developing and implementing strategies so that farmers, mothers, and other target groups continue to receive these critical services. Considering the current capacity of the relevant government departments and ministries, sole dependence on them will unlikely achieve the sustainability of the services.

Based on the JMTR team recommendations included in each section, Fararano should develop a tool to ensure proper and transparent follow-up on actions made toward these

recommendations.

Annex 1: JMTR Review Protocol



March 25, 2017

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ACRONYMS

ACC	Agricultural Collection Centers
ACF	Action Contre la Faim
ADRA	Adventist Development and Relief Agency
AIM	Association Inter cooperation Madagascar
ALA	Agriculture and Livestock Agent
ALA	Agriculture and Livestock Agent
BDEM	Bureau du Développement de l'Ecar de Mananjary
BNGRC	Bureau National de Gestion des Risques et des Catastrophes
CCDS	Comité Communal de Développement de la Santé
CCFLS	and Community Complementary Feeding and Learning
CCFLS	Community Led Complementary Feeding and Learning Sessions
CCGRC	
CDD	Caritas Morombe, and Conseil Diocésain de Développement
CHV	Community Health Volunteer
C-IMCI	Community-based Integrated Management of Childhood Illness
CIREF	
CLTS	Community Led Total Sanitation
CLW	Community Livestock Worker
CAN	Community Nutrition Agents
CoP	Chief of Party

CRENA	Centre de Récupération et d'Education Nutritionnelle Ambulatoire
CRENAM	Outpatient Nutrition Recuperation for Moderate Malnutrition
CRENI	Centre de Récupération et d'Education Nutritionnelle Intensive
CRS	Catholic Relief Services
CSA	Agriculture Service Centers
CSB	Centre de la Santé à la Base
CSO	Civil Society Organizations
DCoP	Deputy Chief of Party
DiNER	Diversity for Nutrition and Enhanced Resilience
DPMP	Disaster Preparedness and Mitigation Plans
DRMC	Disaster Risk Management Committees
ECHO	Humanitarian aid and civil protection
EGA	Evergreen Agriculture
EHA	Essential Hygiene Actions
ENA	Essential Nutrition Action
F2F+I	Farmer to Farmer approaches
FAFSA II	Food Aid and Food Security Assessment II
FBA	Farmer Business Associations
FFA	Food for Assets
FFP	Food for Peace
FFS	Farmer Field School
FMNR	Farmer Managed Natural Regeneration
FY	Fiscal Year

GbV	Gender-based Violence
GFWSS	Gravity Flow Water Supply Systems
GMP	Growth Monitoring and Promotion
GoM	Government of Madagascar
GRC	
HH	Household
ICRAF	World Agroforestry Center
IP	Implementing Partner
J&P	Justice & Peace Commissions
JMTR	Joint Mid Term Review
LF	Leader Farmer
LF	Lead Farmer
LM	Lead Mothers
LM-G	Lead Mother Gardener
LoA	Life of Activity
LOL	Land O'Lakes
LSP	Local Seed Producers
MAM	Moderate Acute Malnutrition
MCP	Mother Child Pairs
MEAL	Monitoring, Evaluation and Learning
MFI	Microfinance Institutions
MIKOLO	
MoH	Ministry of Health

MT	Metric Tons
NCBA CLUSA	National Cooperative Business Association-CLUSA
NRM	Natural Resource Management
ODDIT	Organe de Développement du Diocèse de Toamasina
ONN	National Office of Nutrition
PiSP	Private input Service Provider
PMT	program management team
PNAN	National Action Plan for Nutrition
PNC	National Policy for Community Health
PNNC	
PSP	
SAM	Severe Acute Malnutrition
SBC	Social and Behavior Change
SILC	Savings & Internal Lending Communities
SISAV	Système d'Information sur la Sécurité Alimentaire et la Vulnérabilité
SMART	Skills for Marketing and Rural Transformation
SRI	System of Rice Intensification
SSSA	Système de Suivi de la Sécurité Alimentaire
SUN	Scaling Up Nutrition
TSN	Techniciens de la Santé et de la Nutrition
USAID	U.S. Agency for International Development
USD	United States Dollar
VDC	Village Development Committees

VMG	Village Model Garden
VSLA	Village Savings and Loan Association
WASH	Water, Sanitation and Hygiene
WUA	Water User Associations

I. INTRODUCTION

In fiscal year (FY) 2014, the U.S. Agency for International Development's (USAID) Office of Food for Peace (FFP) entered into two new cooperative agreements for development food assistance projects in Madagascar (1) the *ASOTRY* Project, implemented by the Adventist Development and Relief Agency (ADRA) and partners Land O'Lakes (LOL) and Association Inter cooperation Madagascar (AIM) and (2) the *Fararano* Project, implemented by Catholic Relief Services (CRS) and partners *Organe de Développement du Diocèse de Toamasina* (ODDIT), *Bureau du Développement de l'Ecar de Mananjary* (BDEM), *Caritas Morombe, and Conseil Diocésain de Développement* (CDD).

The combined budget for the two projects is $75 million USD over five years (2014-2019) with an overarching goal to *reduce chronic malnutrition and food insecurity among chronically food insecure households in the most vulnerable regions of Madagascar.*

ADRA implements "*ASOTRY*" ("harvest" in Malagasy) Project in the targeted regions of Amoron'i Mania, Haute Matsiatra, and Atsimo Andrefana that aims to improve nutrition, agricultural productivity, and household and community resilience by addressing the underlying causes of food insecurity. To accomplish this goal, the project implements interventions to (a) improve nutrition of women of reproductive age and children under two years of age; (b) increase crop management and diversification knowledge, promote improved technologies and crop diversification; and (c) invest in infrastructure to strengthen resilience.

CRS implements the "*Fararano*" project ("harvest season" in Malagasy) in regions of Atsinanana, Vatovavy Fitovinany and Atsimo Andrefana. The goal of the *Fararano* Project is to reduce food insecurity and chronic undernutrition and increase resilience in the *Atsimo Andrefana, Atsinanana and Vatovavy Fitovinany* regions. The project aims to accomplish this goal with three purposes: (a) undernutrition is prevented, especially during the first 1,000 days, and nutritional status is improved among children under five years of age; (b) households have increased and diversified agriculture production and sustainable economic well-being; and (c) communities' resilience to shocks is enhanced and natural resource degradation is reduced.

Both projects began implementation early in FY 2014, and are approaching the mid-points of their planned Life of Activity (LoA). FFP, ADRA and CRS have been organizing a Joint Mid-Term Review (JMTR) with a team of nine core evaluators. The evaluators include representatives from FFP and the USAID Mission in Madagascar, and representatives from CRS and ADRA. The

review team is tasked to review the projects and formulate realistic and achievable recommendations for improving the effectiveness and efficiency of the two projects over the remainder of their implementation. This protocol describes the plans and procedures that will be used to implement the JMTR.

II. JMTR PURPOSE & OBJECTIVES

A. Purpose

The JMTR is a formative review exercise intended to review the quality of implementation of the two projects in producing planned outputs and outcomes, to assess the intended and unintended effects of these outputs, and to examine the progress to formulate recommendations to be implemented in the remaining life of the two projects. These recommendations will be oriented around (a) scaling up effective interventions, (b) modifying interventions to improve effectiveness, (c) suspending interventions that are not effective enough relative to investment, (d) piloting new interventions relevant for targeted impact groups, (e) improving the effectiveness of implementation systems, or (f) improving efficiency in use of resources. The review process will tailor and prioritize recommendations for each project and ensure that they are implementable within the remaining time frame and with the resources available to the two projects. The process will also facilitate the sharing of ideas on good practices between the two projects.

B. Specific Objectives

The objectives of the mid-term review are presented below:

1. Assess the **overall strategy** of each project in terms of its relevance for addressing food insecurity with targeted impact groups, taking into account contextual changes that may have occurred since the projects began implementation. This will entail reviewing the strategies that ensure that the target groups are reached by the projects, reviewing the theories of change, and assessing the hypotheses, risks, and assumptions made during the design of the projects.

   Key Overarching Questions. What are the strengths and challenges of the projects' (ADRA/*ASOTRY* and CRS/*Fararano*) management/implementation so far? Are the assumptions made in the theory of change that informs program design still valid? What changes have occurred in the context since the projects began implementations that have resulted in new or changed target groups or the need for new types of assistance to address food insecurity. How have the program strategies been designed to put in place the elements needed to contribute to higher-order social change? How effectively has the management responded to management challenges? What lessons can be learned from their management/implementation approach? How should the projects' theories of change and results frameworks be refined or modified?

2. Assess the quality of **project inputs, implementation and outputs** to identify factors that enhance or detract from the efficiency, quality, acceptability, and effectiveness of the activities' implemented and the likelihood that they will contribute to sustained achievement of projects' goals.

   Key Overarching Questions. In each technical sector, to what extent have the two projects adhered to the initial technical approach, implementation plan, outputs, and participant targets included in the initial technical narrative? What are the strengths and challenges to the program inputs, implementation of activities and processes, the quality of outputs and the sustainability of the outcomes achieved? How have problems and deterrents been managed? How well do implementation processes adhere to internationally acceptable technical standards (for sustainable social and behavior change communication, experiential learning or learning-by-doing) and proven approaches, methodology and processes? To what extent good operational practices influence effectiveness and efficiency of project implementation? How effective are the SBC strategies? Does the SBC strategy address critical social determinants of food insecurity, health and nutrition; and target household, community, cultural, environmental, and systems level change, above and beyond individual change? What commercial opportunities have been created to enable beneficiaries to expand engagement in value chains? How could they be improved?

3. Review the level and effectiveness of **coordination and collaboration** with external organizations that are critical to achieve the projects' goals and purposes. This includes actors that provide complementary services necessary to achieve the project outcomes, actors that will provide essential services to sustain the outcomes after the end of the two projects, actors that influence people's access to goods and services, and organizations that promote or impede an "enabling environment".

   Key Overarching Questions. What has been the effect of the various collaborative relationships cultivated by the two projects toward enhancing the effectiveness of the project or efficiency in use of resources? How effectively the projects have been taking advantages of the other USG and non USG investments in the same space to achieve cumulative impact? How aligned are the strategies of the projects toward the development strategies of USAID and the GoM? What changes can be made in these collaborative relations to further enhance effectiveness and efficiency?

4. Present, through quantitative data and qualitative information, evidence of **changes**[42] **(intended and unintended outcomes)** associated with project interventions and outputs, assess how well the observed changes support the theories of change and logic of the logframe, and identify factors (both internal and external) in the implementation or context that impede or promote the achievement of targeted results.

   Key Overarching Questions. What changes do community members and other stakeholders associate with project interventions? Are there signs of early outcomes? Which factors

[42] These changes can occur at the individual, household, community and higher levels, including systemic changes.

appear to promote the apparent changes, and which have deterred intended changes? How do the changes correspond to those hypothesized by the projects' theory of change and LogFrame? Are some members in the community benefitting from project activities more than others? Are some left out? For some, are project effects negative rather than positive? Madagascar has experienced several shocks during the course of the project to date, how projects have adjusted to these shocks to respond to emerging needs and priorities?

5. Related to **collaborative learning and action**, review systems for capturing and documenting lessons learned and assess the extent to which they are used in project implementation and refining project design, including feedback from the perspective of stakeholders and participants. Assess processes to use evidence including baseline results and monitoring data for adjusting project strategies. Assess how well the project is seeking out, testing and adapting new ideas and approaches to enhance projects' effectiveness or efficiency.

   Key Overarching Questions. How have *ASOTRY* and *Fararano* management and technical specialists used data to inform programmatic decisions, referral and follow up? What processes have been instituted to improve data collection and data quality? How has the project improved effectiveness or efficiency as a result of new ideas or approaches brought into the activities? How is information generated by the projects used to inform decision-making? How can this be made more effective?

6. Related to **sustaining project impact**, determine the extent to which outcomes, systems, and services are designed and being implemented to continue after the project ends and assess progress made on implementing sustainability strategies. What activities are being implemented to ensure that the service providers will have continuous access to required resources, capacity strengthening support, creating demand and influencing the motivations of the beneficiaries and service providers, establish and strengthening critical linkages necessary to sustain resources, and sustain capacities, and the external factors that may positively or negatively influence sustainability? Have the projects identified the indicators and planned for a phased transfer of responsibilities yet?
   Key Overarching Questions. Have the projects' developed and implemented sustainability strategies? What organizations, services or relationships are required to sustain the outcome changes observed by the review team? Have the projects' identified the outcomes to be sustained, and the necessary services required to sustain these outcomes? Have the projects identified the potential service providers? What are the motivations of the service providers to continue service provisioning after the projects end? What has been done so far to increase the motivation? What would be the motivation of the beneficiaries to receive these services? Have the projects identified the resources and capacity strengthening supports for the service providers? What has the project done to ensure that this motivation does not diminish after the project ends? To what extent are government officials, formal and informal local leaders (whose support and understanding will be critical for continuing program initiatives once the project has ended) involved in project activities and included in ongoing program discussions?

7. Relative to the major **cross-cutting themes** in both projects, determine the

appropriateness and effectiveness of support for gender equity in terms of access to, participation in, and benefit from project interventions. Assess the extent to which project interventions target youth, support greater capacities for local governance and address sources of environmental risk.

Key Overarching Questions. How effective are program design and implementation mechanisms in addressing the cross-cutting issues of gender, governance, the environment and targeting of youth (*ASOTRY* and *Fararano*)? What (if any) challenges have projects encountered in these areas that may not have been anticipated in the project design, and how have the projects responded? To what extent do project interventions and implementation mechanisms reflect integration of these cross-cutting priorities? What steps have the activities taken to ensure that staff has adequate capacity for addressing these cross-cutting issues? In what ways is the project changing roles, relationships, communication and decision making dynamics among women and men, young and old, in relationship to food security at the household and community levels? How were the findings and recommendations of the Year 1 gender analysis considered in the program strategy and project activities? What specific changes were made? Have gender gaps and related concerns been addressed adequately? Is the project drawing on the potential of women, men, boys and girls as much as possible?

III. PROJECT DESCRIPTIONS

Brief descriptions of the two projects are provided below. The information that is provided focuses on information about the projects relevant for planning the JMTR, e.g., the types of outputs being produced by each project, the types of participants that will need to be interviewed, and the key partners that will also need to be interviewed. Prior to undertaking the JMTR, team members will review key background documents to understand the theories of change for each project, the approaches that are being used in producing outputs, and the outcomes and impact that are expected from the achievement of outputs. Note that the following section does not provide an exhaustive list of interventions. The review team members must read the project proposals to get a comprehensive understanding about the two projects.

Project background

ADRA ASOTRY[43]

ADRA, in partnership with Land O'Lakes (LOL) and Association Inter cooperation Madagascar (AIM), both of which have extensive experience in Madagascar and expertise in food security, has been implementing *ASOTRY*, a five-year program with the goal of *reducing food insecurity and vulnerability among food insecure households and communities in Madagascar*. *ASOTRY* has been designed with the experience of successes and lessons learned from the SALOHI project in

[43] Lifted from the project proposal

Madagascar, and started its implementation in December 2014. The project is expected to end in September 2019.

ASOTRY targets 32 vulnerable communes of 10 districts in the three regions of Atsimo Andrefana, Hatue Matsiatra and Amoron'i Mania. The project prioritizes and targets the most vulnerable, achieving approximately 75 percent coverage of the population in the 408 fokontany of the targeted communes with highest rates of food insecurity, stunting, and poverty. Specifically, *ASOTRY* targets women of reproductive age, children under five, subsistence farmers and their communities, with special attention to adolescents and youth, the elderly, and the disabled. Over the five years *ASOTRY* plans to reach 264,380 direct project participants with an integrated package of nutrition and health activities focusing on pregnant and lactating women and children under 5 year old, agriculture and income generation activities targeting vulnerable households and disaster risk reduction activities at community level. It will also include aspect like environment, gender, governance, socio-organization as cross cutting aspects in all the project components. In addition to the three core partners implementing the project, ADRA works with various technical partners, including Dimagi for implementation of CommCare methodology in nutrition and health, Lecofruit, WFP and SMTP[44] as partners for farmers groups supported by the project, Tillers International for introduction of adapted farming technology, with UN agencies through the Food Security Clusters, and with 10 government departments at national and decentralized levels to ensure coordination in technical sectors and work towards sustainability of the project impacts.

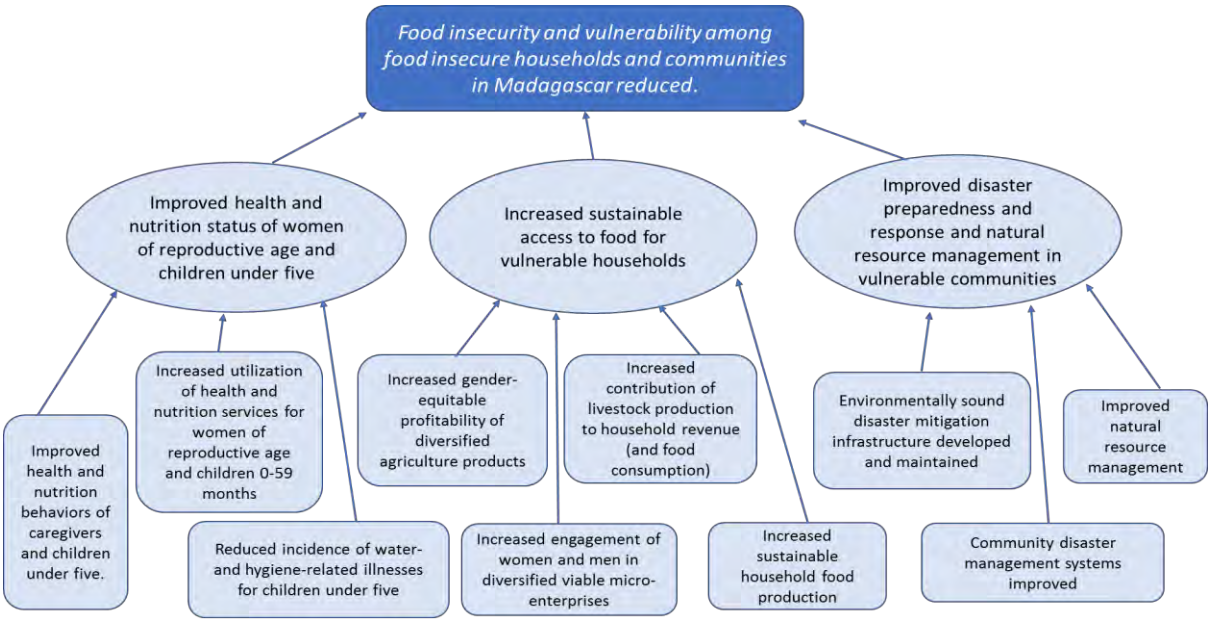
The *ASOTRY* consortium team includes a central Program Management Unit headed by the Chief of Party and a Deputy Chief of Party, comprising technical lead in Health and Nutrition, Agriculture, Livestock and Livelihoods, Resilience and Infrastructure, Gender and Socio-Organization, Monitoring and Evaluation, Food Commodity Management and Administration and Finances. Each consortium partner have technical specialists in these technical areas while additional specialists in Environment, Behavior Change and Communication, Marketing, Village Savings and Loans, bring in expertise to the whole consortium. The core ADRA team provides support in the areas of finances, human resources and administration, in internal audit and monitoring of food commodity distributions and in MIT. These technical and administrative staff ensures program quality through the development of technical strategies and guides and in monitoring activities, and administrative support and compliance to donor regulations. All three consortium partners also have Health and Nutrition, Agriculture and Livelihoods and Resilience field staff based in communities, and administrative and support staff based in four field offices in Fianarantsoa, Ambositra, Tulear and Bekily, including the M&E team of each partner.

[44] a conglomerate of 13 Malagasy companies primarily in the production and distribution of agricultural inputs sector

The theory of change that underpins *ASOTRY* is that households and communities will enjoy sustained food security when:

Sustainably reduce food insecurity and vulnerability among food insecure households and communities in the Amoron'i Mania, Haute Matsiatra, and Atsimo Andrefana regions of Madagascar.	
Utilization	Households consume nutrient rich foods, and practice improved health and nutrition, including WASH and family planning.
Availability	Households' agricultural productivity and livelihoods strategy allow them to produce sufficient food to meet their nutritional needs.
Access	Households and smallholder farmers are connected to the markets and integrated with the profitable value chains;
Stability	Households and communities are resilient to natural and man-made shocks and appropriately manage natural resources valuing the critical roles of both men and women.

Figure 1: The goal, purposes, and sub-purposes level results framework for the *ASOTRY* Project.



Availability, Access, and Utilization – How *ASOTRY* targets interventions

Approximately 44 percent of the direct participants participate only in purpose 1 activities. Interventions for purpose 1 are designed for improving health and nutritional outcomes. Approximately 13 percent of the direct participants participate only in interventions designed to increase access to food while almost 30 percent of the direct participants participate only in activities designed for improved disaster management and natural resource management. Only one percent of direct participants participate in interventions offered by all three purposes. The figure does not show household level integration.

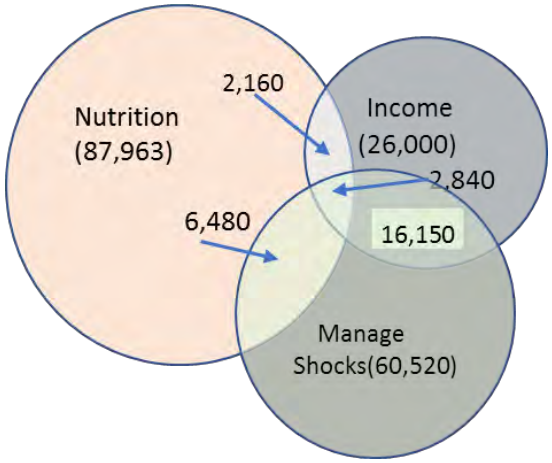


Figure 2: Project participant level integration of services

Purpose 1: Health and Nutrition of Women and Children

ASOTRY utilizes three key approaches to tackle the challenges of child malnutrition and illness: *First 1,000 Days, Care Groups model, and Community Led Total Sanitation (CLTS).*

- *ASOTRY* interventions are implemented through the *Community Health Volunteers (CHVs),* or *Agents Communautaires.* CHVs provide primary care, specifically maternal and child health and nutrition, at the community level. *CoSans* are community health committees comprised of CHVs and managed by *Comité Communal de Développement de la Santé* (CCDS); CoSans are responsible for guiding the implementation of all health activities and ensure technical guidelines are followed at the community level. CoSans are involved in the coordination of health and nutrition activities, specifically training, oversight, and management of Care Groups and supervision of CHVs. CoSans receive additional support and training to undertake these responsibilities and build their capacity for sustainability.

- *ASOTRY* coordinates and work with the community health centers *(Centre de la Santé à la Base, CSB)*, which is the lowest level of formal health facility, and provide referrals for malnourished children for outpatient nutrition recuperation centers for severe malnutrition *(CRENAS)*, outpatient nutrition recuperation for moderate malnutrition (*CRENAM*), and intensive nutrition recuperation centers for severe malnutrition (*CRENI)*. These children are identified and monitored through Growth Monitoring and Promotion (GMP) and Community Complementary Feeding and Learning (CCFLS) sessions. Additionally, all of *ASOTRY*s interventions are aligned

with the *National Action Plan for Nutrition 2012 – 2015 (PNAN)* as well as the *National Policy for Community Health (PNC)*.

- *ASOTRY* sensitizes community leaders, including the Chef de Fokontany, the 'Tangalamena', religious leaders, predominantly Christian and Muslim in the *ASOTRY* regions, and other cultural gatekeepers and leaders, such as the CoSans and CCDS, and improving the service delivery of CHVs and behavior change among caregivers on *nutrition-specific* and *nutrition-sensitive* interventions

- Considering Madagascar is a *SUN* (Scaling Up Nutrition) country, *ASOTRY* incorporates the SUN priorities and provides training of trainers to improve the quality and performance of service providers, primarily Leader Mothers and Community Health Volunteers (CHVs), and the *Chef du CSB (*head of the health facility, typically a physician). The training is based on the life cycle from adolescence, women of reproductive age, pregnancy, infants and children with emphasis on conception to two years of age. The training is intended to equip master trainers with the basic theory and hands-on practice to train the CHVs and social mobilizers (Leader Mothers) in a community-based Essential Nutrition and Hygiene Actions (ENA/EHA) and Social Behavior Change Communication (SBCC) approach. Technical areas include adolescent health, maternal dietary supplementation, maternal health (including ante-natal care), breastfeeding and complementary feeding practices, dietary diversification, disease prevention and management and water, family planning counseling, sanitation and hygiene.

- To increase *male involvement*, *ASOTRY*s *Techniciens de la Santé et de la Nutrition* (TSNs) facilitate monthly male-only meetings. Through these meetings, TSNs sensitize males on topics that support the messages delivered through Care Groups: nutritional needs of their pregnant or breastfeeding wives, nutritional needs of children, the importance of male involvement in child care, knowing when to seek health care, supporting their pregnant wives to seek antenatal and post-natal care and have a skilled attendant at birth, and family planning. The TSNs also identify *Leader Fathers* who take on the role of leading the care group meetings and supporting and encouraging the fathers in the community to take an active role in the health and nutrition of their households.

- To reinforce the messages related to Essential Nutrition Actions, C-IMCI, WASH, and Family Planning, *ASOTRY* uses radio campaigns that broadcast one message at a time for twelve weeks in each of the communities**,** working through the full cycle of messages, and through community video nights. Videos also deliver messages and include demonstrations and other visual aids that capture the attention of all ages. Activities to promote agriculture, WASH and Village Saving and Loans are leveraged to serve as delivery platforms for essential nutrition actions to increase nutrition impact. Behavior change and messaging around ENA, EHA, and maternal health are being delivered through GMP, Farmer Field Schools, Village Savings and Loan Associations, CLTS, and CCFLS as well as media (radio) at the community level.

Purpose 2: Access to Food for Vulnerable Households

- *ASOTRY* uses a modified Farmer Field School (FFS) approach to enhance the effectiveness of project extension and increase technology adoption. This tripartite smallholder extension model approach combines FFS with Lead Farmer (LF) and Farmer to Farmer approaches (F2F+1). This approach provides the intensiveness of quality training, delivered along the timing of the agricultural and phenological cycle and demonstrated through Leader Farmer demonstration plots; greater capacity to follow-up on the farming activities of FFS members through LF; and expanded outreach of project impact through the F2F+1. This hybrid approach addresses key findings from SALOHI's final evaluation, specifically the low capacity of LFs to deliver training to FFS groups, lack of complementarity of theoretical and practical sessions done in the same day and limited monitoring of farmer's in their individual plots. Using this hybrid approach *ASOTRY* will train 32,000 farmers. Each FFS Group works directly with an *ASOTRY* Agriculture and Livestock Agent (ALA), each of whom who will train 12-20 groups (300-450 farmers).

- In *ASOTRY*, lead farmers facilitate group dynamics, reminding farmers of activities; and conducting spot checks on individual farmers. Every farmer is required to train a neighboring farmer in the same topics using the F2F+1 approach. Through the FFS, *ASOTRY* promotes seven target crops: rice, cassava, maize, soybeans, beans, peanuts, and sweet potatoes. This mix of staple and cash crops was selected based on ADRAs value chain study conducted in the target area as well as their nutritional value for household consumption. The *ASOTRY* intervention area includes several agro-climatic zones, and within them ADRA plans to select the most appropriate crops based on suitableness for agro-climatic conditions of the zones; nutritional value; and marketing potential.

- *ASOTRY* plans to select 4,000 farmers, based on farmers' willingness and *ASOTRY* resources, to engage in *agro-forestry production* combining multi-purpose trees and annual crops. This intervention will benefit farmers through better use of soil, explore mutual benefits trees and plants have for each other; use the benefits of trees to combat erosion; improvement soil fertility; and ultimately contribute to the increasing crop yields. The project will train these farmers on reforestation, soil management, and NRM.

- *ASOTRY* trains farmers on the use of *system of rice intensification* (SRI/SRA), a successful strategy used in SALOHI and more widely in Madagascar (which uses 30 percent less water); use of proper soil water catchment/retention practices) for vegetable gardening.

- *ASOTRY* promotes *climate smart agricultural technologies,* which are a group of technologies including a variety of seeds (drought-resistant); soil treatment techniques (using tools from Tillers that have limited disruption to the soil) and introduction to organic matter. The climate smart agriculture technologies also focus on natural resource management, demonstrating the benefits of climate smart technologies on both production and disaster risk reduction.

- *ASOTRY* plans to link 8,000 farmers to Agriculture Service Centers (CSA), an existing structure of the Ministry of Agriculture, for sustainable agriculture extension services.

- *ASOTRY* plans to establish *40 seed production groups (20 members per group)* to produce high quality seeds. *ASOTRY*s two-pronged approach to develop local improved seed and demand is an innovative approach in Madagascar, but has been successfully implemented in DRC. *ASOTRY* incentivizes farmers by providing a subsidy to buy improved seeds from local seed producers. Local seed producers will be established as independent commercial enterprises and will be linked to farmers who will purchase subsidized seeds, also helping to generate a market for LSPs as they grow their business.

- *ASOTRY* provides subsidy to address failures in the input markets, and target the most constrained farmers. The gradual subsidy will last for three years (the life of the FFS), and make use of vouchers that require cost sharing from farmers. This system will also boost seed production by building capacity; assist LSPs invest in seed production; and increase the availability of locally produced seeds to improve farmers' access to seeds. *ASOTRY* will develop up to 200 ha for seed production.

- ASOTRY plans to equip 5,800 farmers to use efficient and low-soil disturbance equipment. Through an innovative partnership with Tillers International, *ASOTRY* will build, test and adapt low *soil disturbance and transport equipment.* The K2 Toolbar which will be shared on a rotational basis by FFS members. FFS members will receive a 50 percent subsidy on the purchase of soil preparation equipment and carts to enhance labor productivity (Cost: Cart, $500; Plow, $50). To assist farmers to reduce transaction costs (such as transportation, handling, packaging, time farmers take to sale produce, storage, losses); *ASOTRY* will enable these farmers to participate in joint input purchase and output selling.

- *ASOTRY* helps farmers to see their farms as a business through FFS training to increase efficiency and benefit from sales of increased food surplus. Farmers are introduced to a series of tools and skills that help manage farms as a business. Farming as a business training includes such topics as: crop selection and specialization; production planning; land configuration and crop rotation; treatment of crop diseases; recordkeeping; use of crop-specific monitoring cards; and managing production risks to contribute of reducing the cost of seeds.

- In addition to increasing the crop yields and qualities through improved practices, knowledge, and inputs, *ASOTRY* trains farmers in (1) improved harvest and post-harvest practices; (2) engaging farmers in processing opportunities; and (3) training from potential buyers on market standards.

- ADRA implements post-harvest practice interventions through *ASOTRY*s FFS training curriculum. The curriculum includes a specific module dedicated to harvest, post-harvest, handling and storage.

- Additionally, post-harvest activities are being implemented through FBAs and ACCs. Equipment (such as drying, hulling and grading) and storage facilities are provided to FBA groups to properly store and handle products.

- *ASOTRY* assists 3,600 male/female farmers to increase the value of their products by engaging in agriculture processing opportunities. *ASOTRY* recognizes the following potential processing opportunities: peanut oil and peanut paste (for animal and human feeding) extraction; soy powder; and rice chalk for animal feeding and composting.

- *ASOTRY* trains 5,300 women and men on improved production for zebu, sheep, goats, poultry, fish, and beekeeping. *ASOTRY* plans to train Agriculture and Livestock Agents (ALA), through training-of -trainers and monitor CLWs. Livelihood agents train 105 CLWs to carry out trainings and provide services to livestock producers. *ASOTRY* plans to improve husbandry practices; increase access to veterinary support through community livestock workers; increase access to feed and fodder resources; and make animal production available. *ASOTRY* develops linkages between 4,200 livestock producers and local providers of goods and services; and facilitate a linkage of service and input providers to participate.

- *ASOTRY* plans to establish 192 women groups for homestead gardening. Agriculture agents train 2,304 LM (from Purpose 1) in vegetable and fruit production and homestead garden techniques. *ASOTRY*s homestead gardening training curriculum includes theory and practice on composting and organic fertilization; pest management; production of diversified species; mulching; watering and weeding; increasing efficient use of resources including soil, water, space, and seeds; and raised bed gardens. The homestead gardening activities target leader mothers.

- *ASOTRY* supports *60 primary schools* with tools and seeds needed to set-up gardens for two consecutive cycles. Schools selected must invest in the setup of the gardens.

- *ASOTRY*s strategy is to increase household production of vegetables and fruits through establishing *300 seedling centers*. Seedling centers provide LMs (seed producers) with additional income and provide the community with a sustainable source of seedlings. ALAs will train LMs on soil preparation; transplanting; fertilization; weeding; pest control; composting and harvest and post-harvest practices. *ASOTRY* will sponsor 100 percent of the cost of seeds, tools, and greenhouses needed in seedling centers for two cycles.

Purpose 3: Disaster Risk Management and Natural Resources

- *ASOTRY* supports construction and maintenance of environmentally sound disaster mitigation infrastructure with an aim to increase community capacity to prepare for, respond to, and recover from disasters; and strengthen community infrastructure management structures.

- *ASOTRY* plans to rehabilitate 380 kilometers of road. This will contribute to the success and sustainability of purpose 1 and 2. The Disaster Prevention and Mitigation Plans for the communities will help identify the areas and infrastructure to be rehabilitated or constructed as well as the management plan, based on where the highest impact can be made and to increase community resilience. The Disaster Risk Management Committees and Infrastructure Management Association(s) for the community will be trained in the appropriate maintenance and management.
- *ASOTRY* plans to construct or rehabilitate 58 irrigation systems. Irrigation system works installation will be closely linked with component 2, which works with farmers to understand the role and importance of irrigation in livestock and agriculture production.
- ASOTSRY plans to rehabilitate 64 water points to provide improved access to clean drinking water for 60,000 people, focusing on households with children under five.
- *ASOTRY* builds the capacity of Water User Associations (WUA) to manage and maintain the infrastructures built and improved by the project. The implementation of these WUA will comply with Malagasy law and these will be linked to DRDR (Regional Directorate of Rural Development) so they can inherit these WUAs and can monitor their activities periodically after project interventions are phased out.
- *ASOTRY* plans to *implement gender inclusive community infrastructure management structures* through the creation of 154 (12 members each) Infrastructure Management Associations, which were successful in SALOHI. This strategy will strengthen community capacity and increase the likelihood of sustainability of rehabilitated and new infrastructure. *ASOTRY* will develop a fee for use system for road users. The fees are collected at the point of use, specifically during rain storms when the roads are more likely to be damaged. Additionally, advocacy and sensitization sessions are carried out with the communities for a participatory allocation of a portion of community taxes, as was done under SALOHI. The actual maintenance and management work will be contributed by community members, through routine maintenance days schedule by the municipality.
- *ASOTRY* develops and strengthen community mitigation, preparedness and response structures by creating or strengthening 520 Disaster Risk Management Committees (DRMC); completing 1,040 community disaster preparedness simulations; and developing 64 community early warning systems. In accordance with the government policies and approaches, DRMCs are created at the commune and *fokontany* levels, are a national policy of the *BNGRC* that was used effectively in SALOHI as the main community structure for resilience, early warning, and natural resource management. DRMC members are elected by the community and include representatives from other components, specifically CHVs, Leader Mothers, Lead Farmers, and VSLA members. To ensure female perspectives are properly represented in disaster management, *ASOTRY* will require that DRMCs are composed of a minimum of 30 percent women. *ASOTRY* provides standard bylaws for these committees that can be adapted to each community.
- *ASOTRY* assists DRMCs to create Disaster Preparedness and Mitigation Plans (DPMP) that

outline actions to be taken before, during, and after a disaster and are driven from a natural resource management paradigm. Plans include components concerning communication, natural resource management, early warning systems, and infrastructure management. DPMPs identify risks and necessary infrastructure to protect the environment and communities, to mitigate against natural disasters such as flooding and landslides, and to support safe water points and irrigation systems.

- DRMC members participate in simulation exercises of specific, contextualized disasters. *ASOTRY* facilitates exchange visits between committees to provide the opportunity to share knowledge and experiences; learn new approaches; and reinforce their capacity.
- *ASOTRY* uses the *Système de Suivi de la Sécurité Alimentaire* (SSSA), a *community-based food security early warning system.* SSSA trains communities to establish food security monitoring systems. DRMC members are responsible for collecting food security data at regular intervals. SSSA is linked with the FAO-managed Système d'Information sur la Sécurité Alimentaire et la Vulnérabilité (SISAV). *ASOTRY* also provides data to the regional FEWS NET system, based in South Africa, to support the development of that system.
- *ASOTRY* uses a set of indicators to identify a crisis or risk of crisis, which will be the initial stage of a potential emergency response within the *ASOTRY* program.

Cross-Cutting Priorities

- **Governance:** *ASOTRY* provides training, knowledge, and mentoring to all existing and new committees and entities in the target area. The training includes good governance, leadership, management (including financial management), establishing necessary rules or policies, and how to work with the communities.

- **Gender:** ADRA developed strategies and action plans, and incorporated activities and trainings that address the gender disparities and overcome barriers that exclude both men and women in activities.

- *Access to and control over resources: ASOTRY* monitors participation of women in various project activities including VSLAs and the effects on women's control over resources as well as the impact of providing access to financial services to both men and women, with a focus on noting where the money is allocated and spent.

- *Women's Time:* With responsibilities potentially increasing through the program, *ASOTRY* will provide ways of saving time and labor, including improved agricultural practices and introduction of technologies to reduce women's work load.

- *Gender-based Violence (GBV): ASOTRY* closely monitors whether the project promoted initiatives directly or indirectly result in increased levels of GBV. *ASOTRY* incorporates messages in its BCC sessions to decrease GBV.

- *Equitable participation: ASOTRY* facilitates equitable participation by men, women, boys, and girls in all technical interventions. In particular, for health and nutrition interventions, *ASOTRY* targets men, fathers, or other male caregivers with behavior change messaging and demonstrations in addition to mothers and female caregivers. In agriculture, *ASOTRY*s interventions are modified and adapted for females, such as the K2 Toolbar. *ASOTRY* provides literacy and numeracy training to men and women through Functional Adult Literacy and linkages to local schools and the CCDS.

- *ASOTRY* builds leadership capacity of all community members to analyze problems, provide recommendations, and make decisions in a group setting, particularly for women in mixed-sex groups. Disaster preparedness interventions, activities early warning and disaster preparedness and response will intentionally include women, as they are primarily responsible for caring for the household, children, the elderly, and the disabled.

CRS Fararano[45]

Based on an analysis of food insecurity, undernutrition, and vulnerability of the population, the CRS *Fararano* program targets three regions: *Atsinanana, Vatovavy Fitovinany, and Atsimo Andrefana*. In each region the project activities are being implemented by a different partner.

CRS and partner *Organe de Développement du Diocèse de Toamasina (ODDIT)* implements *Fararano* project in112 *fokontanies* in12 communes of the Atsinanana Region. Forty-two *fokontanies* overlap with the FELANA (predecessor of SALOHI) project. In SALOHI, ODDIT implemented all health and nutrition activities in the Atsinanana region for CARE.

The *Fararano* Project targets 461 fokontany in 16 communes of the Vatovavy Fitovinany Region. *Bureau du Développement de l'Ecar de Mananjary (BDEM)* implements the *Fararano* program activities in this region. BDEM reforested 400 hectares of land and rehabilitated irrigation systems to bring 420 hectares of rice fields under improved water management in SALOHI.

Twenty-two fokontanies targeted by Fararano overlap with the former USAID/FFP funded SALOHI project in Vatovavy Fitovinany. *Fararano* provides complementary activities to continue to support the sustainability of previous interventions and continued improvement of health, nutrition, agriculture, and money management behaviors promoted through SALOHI. *Fararano* will tailor its approach in these areas and support the communities for only the first three years of the project.

The *Fararano* project targets 169 fokontany in the Atsimo Andrefana Region. *Caritas Morombe* implements Fararano activities in 5 communes located in the Morombe district and

Conseil Diocésain de Développement (CDD) implements *Fararano* program activities in 9 communes.

[45]Lifted from the Project Proposal

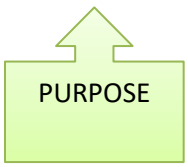
Fararano targets all "mother child pairs" and their household, extremely vulnerable HH (i.e. female headed, disabled, land restricted) and other vulnerable small scale producers and youth for a total of 72,800 households (approximately 364,000 people) in 49 Communes with an integrated package of activities to promote, produce and protect food security and nutrition while building resilience.

To leverage key technical expertise and research capacity, CRS works with several technical resource partners including NCBA CLUSA, ICRAF, No Strings, J&P Commissions and Tufts University. *Fararano* has established partnerships with private companies AgriVet and Guanomad to provide additional inputs and Sandandrano and Bushproof that will work with private enterprises to manage water infrastructure. Finally, to strengthen activities targeting Gender and youth, *Fararano* works with the SiMIRALENTA gender equity network and the *Federation des Scouts.*

CRS plans to progressively transfer ownership of the program's activities to partners, community organizations, and the private sector over the five year program.

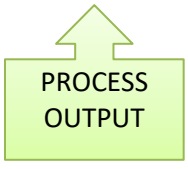
CRS established a program management team (PMT) coordinated by the Chief of Party (CoP) with rotating locations and rotating leads. Members of the PMT include: the CoP, DCoP, Team Leads (Nutrition, Livelihoods, and Community), the MEAL and Commodity Managers, the SBCC, and Gender Specialists, PC, NCBA CLUSA Value Chain Specialist, Finance Manager, and 4 IP Program Managers. *Fararano* has a full time Gender Specialist**,** a central Environmental Specialist, and an NRM Specialist.

The *Fararano* theory of change is based on the following analysis that outlines elements leading to the development of the theory of change and accompanying interventions and platforms:



The result of these integrated activities on effective behavior changes and complementary agriculture, resiliency, governance strengthening practices, and systems needed to support sustaining these behaviors will reduce food insecurity and chronic undernutrition while increasing resilience of HH and communities.

Adoption and demonstration of these behaviors and practices will prevent undernutrition of children under 2, permit HH to build assets through increased production, diversification and market linkages, and contribute to increased HH and community resilience to shocks and reduce natural resource degradation.



to develop gender equitable and inclusive decision making processes; demonstrate optimal health and nutrition behaviors during critical periods (1,000 days); adopt sustainable agriculture, environment and natural resource management practices; and put in place mechanisms to mitigate and respond to shocks.

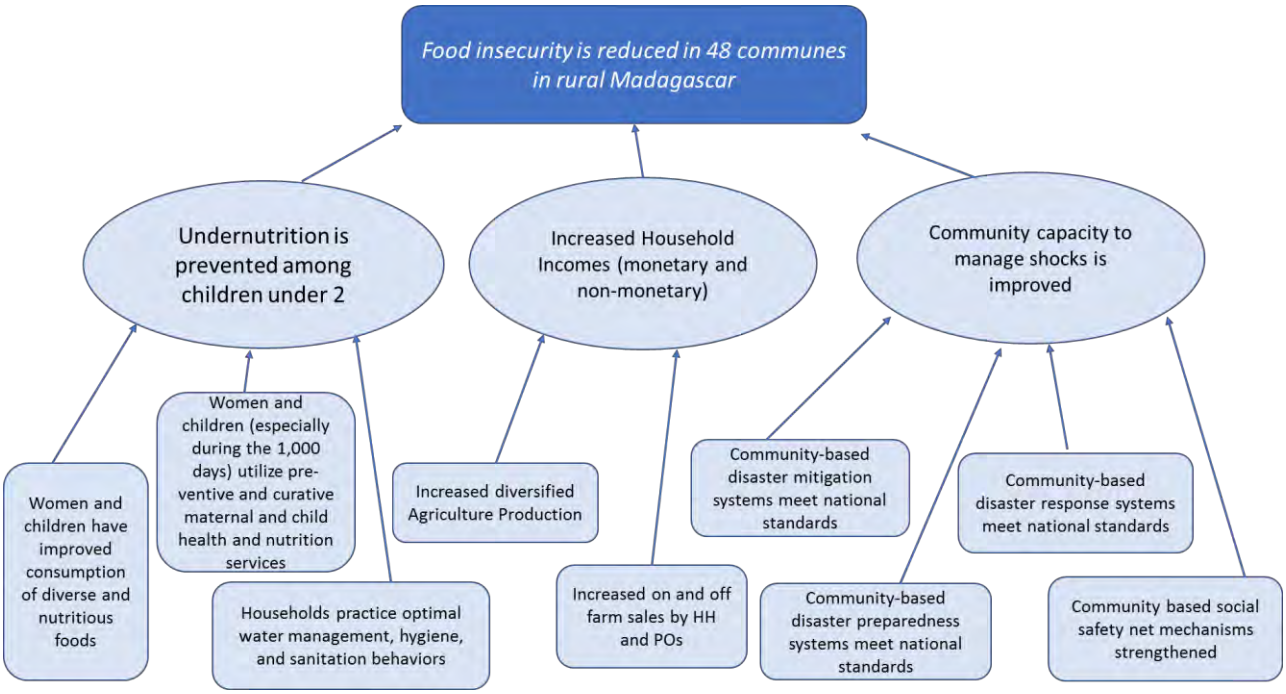
PROCESS

then they will be able to encourage, train and support HH and community members to actively participate in and acquire an integrated set of knowledge and skills encouraging effective social and behavior change.

INPUT

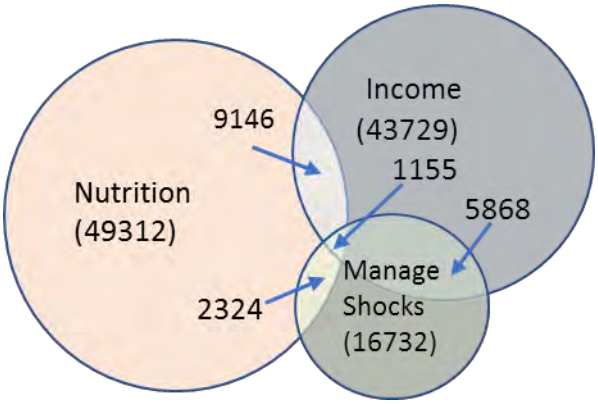
If community based agriculture, nutrition and service providers and structures have the appropriate (context and gender sensitive) and necessary skills, resources, motivation and linkages at-hand (building on local knowledge, lessons learned and best practices with technical support from CRS and IPs),

Figure 3: The goal, purposes, and sub-purposes level results framework for Fararano Project.



Availability, Access, and Utilization – How *Fararano* targets interventions

Figure 4: Project participant level integration of services



A little over 38 percent of the direct project participants participate only in interventions designed to improve maternal and child health, and nutrition. Thirty-four percent of the direct participants participate only in activities that will facilitate on and or off farm income generation, and 13 percent of direct participants participate in activities designed to enhance community capacity to better manage shocks. Less than one percent of the participants participate in interventions cover all three purposes.

Purpose 1: Undernutrition prevented (1,000 days) and nutritional status improved (under five)

- *Fararano* implements 1,000 days approach. While it provides a conditional supplementary ration to all women and children during this period to increase the direct intake of quality foods, it plans to provide emphasis on gender sensitive social and behavior change communication (SBCC) integrated with production and community based resiliency to improve income earning skills and resources necessary to sustain key nutrition behaviors. It uses Care Group approach.
- The SBC sessions designed to promote the seven ENA with a focus on 4 that have low and/or decreasing adoption in Madagascar, require minimal resources and can have the most impact on women's and children's nutritional status. Messages on the intake of iron, folic acid, vitamin A and iodine are integrated into LM curriculum related to maternal and child feeding and is part of standard ONN curriculum provided to all CHVs. Considering the importance of healthy timing and spacing of pregnancies on nutrition outcomes, lessons on the optimal nutrition of women are included in Care Group curriculum.
- In addition to basic skills around health and nutrition, *Fararano* works with the *miranjaka* who will integrate sessions on conflict resolution and joint decision making especially in regard to child care and nutrition and communication skills to improve communication among family members.
- *Fararano* engages men in the discussions during LM home visits and with Lead Farmers (LF) understanding that decisions around the issues require joint efforts. Since most information on

family planning methods for men (15%) and women (13%) are received via the radio, *Fararano* takes advantage of local radios to produce messages with local users and supporters (men and women) who can share their experiences.

- *B*uilding on SALOHI's experience with modified Trials *for Improved Practices* (TIPS) methodology introduced and tested in collaboration with USAID/ TOPS *Fararano* will focus on small doable actions related to Frequency, Amount, Density/Quantity, Utilization, Active Feeding and Hygiene (FADUAH). The modified TIPS approach is integrated into the initial counseling trainings with field practice led by field staff with LMs. LMs will also be provided job-aids (counseling cards, posters, flip-charts) to use during home visits to promote adoption and sustainability of behaviors related to ENA.
- The project designed its food ration program strategy to transition from program rations (CSB+ and Vegetable Oil) to local foods via an innovative cash voucher scheme to phase out, allowing households to self-finance purchases of diverse and quality foods for the household, specifically for women and children during the first 1,000 days. *Fararano* combines the MCH rationing with *Community Led Complementary Feeding and Learning Sessions* (CCFLS) sessions that correlates with seasonal variations in food availability. It provides protective family rations only during the lean season due to decreased food availability and accessibility during this time and based on the current caloric gap per person.
- *Fararano uses* CCFLS to promote the use of locally-produced high-nutrient-value-crops (and the FFP ration) and recipes alongside techniques for active feeding, proper preparation, preservation and gardening techniques to improve dietary diversity and quality of target groups. CRS targets two major seasons: 1) harvest season to provide/share recipes on how to use available foods which are often abundant during this time, and 2) end of harvest season to provide/share techniques on preserving foods (pickling, fermenting, drying) throughout the hunger season.
- *The CHVs organize cooking demonstrations* at a central community site in line with ONNs PNNC strategy. *Fararano* trains and support CHV in a community location to lead a cooking demonstration once per month. *Fararano* produced a video to demonstrate *cooking* to facilitate community dialogue. The program identifies 1-2 LM or CHV (with at least 1 father) per region who are also seen as good cooks, have healthy children and are dynamic to star in the short productions. These video sessions are organized by project staff and community leaders on a rotating basis in each *fokontany*. These videos will be shown in conjunction with puppet videos through a mobile unit.
- The project plans to test and scale up an innovative fresh food voucher approach for children between the ages of 18-24 months. This will lend to 6 months of food vouchers per MCP and transition from the FFP food ration to local foods. *Fararano* staff and community members identify a number of local vendors who carry a set of pre-approved quality products based on local recipes and can be purchased using a monthly voucher. The project works with vendors who are registered and reimbursed for barcoded vouchers via mobile money mechanisms. These activities planned to be started in FY 15 (Y2) to begin the process of developing the voucher system and

ensure that the system is in place before the first cohort reaches the 18 month mark. CRS will then use private resources to finance vouchers in Y3 and will work with Tufts University and a local research organization, PENSER, to conduct operational research to assess HH choices, cost-efficiency and its impact on dietary behaviors nine months after the start of the program.

- *Fararano* focuses on three primary approaches to improve HH production techniques and facilitate access to diverse nutrient-rich foods at the HH and community levels: 1) HH members with women and children within the 1,000 days period are encouraged to participate in SILC activities and LF demonstrations to learn new agricultural techniques; 2) when LF production techniques are not in line with CG priorities, training are organized by field staff for specific techniques identified by the CGs including a start-up supply to be managed by the LM (including small animals such as chickens and rabbits) to be used for the group in a communal garden, individual plots or via a rotational mechanism (for animals); and 3) a pilot Village Model Garden (VMG) is developed in 8 *fokontany* starting in Y2 (and will scale up to 40 *fokontany* in Y3) where a LM-Gardener (LM-G) with land in the community are identified, trained and supplied with nutrition sensitive inputs for gardening and small animal production on her own land.
- LMs conduct home visits covering fewer households and focusing on counseling and support to mothers and children (within 1,000 day window) on nutrition focused topics. Lead Mothers work to increase the demand for services at both the community level –strengthening linkages with USAID/MIKOLO and GoM CHV— and facility level – through linkages between LM, CHV and CSB. Promoters work with CHVs (which are 2-3/commune) to build capacity and standardize messaging on specific topics, strengthening their ability to mentor Lead Mothers (who are all part of the Care Group). CRS closely work with Ministry of Health and ONN to ensure that LMs are not built as a stand-alone unit, but rather as a complementary structure that can intensify the implementation of nutrition and health interventions within the scope of the PNAN II and the PNNC.
- In collaboration with UNICEF and USAID/MIKOLO, *Fararano* works with the GoM to update national policies in line with global scientific evidence and best practices to then roll-out for improvement of quality at health facilities. *Fararano* understands that the CSB still require significant investment to improve infrastructure; obtain necessary equipment and medications; and improve overall human resource capacities. As the CSB's play a critical role in providing support to CHV and Lead Mothers as well as ensuring that information is consolidated and transmitted to the District, *Fararano* works closely with USAID/Mikolo to build the capacity of CSB health personnel to strengthen their prevention and treatment services, with a focus on nutrition.
- *Fararano* supports the MoH activities and work closely with CHV, LM and other program actors (USAID/Mikolo peer educators, CNA) to identify, refer and follow up on severely acute malnutrition cases requiring community or facility based services. Based on current protocol, ONN and MoH work together on moderate (MAM) and severe acute malnutrition (SAM) community based treatment (i.e., ONN identifies and refers cases, MoH manages treatment, ONN supports follow-up post-treatment via home visits).
- The project developed a *self-financing* mechanism with water infrastructure using a Public Private

Partnership (PPP) approach to improve overall access to water and sanitation resources resulting in phase out of project support. Areas will be prioritized where access to potable water remains a problem, especially in Vatovavy Fitovinany where less than 20% has access to clean water.

- The project plans to rehabilitate or construct *four Gravity Flow Water Supply Systems (GFWSS) that* capture and distribute surface water from large watersheds with standing forests. In special circumstances a pumping-storage-distribution scheme designed to extract and distribute groundwater. All water distributed by GFWSS will be treated on-site with chlorine and will meet or exceed national quality standards for potable water. *Fararano* will not support the construction of entire GFWSS systems (for populations > 3,000 people), rather will work with the private sector and communities to expand or rehabilitate existing systems.
- *Fararano* plans to construct or rehabilitate 20 monoblocks. These are single structures designed for muti-purpose use by public that include toilets and showers for men and women, as well as laundry facilities. The construction and location of monoblocks will take into account the distance and access to these facilities to ensure that women's and girls' workloads, distances to travel and safety are prioritized. Monoblock construction will be cost shared with private entrepreneurs who will manage the service as part of the GFWSS.
- The project plans to installed Canzee wells. The project used a more conservative ratio (200 people per pump) in estimating the number of wells compared to what the Madagascar Government recommends. In installing deeper wells, it plans to use two government approved hand pumps. Canzee pump is a water lifting technology used in combination with manual drilling. Both pumps are manufactured locally in Madagascar and approved in the national procedures manual.

Purpose 2: Households have increased and diversified agriculture production and sustainable economic well being

- *Fararano* implements a modified nutrition sensitive approach called the *Diversity for Nutrition and Enhanced Resilience* (DiNER) fair to allow vulnerable female and male farmers to access nutritious (fruit, vegetable, orange fleshed sweet potato) or staple (rice, corn, cassava) food seeds, saplings and cuttings; organic fertilizer and tools; and veterinary inputs (chicks). A total of 11,000 HH will receive one-time barcoded vouchers in Y2 (between $10-15/HH) and participate in a total of 44 DiNER fairs (1/*Commune*). LM's, LM-G and LF will also receive vouchers for a one time start-up kit in Y2 to promote production activities.
- It promotes the five SMART skills through the SILC approach. The SILC approach builds skills on group management; knowledge on savings, loans, reimbursement, benefits; increased access to credit (through the internal lending process); but also it provided emergency funds in times of need, increased social cohesion and provided skills on numeracy, accountability and discipline. A new 3 month add-on to the existing SMART skill #2 modules will strengthen skills around financial education.
- *Fararano* works with households to select crops that may be best used and could provide the

most food for household use and/or sale. To support this process, and in line with the Ministry's interest in diversification and intensification, *Fararano* applies CRS's "whole farm – whole family" approach to food and nutrition security.

- The project uses Lead Farmers (LF) approach. The LFs play an important role in creating linkages between the community and the CSA, which is the government entity at the commune level providing resources for farmers. To sustain the LF approach and ensure that new techniques are rolled out and that knowledge is transferred across community lines—and also aligned with the *Fararano* Exit Strategy— LFs receive project certification and are registered at the CSA when s/he demonstrates the capacity to continue supporting farmers based on 4 criteria: 1) adequate technical knowledge and skills on improved practices they are promoting; 2) sufficient access to resources required to continue promotion and adoption of new techniques; 3) motivation needed to continue promotion and adoption; and 4) partnerships to support continued promotion and adoption.
- *Fararano* uses two primary approaches to strengthen livestock, aquaculture and other production techniques: 1) introduction, demonstration and adoption of new techniques via LF if these specific production areas are prioritized, and 2) improved veterinary inputs and services via collaboration with other partners and a network of PiSP linked to the private sector. CRS and partners plan to train 44 community (1/Commune) PiSP (primarily boys and girls 18-24 years of age) on vaccinations and basic remedies for major animal diseases, and then will be linked to regionally certified veterinarians to obtain a supply of materials and/or services to be provided on fee-basis to farmers in the target areas.
- The project prioritizes three types of hydro-agricultural infrastructure depending on the region: 1) small scale irrigation systems diverting water from sources or rivers; 2) small dams to reduce flooding and/or hold water for irrigation or linked to aquaculture; and 3) drainage systems. Approximately 26,000 HH will be engaged in FFA activities during the dry season. FFA daily rations are in line with FAFSA II recommendations and best practices to reach the most vulnerable and contribute to dietary quality and diversity during the lean season.
- *Fararano* works with HH and buyers to extend the reach of value chains into rural communities. Any farmer with excess production and interest can participate. The value chain approach integrates a nutrition-sensitive lens to determine potential areas to improve the nutritional value of the product, the use of incomes to purchase more nutritious foods and to mitigate the potential negative effects such as overselling HH production to the detriment of women's and children's nutrition. *Fararano* supports a total of 360 Producer Organizations to identify new market opportunities, develop their own business plans and have strong relationships with private sector by the end of the project to facilitate sustainability and gradual phase out of project support.

- It plans to provide SMART[46] skills training to approximately 24,000 members via 1,317 (3 x 439 *fokontany)* groups. As each group places differently along the vulnerability spectrum (*Recover-Build-Grow*), trainings are conducted only when members are ready.
- *Fararano facilitates linkages with buyers. The* lead farmers play an active role as partners, providing stable markets for producers, carrying out training as necessary, and facilitating access to value chain financing. The project also facilitates *linkages with input providers. The project plans to* build demand for inputs (seeds, tools, natural fertilizers and pesticides, storage and processing technologies) and services (tillage, veterinary) through CPOs, which have a larger production base to incentivize dealers.
- The project facilitates linkages with financial service providers. The project facilitates contact with Microfinance Institutions (MFI) for larger CPOs looking to access credit to expand their business. NCBA CLUSA works with existing MFIs to provide basic training in loan application directly to producers. Training on basic numeracy is integrated into SILC, and additional training on literacy or other basic skills are considered depending on group needs. Where relevant, training on mobile banking services will be conducted with considerations on male and female access and control issues expanded upon in Gender Analysis.
- Road rehabilitation activities using FFA target vulnerable HH (with members able to work) just prior to the on-set of the lean season to allow for families to have additional resources available and stocked away in preparation for this period. Maintenance and sustainability of roads will be led by IMA members with increased governance capacity.

Purpose 3: Communities' resilience to shocks is enhanced and natural resource degradation is reduced

- The National Bureau for Risk and Disaster Management (BNGRC) has established Risk and Disaster Management committees at district, commune, and *fokontany* levels (via VDC) whose mandate is to develop measures to prevent/mitigate, improve preparedness plans and respond to disasters.[47] , *Fararano* plans to align its activities with the BNGRC.
- To strengthen community based VDC-led GRC capacities and strategies, *Fararano* facilitates integrating simplified image-based plans and conduct participatory simulations into training and coaching activities led by FA. *Fararano* coordinates activities with other partners at the national

[46] *Selecting products, analyzing markets, calculating costs, incomes and profits for a new agro-enterprise, working with business development services, building business plans, collective marketing; and reviewing actual costs, income and profits at the end of the season*

[47] BNGRC Activities on BNGRC website: http://www.bngrc.mg/mission/43-les-activites-du-bngrc.html

(BNGRC and civil society platforms), regional (WFP and ACF in southwest, ECHO funded DIPECHO activities in Vatovavy Fitovinany) and commune levels through participation in cluster meetings, and regular communication.

- *Fararano* FAs train and support VDC to develop disaster risk reduction (DRR) and emergency preparedness plans that are aligned with national norms, validated by the CCGRC and in line with (or will inform) commune level plans.
- The project works with *No Strings*[48] using puppets with children ages 6-14 to broadcast-quality puppet films – *Tales of Disasters* (short 10-15 minute films about cyclones and floods[49]) produced and translated in Malagasy. Puppets form a vehicle through which to communicate essential information, especially (though not limited to) children who will return home and share with other family members.
- *Fararano* establishes Early Warning System (EWS) in all 44 communes. The EWS is integrated directly into the Commune level development plan. *Fararano* works directly with Communal GRC Committees and with the VDC at the community (*fokontany*) level to develop these plans. A total of 44 gender-responsive GRC pictorial plans are developed at the Commune level that consider specific needs of men, women, girls and boys and the disabled.
- Among the NRM activities, *Fararano* supports: (1) watershed development and protection, (2) management of resources using Farmer Managed Natural Regeneration (FMNR) of trees and Evergreen Agriculture (EGA), and (3) deploy agroforestry practices to protect water recharge and sensitive areas. All activities are aligned with the GOM's strategy to promote a sustainable green revolution as part of the MAP.
- *Fararano* plans to develop an action plan to work together with CCGRC and VDC to establish (if not in place), review/revise (if exists) their GRC plans, modify indicators to collect and responsibilities for each involved party (commune, *fokontany*, CHVs, LMs, CSB, etc.). *Fararano* plans to have 42 communal based plans in place by the end of Year 2 (40% in year 1 and 60% in year 2). The EWS will be led by female and male members of the VDC at the community level and community members participate on a voluntary basis. For data collection, already identified volunteers (LF, CHV, *miranjaka*, LM) will provide information based on finalized set of indicators (both standard and locally adapted as needed) to be collected.
- FA provides community members (VDC) and volunteer farmers (including LF) the necessary

[48] *No Strings was founded in 2003 by a former War Child and Goal humanitarian aid worker and two of the leading talents of the original Muppet Show and Fraggle Rock, after spontaneous use of an old puppet at a displacement camp in Sudan attracted hundreds of people at a time when important messages were proving difficult to disseminate clearly. Short clips of Tales of Disaster can be found* http://www.bing.com/videos/search?q=Tales+of+Disaster+youtube&docid=4883104190497289&mid=D11317A329A9976D48D3D11317A329A9976D48D3&view=detail&FORM=VIRE5#view=detail&mid=D11317A329A9976D48D3D11317A329A9976D48D3

[49] *It is important to note that activities focused on cyclones and floods will take place three months before the cyclone season.*

skills and tools to conduct assessments of the ecology, the most appropriate types of indigenous trees and agroforestry interventions (e.g. riparian buffer zones, hedgerows, wind breaks, woodlots, etc.) for reforestation activities and work closely with irrigation and water infrastructure activities to develop comprehensive micro watershed plans that consider water needs for agriculture (including animal husbandry), HH use and other uses by communities.

- *Fararano* will provide the SMART Skills training that include natural resource management principles and practices so that they can develop, implement and monitor their own NRM programs. Watershed planning techniques are incorporated into LF and SMART PSP training programs to ensure that more sustainable practices are used to increase soil fertility and reduce deforestation while labor and energy saving technologies for cooking (sustainable charcoal production, energy saving cookstoves from local materials) are integrated into CG, CCFLS and CBMGP activities. *Fararano* supports reforestation activities to strengthen watersheds and reduce soil run-off.
- ICRAF facilitates training of "Trainers" (FA, LF and SMART PSP) on FMNR starting in the southwest to focus on areas that have sustained prolonged droughts and suffered significant environmental degradation and will be scaled up to other regions where appropriate.
- ICRAF plans to facilitate ToT with *Fararano* technical staff and provide technical assistance to identify and develop Evergreen Agriculture (EGA) management strategies to enhance crop/pasture productivity, develop communication materials, and build capacity of *Fararano* partners and communities. In 44 communes, demonstration plots on farmland and rangeland currently under threat of land degradation will be established while EGA activities are integrated into trainings for 230 SMART PSP and approximately 600 LF (those focused on crop based agriculture).
- *Fararano* closely work with the Cantonment and CIREF to collaborate and provide support to VDC for the establishment of watershed management plans and reforestation activities. These plans are validated and approved by the Ministry to establish them as part of the government system and will allow for additional support beyond the life of the project.
- *Fararano* implements activities to raise community awareness, especially land-restricted and FHH, on the process of acquiring land and obtaining titles to secure land ownership. Through technical assistance provided by the J&P[50], assessments of land use, land tenure and natural resources utilization sessions are conducted at the commune level, starting first in the eastern regions where access to land is more restricted and scaling up to the south-central and southwest. The J&P Commission conducts three fundamental trainings at the commune level with existing Civil Society Organizations (CSO) focused on 1) Good Governance principles; 2)

[50] *CRS Madagascar has worked with the J&P Commission since 1994. Since 2009, J&P Commission has worked with CRS and advocated for good governance of mining revenue and provided training and debates on land tenure issues. Through private support from CRS, J&P Commissions have provided advice on land tenure procedures.*

Advocacy; and 3) Land Tenure and Natural Resource Rights and Responsibilities).

- The project works with the communes, *fokontany*, and private sector partners to establish and scale up Private Public Partnership (PPP) business models. *Fararano* business models aims to decentralize the input supply chain for infrastructure and maintenance services, as well as create small enterprise opportunities for men, women, and associations.
- *Fararano* staff invites mayors in each of the participating communes to learn practices on good governance – participatory budgeting processes, transparency in communication, advocacy to regional and national levels for community issues. The *Fararano* program plans to build capacity around good governance including developing local networks of civil society and government that allows for community conversations and accountability to local authorities to ensure good governance practices are upheld.
- The project staff work with community and religious leaders to target HHs with unmet basic needs and sensitizing them on possible revenue generating activities, including SILC groups and existing on and off-farm community activities. VDCs are sensitized on the importance of integrating and including the most vulnerable in existing off farm community groups (i.e. bee-keeping, basket weaving) and the project provides basic training on selected both on- and off-farm activities via LF. *Fararano* also works with the Ministry of Population and Social Protection to identify the most vulnerable to determine how government or other partner-sponsored programs can support these individuals.
- *Fararano* staff work with local authorities to find fallow land which can be exploited for agriculture activities including: land that belongs to the state or is owned but not utilized by certain members of the community.

Table 1. Summary Overview of ADRA/*ASOTRY* and CRS/*Fararano* (LOA)

CATEGORY	CRS/Fararano	ADRA/ASOTRY
Total Value (Commodities + CASH)	**39,177,000 USD** • 20,013,300 202e • 3,892,900 ITSH	•
Total MT	**20,820 MT**	•
Regions	• **Atsinanana** • **Vatovavy Fitovinany** • **Atsimo Andrefana**	• **Haute Matsiatra** • **Amoron'i Mania** • **Atsimo Andrefana**

No. Districts	**1. Brickaville** **2. Toamasina II** **3. Ifanadiana** **4. Mananjary** **5. Toliara II** **6. Sakaraha** **7. Morombe**	**10**
No. Communes	**49**	**32 (6 SALOHI)**
No. fokontany (including any that were also targeted under the former MYAP "SALOHI"	**464 (22 SALOHI)**	**408**
Population	**539,480**	**491,169**
Beneficiaries (individuals)	**363,945**	**264,380**

IV. EVALUATION TEAM

The JMTR will be implemented by a team of development professionals, including representatives from FFP, USAID Mission, CRS, and ADRA. Some members of the team are designated as core team members while others are designated as observers, as indicated in the list below. **Core Team Members** are expected to participate in the full review process for both projects, or as much of the process as possible, and will have responsibility for leading investigations in assigned areas. These persons will develop data collection tools in their areas of responsibility and will also prepare presentations for Ground Truthing/ Verification Workshops and will analyze the findings and formulate the recommendations linked to the findings. For the three program components in each project (corresponding to Purposes), one of the Core Team Members will be designated as the lead for that component and will have the final say on the formulation of recommendations in the assigned areas and on the content and the recommendations. **Observers** will provide ideas and input to the Core Team Member in their areas of expertise, however, the core team may or may not incorporate their input into the analysis.

A. Team Members

Arif Rashid (JMTR Team Leader, Senior M&E Advisor, **Core Team Member**). Arif Rashid will be responsible for coordinating implementation of the JMTR, including facilitation of

meetings/workshops/ debriefings, working with FFP, Mission, CRS and ADRA to develop implementation schedules, facilitating the sharing of information between team members, providing support to the project implementers in developing recommendations, and putting together the analysis from team members. In addition, he will have Core Team Member responsibilities associated with Disaster Management, Resilience Capacities to manage shocks; and climate change and environmental compliance of both projects, Sustainability, Targeting, Management Systems, and Partnerships. He will also contribute to the review of monitoring and evaluation systems.

Adam Reinhart (FFP Agriculture/Food Security Advisor, **Core Team Member**). Adam Reinhart will lead the review of Agriculture, Natural Resource Management, Livelihoods and Food security. He will review the agriculture, natural resource management, on and off farm income opportunities, and the processes used to achieve these outcomes.

Chris Seremet (CRS Technical Advisor -WASH, **Core Team member**). Chris Seremet will be responsible for reviewing the quality of infrastructures, and contributing to the WASH component. He will closely work with Nicole Van Abel to review the WASH activities (both infrastructure and social and behavior change) and contributing to the analysis and formulation of recommendations.

Jefferson Shriver (CRS Senior Technical Advisor, Value Chain and Markets, **Core Team Member**).

A Value Chain Specialist, Jefferson will be responsible for reviewing the implementation of value chain and agri-business development activities and processes, including market opportunities and constraints. He will analyze the opportunities and challenges for targeted beneficiaries to participate in value chains and market. He will analyze current economies of scale and farmer organization models, value chain

upgrading strategies, producer access to services (inputs, finance), government policies that help or hinder value chain agriculture development, and business linkages / alliances. He will review a range of value chain dynamics to understand how the projects are performing.

Justin Mupeyiwa (USAID M&E Specialist**, Core Team Member**) Justin will be responsible for M&E. He will lead the review of the monitoring system for both of the projects. This would include the review of the M&E plan, efficiency and effectiveness of the monitoring system, data quality assurance mechanism, data use in general with a particular focus on the use of baseline data in refining project design. He will coordinate with other members to receive inputs.

Melanie Thurber (FFP Nutrition Advisor, **Core Team Member**). Melanie will lead the review of the interventions and processes being used to promote maternal and child health, nutrition, infant and young child feeding practices under the 1000 days approach. She will coordinate with Natsayi to investigate the MCHN components in both projects. She will review the ration basket and size, and the quality and effectiveness of the social and behavioral change approaches.

Natsayi Nembaware (ADRA Senior Technical Advisor for Nutrition, **Core Team Member**). Natsayi will team up with Melanie Thurber to review the MCHN activities and the processes used by both of the projects to promote MCHN. She will review the quality and effectiveness of the social and behavior change processes and contributing to the analysis of the observations and interviews and formulation of recommendations.

Nicole Van Abel (FFP WASH Advisor, **Core Team Member**). Nicole Van Abel will be responsible for the WASH components. She will coordinate with Chris Seremet to review the WASH components in both projects and will be taking the lead in analyzing the observations and interviews and formulating recommendations.

Bridget Ralyea, (FFP HQ, **Observer**). Bridget is the Geo Team Leader for Southern Africa Region and will be joining the JMTR from April 27 through May 11. She will provide input to Arif Rashid on the overall review process.

Elizabeth Brown (FFP Nutrition Team Lead, **Observer**). Elizabeth will be joining the JMTR from April 10 through 26. She will team up with Carla Boussen to review gender and youth integration and targeting of the *ASOTRY* project and will provide input to Carla Boussen.

Eddy Rasoanaivo, (Madagascar Mission, **Observer**). From April 27 through May 11.

Martin Zafy, (Gender and Socio-organization coordinator of ASOTRY, Observer). He will participate from April 11 to 26. He will also liaise with the ASOTRY to take the team to the field and coordinate with the field staff.

Beth Ceryak and Holly Tripp (FFP HQ) will participate in the review to document the discussions and analysis. They will also document case studies in the field. Beth will participate from April 10 through 26 while Holly will participate from April 27 through May 11.

Tantely Randrianarisoa (Logistics Coordinator for the MTR team). Tantely will join the MTR team from April 10 through May 12. He will provide logistical support to manage the use of the six rented vehicles (3 from ADRA and 3 from CRS), and any other vehicles that may join the MTR. He will also manage hotels reservations or changes to these reservations, confirm appointments with project staff in field locations, and cater for the logistical needs of the MTR team members.

B. Assignment of Responsibilities

Table 2 indicates core team member responsibilities in the JMTR.

Table 2. JMTR Core Team Member Responsibilities

INVESTIGATION TOPIC		CORE TEAM MEMBER
ASOTRY	**FARARANO**	
Overall Program Design		
Theory of Change, including risks and assumption		Arif (With support from all team members)
Targeting of Beneficiaries		Arif (With support from all team members)
Collective Impact at the Goal Level		Arif (With support from all team members)
Collective Impact at the Purpose level - P1 Health & Nutrition		Melanie (Lead), Natsayi, Nicole, & Chris
Collective Impact at the Purpose level - P2 On and Off farm Income		Adam (Lead), & Jefferson
Collective Impact at the Purpose level - P3 Disaster Management & Household Resilience		Arif (Lead)
Inputs, implementation, Outputs, Outcomes and Sustainability		
SP 1.1 Improved health and nutrition behaviors of caregivers and children under five.	SP1.1 Women and children have improved consumption of diverse and nutritious foods	Melanie & Natsayi
SP1.2 Increased utilization of health and nutrition services for women of reproductive age and children 0-59 months	SP1.2 Women and children (especially during the 1,000 days) utilize preventive and curative maternal and child health and nutrition services	Melanie & Natsayi
SP1.3 Reduced incidence of water- and hygiene-related illnesses for children under five	SP1.3 1.3-Households practice optimal water management, hygiene, and sanitation behaviors	Nicole & Chris
SP2.1 Increased Agriculture	SP 2.1-Increased diversified Agriculture	Adam

Production	Production	
SP 2.2 Increased Agriculture Sales	SP 2.1 Increased on and off farm sales by HHs and POs	Jefferson
SP 2.3 Increased engagement of women and men in micro-enterprises	---	Jefferson and Carla
SP 3.1 Community disaster mitigation Assets improved	SP3.1 Community-based disaster mitigation systems meet national standards SP3.2 Community-based disaster preparedness systems meet national standards SP 3.3 Community-based disaster response systems meet national standards	Arif, Nicole and Chris
SP 3.2 Community response capacities improved	SP 3.4 Community based social safety net mechanisms strengthened	Arif and Adam
	---	
Cross Cutting Areas		
Gender Equity		Carla
Governance		Arif
Environmental Management		Arif
Targeting of Youth		Carla
Natural Resource Management		Adam
Implementation Systems and Resource Management		
Monitoring and Evaluation		Justin
Management & Partnerships		Arif

Collaborative Learning and Action	Justin and Arif
Integration & Complementarity	Adam
Targeting	Arif, Adam and Melanie
Sustainability	Adam, Melanie, and Arif

V. INFORMATION TO BE OBTAINED

The following sections outline the information that will be obtained to achieve each of the seven objectives of the JMTR while meeting the purpose of the JMTR to generate recommendations for the remainder of the lives of the *ASOTRY* and *Fararano* projects.

A. Objective 1: Relevance of Project Strategies

To accomplish Objective 1, the JMTR will review the theories of change for the two projects. These have been developed around a vision and pathways of change for particular types of targeted impact groups, so the JMTR will review the targeting systems for the two projects to identify strengths and weaknesses in how the projects identify participants compatible with the Theories of Change that have been developed.

The JMTR team will also examine the history of the projects, particularly how they have evolved since inception and the critical features of the operating environment that have affected, positively or negatively, project implementation and the impact that has been achieved. The JMTR will review the baseline study, formative research and all other studies to determine what changes may be needed to project activities and implementation mechanisms to ensure that the strategies remain valid for the local context. The analysis will inform the formulation of recommendations associated with the overall strategy of the program toward achieving the goals of the two projects.

Information for understanding the history of the program and contextual factors affecting implementation will be obtained from project monitoring reports, as well as through interviews with project implementation staff and partner leadership representatives.

B. Objectives 2 (Outputs) and 4 (Outcomes): Project Inputs, Approaches, Outputs and Outcomes

The JMTR will examine the outputs produced under each Sub-Purpose to identify what the projects have accomplished on the ground. The team will review inputs and processes used to produce outputs as well as the quality of the outputs in terms of achieving change. The JMTR will use both qualitative information and available quantitative data to assess the effects and impact of the outputs produced by the project at different levels, including effects at the

immediate outcome level, effects at the Sub-Purpose Level for clusters of outcomes, effects at the Purpose level for the set of Sub-Purposes and impact collectively at the project Goal level. JMTR team members will look for evidence on how members of target groups have changed their ideas, attitudes, and practices as a result of project activities and will identify potential reasons for why some beneficiaries have started applying project promoted practices while others have not. At every level, the evaluation will assess the sustainability and replicability of the changes that have been observed. The review team will consider staffing and activity resources, community participation, participant targeting, asset transfers, the extent to which activities and outputs demonstrate a commitment to the cross-cutting issues of gender, youth, governance and the environment, and sustainability strategies. The review will investigate the expected change as per the project documents, but will also be observant for new areas of unexpected effects and impact, both positive and negative, that are occurring as a result of project activities. Recommendations may be formulated to include these in the projects' monitoring and evaluation tools.

The team will obtain information on processes, outputs and outcomes through observation of sessions and training, interviews and reviews of project monitoring reports, including quarterly and annual reports, reviews of key secondary data, interviews/focus group discussions with project participants, and interviews with project implementation staff. JMTR team members will analyze performance monitoring data collected by the projects, as well as review the performance management plans and IPTTs. JMTR team members will review technical guidance, including implementation manuals, on key processes and approaches used by the projects and observe learning/training sessions that are planned by the projects when the JMTR team is in the area.

C. Objective 3: Coordination and Collaboration

The JMTR will obtain information on external actors, i.e., other projects and service providers that are being implemented on the same space and relevant to the strategies of the *ASOTRY* and *Fararano* Projects. These include external actors who provide complementary services necessary to achieve and sustain project outcomes, external actors that influence people's access to goods and services, and external actors that promote or impede an "enabling environment". The JMTR team will work with project implementation staff to identify the most important of these external actors for each component of the project and will then analyze the quality of the coordination and collaboration with the relevant project. Particular attention will be given to interaction with other USG-funded activities as well as coordination with GoM services.

The team will obtain information on the quality of coordination and collaboration with key external actors from project monitoring reports, interviews with project implementation staff, and interviews with representatives of these key external actors.

[Objective 4 is combined with Objective 2]

D. Objective 5: Collaborative Learning and Action

Collaborative Learning and Action refers to (a) facilitating collaboration internally and with

external stakeholders; (b) making adjustments to project's theories of change and implementation strategies based on continuous learning; (c) how monitoring and evaluation systems provide information for decision-making and reporting, and (d) how best practices and lessons learned emerging from project implementation are documented and shared outside the project. The JMTR will obtain information to understand the systems being used for capturing, documenting and disseminating lessons learned and best practices. The M&E systems for both projects will be examined to understand how information generated from the systems is being used to enhance the effectiveness or efficiency of the project in achieving impact. Emphasis will be placed on the collection, analysis and management of data to enable iterative learning and evidence-based improvements to project design and implementation. The JMTR will identify changes that have already occurred in the project strategy or implementation as a result of new ideas or approaches brought into the project from outside sources and will formulate recommendations for how to seek out appropriate new ideas and approaches in the remaining life of the projects.

The team will obtain information for collaborative learning and action from a review of the revised theories of change, projects' PMPs, monitoring reports and other reports, interviews with project management, interviews with project implementation and technical staff, interviews with the leadership of partner organizations, and interviews with knowledge management staff.

E. Objective 6: Sustaining Project Outcomes and Impact

The JMTR will review the sustainability strategies, interview staff and management, interview project participants, and interview private and public stakeholders to determine how likely project-generated outcomes and impact are to be sustained after the projects end. The review will identify the organizations, services and relationships that are being developed that are necessary to sustain the service delivery after the project ends to sustain each of the outcomes planned by the projects and will analyze the threats to these that could affect likely sustainability. Specific attention will be paid to the appropriateness, efficiency and efficacy of capacity building activities targeted to participants and local partners to enable them to sustain project impact.

F. Objective 7: Cross-Cutting Themes (Gender, Governance, Targeting Youth, Climate Change and Environment)

For each of the five major cross-cutting themes in each project, including gender, governance, targeting of youth, climate change and environment, the JMTR team will assess how well the projects are operationalizing the cross-cutting themes to achieve the proposed impact. The team will obtain the information on cross-cutting themes through interviews with project management, project implementation staff, leadership of partners and stakeholders, and project participants. The team will review project monitoring reports, and specific strategy documents related to each cross-cutting theme, including assessment reports and barrier analyses.

VI. EVALUATION PROCESS

The JMTR will be undertaken over a period of approximately six months from February through end of July of 2017 and will be implemented in four phases:

→ Phase 1: Evaluation Preparation (February 1 through April 10)
→ Phase 2 (in Madagascar): Review of the *ASOTRY* Project (April 11-26)
→ Phase 3 (in Madagascar): Review of the *Fararano* Project (April 27 – May 12)
→ Phase 4: Evaluation Recommendations Finalization and Processing (May 15 – July 28)

The current schedule for the JMTR is provided in Annex A. The sections which follow describe the major activities planned in each phase.

A. JMTR Preparation (February 1 through April 10)

During the JMTR preparation period, the composition of the review team was finalized (as indicated in section V.A. above), a draft protocol including a basic operational plan (this document) was drafted, the JMTR team will review the background documents (listed below), draft the key questions and data collection tools, and select the sites for field visits. The Core Members of the JMTR team will assemble in Antananarivo by April 9. On Monday, April 10, the team will hold an initial meeting to meet each other and to discuss the JMTR plan. Also on that day, an orientation meeting will be held with USAID/FFP Madagascar. The following sections describe these JMTR outputs and processes in more detail.

1. JMTR Protocol. This document is the protocol that guides implementation of the JMTR. The Zero Draft of the protocol will be released for review by organizers of the JMTR and members of JMTR team 7 March. Comments, questions or suggestions on the zero draft should be sent to Arif Rashid (arashid@usaid.gov). On or about March 20, a conference call will be organized to discuss the protocol toward finalizing it into a working draft that will be widely circulated by March 24, as the final planning guide going into the implementation phase of the JMTR. Further changes will be made once the JMTR arrives in-country and has a chance to discuss the projects with project implementers.

2. Background Document Review. There are many documents that could be reviewed to prepare for the JMTR. However, given time limitations for team members, the available documents have been divided into two sets. One set represents required reading for all team members in order to be able to understand the full strategy for each project as well as the range of activities being undertaken. The second set of documents should be reviewed by individual team members when possible.

Required Reading. The following documents are required reading for all team members and must have been reviewed before the Core Members assemble in-country on April 10.

- Approved Project Technical Narratives
- Theories of Change and Logical Frameworks (from the Monitoring and Evaluation Plans)
- Indicator Performance Tracking Tables (from the Performance Monitoring Plans unless there has been a subsequent revision)
- Annual Results Reports for 2015 and 2016
- All Quarterly Monitoring Reports
- Baseline Study Report

Other Reference Documents. The following documents are also available and should be reviewed

by team members when possible.

- Performance Monitoring Plans
- Gender Analysis Reports
- Barrier Analysis Reports
- Value Chain Analysis
- Site Activity Records and Training Summaries
- Project Implementation Manuals (or training curricula and training materials in lieu of a PIM)
- Participant Registration Data
- Environmental Mitigation and Monitoring Plan
- Data Quality Assessments

Obtaining Documents. A directory has been established on the USG Google Platform for access by USG members of the JMTR https://drive.google.com/open?id=0B-z6z4EtEFroWHl0UC1YM3BEbWs . For others who do not have access to the USG platform, the documents are available on the DropBox https://www.dropbox.com/sh/7rm2ugijfydxm66/AAA0C-2rPvgtQsxoAWKo6Oeza?dl=0.

3. Data Collection Tools. Section VII below provides guidance on the data collection tools, primarily topical outlines, that will be needed for the JMTR. Core Team Members with support from Observers will be responsible for developing the initial draft of the data collection tools. The deadline for completing these is March 28 so that team members will have time to review background documents and this protocol. These drafts will be sent to the JMTR team leader who will review them, provide feedback and then incorporate working versions of the tools in this protocol in Annex B.

4. Site Selection. Section VII provides guidance on how sites will be selected for field visits for the JMTR. During this preparation phase, CRS and ADRA should assemble the lists of sites that have been requested in Section VII. The JMTR Team Leader will arrive in-country by April 8 and will meet with *ASOTRY* and *Fararano* management teams shortly after arriving to finalize the preliminary selection of sites by April 11.

5. Orientation Meetings. Four meetings are planned for April as described below.

Initial JMTR Team Meeting, April 10. The initial meeting of the JMTR Team will occur immediately after core team members have assembled in Antananarivo. In this meeting, team members will be introduced to each other, and the JMTR team leader will provide an overview of the evaluation process and answer any questions that team members may have.

Orientation Meeting with USAID/FFP Madagascar, April 10. Following the initial team meeting, an orientation meeting will be held with representatives of USAID/FFP Madagascar at which the JMTR Team will be introduced, an overview of the review process will be provided by the team leader and the JMTR team will answer any questions that USAID/FFP may have about the review. In addition, the JMTR team will seek to understand the expectations of USAID/FFP and any specific interests that they would like to see covered by the review.

Project Orientation Meetings, April 11 (Fararano) & April 12 (ASOTRY). In these half-day meetings, project management staff will present an orientation to the project for the JMTR Team. The key content of these presentations should include an overview of the strategy of the project, an overview of the resources (money, commodities and staff) available for the project, a map showing geographic locations, a description of the outputs and activities under each component, a description of the SBC/ service delivery mechanism, a description of the roles and responsibilities of partners, and a description of the key challenges affecting the project. The purpose of these meetings is to obtain clarity on the types of outputs produced by the project, the stakeholders that need to be interviewed to understand the impact of these outputs, and additional data sources for information to support the review. Discussions will also be held around the site selection for the qualitative interviews to determine what the sites represent in terms of outputs and quality. Attendees to this meeting include the project management and technical team, selected representatives from implementing partners, and anyone else from the project likely to be involved in implementing or supporting the JMTR.

After the overview presentation, the JMTR technical specialists will meet with the technical specialists form the projects who will make a detailed presentation on processes, outputs, indications of outcomes, challenges, any recommendations that s/he may have.

Meeting with the interpreters, April 13. The JMTR team will meet with the interpreters and will orient them about the key questions and the field work processes.

B. Phases 2 & 3: Reviews of *ASOTRY* and Fararano

On April 13, the JMTR Team will travel to Amoron'i Mania region. From April 14 through 22, the team will review the *ASOTRY* Project and from April 27 through May 10, the team will review the *Fararano* Project. A Debriefing meeting with the USAID will be held on May 11. The reviews of the two projects will follow the same process as described in the next section. Descriptions of the two debriefings to be held before the team departs the country are described at the end of this section.

1. Project Review Process for *ASOTRY* and *Fararano*. Over the 15 days with *ASOTRY* and the 14 days with Fararano, the JMTR Team will undertake the following process.

Meetings with Project Stakeholders in Antananarivo, April 10 through 12. On these days, JMTR Team members will meet with the key stakeholders that are based in Antananarivo. The primary purpose of these meetings to explain the objectives and the processes of the midterm review. The team may also conduct interviews depending on the availability of the staff. Given the limited time, the JMTR will need to be strategic on the use of this time and will consult with the project management teams for each project to determine with whom meetings should be arranged and for which members of the JMTR Team.

Field Data Collection, April 15-22 (ASOTRY) & April 28- May 6 (Fararano). Over this period, the JMTR team will conduct interviews, hold group discussions; observe SBC, care group, and farmer field school sessions as they take place in the field; and observe project activities to obtain qualitative data. The JMTR will plan to spend two days in each region covered by the two projects. The specific data collection process in each region is described in

section VII.C below. A detailed itinerary for the field work will be developed in collaboration with project management staff as described above.

Information Processing & Preparation for the Ground Truthing Workshop, April 24-26 (ASOTRY) & May 8-10 (Fararano). During the field work, JMTR team members will process data as it is obtained, and in this period the team will continue analyzing information to identify major findings and recommendations that will be presented for discussion at the Ground Truthing Workshop. Each JMTR team member will use this time to prepare the Powerpoint presentation(s) that she/he plans to present in the Ground Truthing Workshop.

Ground Truthing Workshop, April 25 (ASOTRY) & May 9 (Fararano). During and following the field work, the evaluation team will start formulating preliminary observations on outputs produced, the outcome being achieved, the processes being observed, interventions being implemented to promote sustainability (resources, capacities, motivation, and linkages), and lessons learned captured. Given the time available for this workshop, however, only the major observations and recommendations resulting from the JMTR investigations will be shared in the Ground Truthing Workshop with project implementation staff. These will be discussed to ensure that they reflect reality and are described appropriately. Two major outputs are targeted for the workshop. These are (1) agreement on the validity of key observations assembled so far from the review and (2) preliminary agreement on major recommendations for the remaining life of each project. Participants in each workshop will be project implementation staff and the JMTR team. This is an in-house event, only for those participants who are fully engaged in the project.

Post-Workshop Processing, April 24 (ASOTRY) & May 8 (Fararano). This one day period is required to ensure that results of the discussions in the Ground Truthing Workshop are captured before the JMTR team moves on from *ASOTRY* to *Fararano* and from *Fararano* to stakeholder debriefings. JMTR Team members who would present in the Ground Truthing Workshop will revise their presentations to incorporate changes as a result of discussions. Each Core Team Member will also prepare a condensed version of her/his presentation that can be consolidated with other team member presentations for the stakeholder and USAID/FFP debriefings.

2. Pre-Exit Debriefings. A debriefing will be conducted by the JMTR team before they leave Madagascar, as described below.

USAID/FFP Debriefing, May 10. The JMTR team will debrief the review findings to USAID/FFP Madagascar. Participants in this meeting will be the representatives from USAID. The JMTR team leader will facilitate the presentation, and all JMTR core team members, if they are still in-country, will attend.

C. Phase 4: Recommendation Finalization and Processing

After departing the country, the JMTR will work remotely to produce a report documenting the analysis of the findings and finalizing the recommendations by June 5. The JMTR team will not produce a report rather it will formulate recommendations, supporting observations and

the analysis of the findings. Following this workshop, the analysis of the findings and the recommendations which will be incorporated in the PREP for IY 4 for each project.

JMTR Recommendation Processing and Planning Workshop, June 12-14. Over this three day period, the recommendations from the JMTR will be reviewed and finalized. Since the project management staff will have seen most, if not all, of the recommendations, they will have already begun strategizing on how to respond to the recommendations. The JMTR team leader and other members of the JMTR team who can be available for the workshop will be present to facilitate the processing and planning. Should any of the projects find any of the recommendations un-implementable, the project will be asked to develop alternative recommendations that can be implemented during the project life. By the end of the workshop, each project will have developed provisional implementation plans to be incorporated in the coming PREP.

Debriefing at FFP HQ including partners, TBD. The JMTR final recommendations and preliminary plans for operationalizing recommendations developed in the workshop will be presented to HQ-based stakeholders.

VII. QUALITATIVE DATA COLLECTION

Qualitative data will be collected primarily through interviews and group discussions with representatives of project implementation staff, project participants, non-participants, and project partners including consortium, technical and GoM partners. The JMTR team members will also observe SBCC sessions, care group meetings, and farmer field school sessions as they are being implemented. Based on the review objectives and review questions, each team member will develop key questions for each topical areas. These topical outlines or a set of key questions or tools will be used to guide interviews and group discussions. Annex B (to be completed by JMTR team members by April 13) contains the working draft tools that will be used to start the field work. Ideally, the JMTR will gather information from all of the partners and participants listed in Section III above describing the two projects. JMTR Team members will provide project management staff with a list of the meetings, interviews and Focus Group Discussions (FGDs) that they would like to have arranged, and the JMTR team will work with project management staff to develop schedules for meetings.

A. Composition of Interviews and Group Discussions

Key informant interviews are normally held with between 1 to 4 persons, ideally no more than two, and these interviews typically last no more than one hour. Using semi-structured tool, in-depth interviews are normally held with individuals to gain an in-depth knowledge about a topic of interest. FGDs are organized with from five to no more than ten persons. They are called focus groups because all of the members of the group have a common feature, so FGD facilitators must ensure that participants meet the desired common criterion, i.e., members of a VSL or SILC group, farmers who received seed from the project, lead mothers, lead fathers, etc. FGDs should normally not extend beyond two hours. In both cases, interviews and discussions should be held in secluded locations so that bystanders or passersby cannot influence the discussions.

B. Topical Outlines or Checklists

JMTR Team members will develop topical outlines or checklist, which include key thematic questions to be used in key informant interviews or focus group discussions. These tools will be drafted by the individual Core Team Member assigned to specific investigations and tailored to the types of participants and approaches being used by each project. The questions in a topical outline are fairly general and used to stimulate discussion. Reviewers will keep in mind at all times that the purpose of the information gathering is to understand what the project has done, what changes have occurred as a result, what has helped or hindered achievement of these changes, and how likely are the changes to be sustained after the project ends. The discussion facilitator will be free to explore in more depth any interesting topics that may come up during each discussion, related to these objectives.

A suggested sequencing of questions in a topical outline, drawn from a Program Constraints Assessment (PCA) approach, would be as follows.

1. Are you familiar with the *ASOTRY* or *Fararano* Project? (Describe the project, if the name is not familiar.)
2. How would you describe what this project seeks to accomplish?
3. How have you or other members of your household participated in this project? For how long have you/they been involved?
4. Please describe how you or your family has benefitted from the project.
5. Please describe how you or your family has been negatively affected by the project.
6. Who, in your opinion, has benefitted most from the project?
7. Are there other people who should be benefitting from the project but are not? Please describe them for us.
8. What constraints do you believe inhibit the project from fully accomplishing its purposes?
9. What suggestions do you have for addressing these constraints or otherwise enabling the project to have greater impact?

For each question, the interviewer/facilitator should have an idea on what kind of response to expect, based on a review of the background documents, but should avoid leading the respondent to make these responses. After a respondent has completed answering a question and an expected topic has not come up, the interviewer/facilitator can then ask…what about this?…. noting that the respondent did not spontaneously report on the topic.

Before beginning an interview or discussion, an introduction and explanation of the purpose of the review will be provided with stress put on the importance of obtaining useful information that reflects reality**. The evaluation team will seek consent from the participants, and no names will be recorded in interviews and group discussions.** If portable recording devices are used, the device should be shown to respondents and not activated until after respondents have introduced themselves.

C. Observation of Project Activities

In addition to conducting interviews and group discussions, JMTR team members will observe implementation of project activities and physical sites where project investments have been made. These should be regularly scheduled project activities, not activities organized only for the JMTR. Section III, describing each of the projects, lists the different types of sites that the members of the JMTR team should visit.

D. Region-Level Data Collection

A two day process is envisioned for data collection in each region in which the *ASOTRY* and *Fararano* Projects are being implemented, as described below.

Field Visits to Communities and Sites. In each region, the JMTR team will conduct interviews and group discussions with representatives of project participants, including both targeted beneficiaries and intermediaries. Over the two-day schedule, the full team will conduct information gathering in four villages.

In addition to conducting interviews and group discussions, JMTR team members will also observe, where possible, implementation of project activities and physical sites where project investments have been made. Section III, describing each of the projects, lists the different sites and activities that should be targeted for site visits.

Team Analysis and Sharing of Information Between JMTR Members. In order to be able to identify synergies and interaction between different interventions in each project and to share information that is relevant for investigations being conducted by other JMTR team, JMTR team members every evening. The purpose of these meetings is to share insights and observations.

Translation. It is expected that some meetings with local staff and project partners will be carried out in English. Many meetings especially at the community-level, however, will require translation assistance. This assistance in translation will be arranged by CRS and ADRA and logistics plans for travel and lodging should include interpreters.

Documentation. Team member notes will be taken by individual team members during the data collection process. Wherever possible, same sex interviewer and participant will be utilized. Team members will also use photography as a data collection tool.

E. Sampling and Participant Selection

Since this is a Mid-Term Review, the sample of participants and sites for field visits will not be chosen randomly. These will be selected strategically, so that the review team can observe what is working and what is not working in each project, as well as any particularly innovative approaches. The recommendations to be generated by the JMTR will propose scaling up interventions that are contributing to achieve the project's goal, modifying interventions to have greater impact, suspending interventions that do not contribute enough to achieve higher level outcomes relative to investment, piloting new interventions relevant for targeted impact groups, improving the effectiveness of implementation systems, or improving efficiency in use of resources. Reviewers need to see the problems in order to be able to propose recommendations to fix them.

Project Interest in Selecting Sites

Organizers of mid-term reviews are often reluctant to rely too much on projects to select the sites for field visits in an evaluation. The perception is that project implementers will want the reviewers to produce the best view possible about the project. This, however, is not in the best interests of development, the project or organizations implementing projects. Just as all projects are achieving at least some good impact, all projects also have implementation challenges and problems. Mid-term reviews are opportunities to fix these problems and address the challenges. Moreover, if they do not get addressed by the time of the final evaluation, final evaluators will find them and criticize the project for not addressing them. The project that has used the Mid-term Review to really improve the effectiveness and efficiency, will ultimately have greater impact and be viewed more favorably in the final assessment.

The JMTR will collect data from each of the regions being covered by each project. For each district, *ASOTRY* and *Fararano* will classify villages according to the following criteria.

1. Participated in the previous projects (SALOHI and / or FELANA)
2. Accessibility in terms of proximity to major infrastructure (markets, main roads, basic services)
3. Demonstrating good impact (e.g., early adopters) or demonstrating poor impact - This criterion is difficult to assess at this stage in the project life. However, front-line staff usually has a pretty good idea on villages which have been adopting the project-promoted messages more readily than other villages. The objective of the JMTR is to see examples of both.
4. Intensity of intervention, i.e., activities under only one purpose being implemented, activities for two purposes, or activities for all three purposes

Once the lists have been compiled, the JMTR team will purposively select sites in collaboration with project management to ensure clarity on classification, representative balance on types of sites, a wide representation on interventions, and logistical considerations. For interviews and group discussions in each site to be visited, project staff, volunteers and village leaders will identify individuals for interviews and discussions to ensure that households selected represent the economic and geographic diversity of a village.

F. Data Analysis

The information gathered by the JMTR team will be analyzed at multiple points during the review process. As the reviewers are holding interviews and group discussions, they will probe and explore topics in more depth with respondents to ensure clear understanding. This represents the first level of analysis.

A second level of analyses occurs at the JMTR team meeting scheduled for every evening,

through the sharing of notes on observations, interpreting the observations, cross checking with other team members and immediately before the Ground Truthing Workshop when the evaluation team is processing information individually and sharing information with other team members. The advantage of qualitative methods is to have the ability to conduct real time analysis of the information. As individual team members encounter information from other team members that they may not have had a chance to discuss with respondents, they will have the opportunity to do so when they go again to conduct interviews/discussions.

A third level of analysis occurs when reviewers cross-reference responses from interviews and discussions with existing data bases. In addition, the evaluator will query project implementation staff as a third source of information. The result of this level of analysis is that each evaluator will formulate his/her own key observations relative to the assigned topics.

A fourth level of analysis occurs in the Ground Truthing Workshop in which preliminary observations and findings are presented to project implementation staff. If project implementation staff seriously question a particular finding or the interpretation of an observation that has been presented by the evaluation team, the opportunity exists in the workshop to further discuss and analyze the finding to reach the truth.

Finally, a fifth level of analysis will occur after the JMTR team disperse and begin assembling the content that will go into the draft report. Team members will have the opportunity to look at the information that has been gathered in more depth as they are writing.

VIII. IMPLEMENTATION SCHEDULES

The complete schedule for implementing the JMTR is provided in Annex A. The scheduled for site visits with *ASOTRY* and Fararano team will also be included in Annex A, but will be added to the protocol in late March after the JMTR Team Leader has worked with project management teams to develop preliminary plans that can be reviewed by core team members.

ADRA and CRS RESPONSIBILITIES

CRS and ADRA will ensure that the necessary information has been passed to the GoM to allow the team to implement the review in the communities that will be selected.

ASOTRY and ***Fararano*** project staff (including ADRA, CRS and partner representatives) will serve as informants to the JMTR and support the review process by supplying lists of project sites, sharing project documents, advising about local protocols, making orientation presentations to the JMTR, arranging meetings with the stakeholders, and making logistical arrangements. In addition, ADRA and CRS will ensure that their project partners are informed of the process and that implementing partners will need to make staff available as possible for interviews and other consultations with the JMTR team. ADRA and CRS will also provide professional interpreters (as required) for team members and facilitate in-country travel and logistical arrangements for the JMTR team members including vehicles, printing/copying and access to data bases. Members from USAID will pay for their own accommodation and food. They will need assistance, however, with hotel bookings.

JMTR SUMMARY REPORT

There will be one report for the two projects. The JMTR Summary Report, not to exceed 50 pages excluding annexes, will seek to meet the following criteria:

- Represent a thoughtful and well-organized effort to objectively review what has been working well and should be continued as is, what did not and why and how to modify?
- Address all review questions included in the protocol;
- Include the protocol as an annex;
- Explain the evaluation methodology in detail. All tools used in conducting the evaluation, such as questionnaires, and checklists will be included in an Annex in the final report;
- Disclose limitations to the evaluation, with attention to the limitations associated with the review methodology;
- Findings should be specific, concise, and supported by evidence from the analyses of the quantitative secondary data from annual monitoring and/or qualitative interviews and observations;
- Properly identify and list all sources of information in an annex;
- Include recommendations that are supported by evidence and will inform adjustments to the remaining period of the project life.

An illustrative format for the report is provided in Annex C

ANNEX A: JMTR Schedule

#	Step	Responsible Person	Date(s)	Comments	Participation of FFP/PVO Team Members
Review Preparation					
1	JMTR Team Meeting by Conference Call	Call organized by FFP AoR	January 30 (Monday)	The AoR will introduce the team and the JMTR Team leader will facilitate the meeting to discuss the review process and development of the review protocol	JMTR members and CoPs will participate in call
2	Provision of initial background documentation required to develop the protocol	CRS & ADRA	January 20 (Friday)	Required background documents at this stage are the Approved Technical Narratives, Current Results Frameworks, Annual Results Reports and Project Staffing Structures	CoPs will upload the documents into a dropbox
3	Completion of first draft of Review Protocol	JMTR Team Leader	January 31 (Tuesday)	The draft protocol will include the description of methodology and operational plan for the review.	Team leader
4	Provision of feedback on draft Review Protocol	FFP, ADRA & CRS	February 7 (Tuesday)	Written feedback on the draft protocol sent to JMTR Team Leader	Review and comment on draft

5	Completion of Working Draft Review Protocol	JMTR Team Leader	February 14 (Tuesday)	Draft protocol revised, incorporating feedback received	Team leader
6	Second JMTR team meeting by Conference Call	Call organized by FFP AoR	February 23 (Thursday)	The FFP AoR will facilitate a conference call with the JMTR Team, ADRA, CRS and Mission to discuss the review protocol and preparations that need to be undertaken	Participate in call
7	Provision of remaining background documents (via DropBox)	ADRA, CRS, & FFP	March 2 (Thursday)	These include the full Performance Monitoring Plan, Baseline Report, Gender Analysis, Reports on Other Formative Analyses, Quarterly Performance Reports, a list of available project databases, Environmental Mitigation and Monitoring Plan, Consultancy Reports, and Trip Reports.	ASOTRY and Fararano CoPs, and PVO Country backstops
8	Categorization of participating communities by criteria specified in the Draft Review Protocol	ADRA and CRS	February 28 (Tuesday)	Community lists sent to the JMTR team leader/ members	CoPs of ASOTRY and Fararano
9	JMTR members develop Draft Data Collection Tools	JMTR Team Members	March 15 (Wednesday)	Draft tools sent to the JMTR team leader to be reviewed and incorporated in the Review Protocol	Review documentation and develop draft tools for technical area

10	Preliminary selection of field work sites	JMTR Team Leader	April 3 (Monday)	Field work sites will be selected by JMTR Team Leader as per the Review Protocol	Team leader with the team members and ASOTRY and Farararno
11	JMTR Team Arrives in Madagascar	JMTR Team	April 8/9 (Saturday/Sunday)	Logistical arrangements by ADRA/CRS JMTR Working Group.	Arrive in-country
12	In-briefing meeting with the Mission, ADRA and CRS Country Office Management	JMTR Team	April 10 (Monday)	To clarify review process and begin obtaining information. Meeting attended by JMTR team	Full participation
ADRA – ASOTRY					
13	Project Orientation ASOTRY	ASOTRY CoP and Key Staff	April 11 (Tuesday)	Project orientation for JMTR team to further clarify project activities, stakeholders, best practices, and challenges. Individual interviews by JMTR team members with ASOTRY implementation staff, with Implementing Partners, Technical Partners, Government Stakeholders, Private Sector Stakeholders and others based in Tana	JMTR team members will participate
14	Meeting with the interpreters, finalizing the	JMTR Team with the	April 12 (Wednesday)	To finalize the field work schedule, orient the interpreters, finalized the	ASOTRY team will facilitate

	tools and finalizing the field schedule	ASOTRY staff		tools and continue interviews by JMTR team members with ASOTRY Implementing Partners, Technical Partners, Government Stakeholders, Private Sector Stakeholders and others based in Tana.	
15	Travel to Amoron'i Mania region in morning and field work in afternoon	JMTR Team Members	April 13 (Thursday)	Logistics by ADRA.	Travel to ASOTRY Areas **Hotel** USAID Hotel (L'Artisan 0340464353) (Electricity normally stable-few cuts, Wifi available)
16	Field work	JMTR Team Members	April 14 (Friday)	Logistics by ADRA.	
17	Field work	JMTR Team Members	April 15 (Saturday)	Logistics by ADRA	
18	JMTR team travels to Haute Matsiatra region	JMTR Team Members	April 16 (Sunday)	Logistics by ADRA	**Hotel** Zomatel (USAID

					Hotel?) 0340725527 (Electricity normally stable-few cuts, Wifi available)
19	Easter Monday (rest day)	JMTR Team Members	April 17 (Monday)	Logistics by ADRA	
20	Field work in Haute Matsiatra	JMTR Team Members	April 18-19 (Tuesday and Wednesday)	Logistics by ADRA	Some communes may not be possible to include in the MTR due to time to travel. These include Ambinanindovoka and Mahazony in Ambalavao, and possibly Soavina, Ambondromisotra and Vohitrafeno north of Flanarantsoa.
21	JMTR team travels to Atsimo Andrefana region region (Betioky)	JMTR Team Members	April 20 (Thursday)	Logistics by ADRA	**Hotels** Hotel Tsaramandroso 0330941479, Hotel Mahasoa 0331216037, Hotel

					Odette (Electricity available only a few hours a day, no Wifi)
22	Field work	JMTR Team Members	April 21-22 (Friday and Saturday)	Logistics by ADRA	Some communes may not be possible to include due to time to travel. These include Marosavoa, Lazarivo and Soaserana in Betioky, and Belafika Haut, Vohitany, Gogogogo, Ankilimivory in Ampanihy. To all other locations, travel time is at least 2 to 3 hours to get there and the same to come back. In this case the only option to increase coverage, is to add one day to the time in the region, and to have 1/3 of the team sleep in the town of

					Ejeda, which would give then easier access to Belafika Haut, Gogogogo, and Vohitany. **Hotel in Ejeda** Guest house of Lutherian Hospital 033 08 987 32 (Electricity a few hours a night, No Wifi, maximum 8-10 people)
23	JMTR team travels to Tulear in the morning	JMTR Team Members	April 23 (Sunday)	Logistics by ADRA	**Hotel** USAID Hotel (Hippocampe) (Alternative if # of rooms limited: Amazone 0337921965) (Electricity normally stable-few cuts, Wifi available)

24	Information processing	JMTR Team Members	April 24 (Monday)	Logistics by ADRA	
25	Verification (Ground Truthing) Workshop	JMTR Team Members	April 25 (Tuesday)	Presentation of preliminary findings to ASOTRY implementers for verification and refinement	
26	Post-Workshop Processing	JMTR Team Members	April 26 (Wednesday)	Documenting the key points and analysis	JMTR team members
CRS – Fararano					
27	Project Orientation Fararano	Fararano CoP and Key Staff	April 27 (Thurs)	Project orientation for review team to further clarify project activities, stakeholders, best practices, and challenges. Individual interviews by JMTR team members with Fararano implementation staff, with Implementing Partners, Technical Partners, Government Stakeholders, Private Sector Stakeholders and others based in Tana	Full participation
28	Meeting with the interpreters, finalizing the tools and finalizing the field schedule	JMTR Team with the Fararano staff	April 28 (Friday)	To finalize the field work schedule, orient the interpreters, finalized the tools and continue interviews by JMTR team members with Fararano and ASOTRY Implementing Partners, Technical Partners, Government	Fararano team will facilitate

				Stakeholders, Private Sector Stakeholders and others based in Tana.	
29	In-Briefing with CRS team in Atsimo Andrefana	JMTR Team Members	April 29 (Saturday)	Logistics by CRS	**Hotel** Toliara: USAID Hotel (Hippocampe), Wifi and electricity
30	Field work	JMTR Team Members	April 30 (Sunday, Day Off), May 1-2 (Mon-Tues)	Logistics by CRS	**Hotels** Toliara: USAID Hotel, Wifi and electricity
TEAM 1 (Vatovavy Fitovinany)					
31	Travel by car to Ranomafana	JMTR Team Members	May 3 (Wed)	Logistics by CRS	**Hotel:** Ranomafana: USAID Hotel (Setam or other), electricity and no wifi at hotel but phone service network does work
32	Field work continues	JMTR Team	May 4-5	Logistics by CRS	**Hotels:**

		Members	(Thurs-Fri)		Ranomafana: USAID Hotel (Setam or other), electricity and no wifi at hotel but phone service network does work
33	Travel to Tana	JMTR Team Members	May 6 (Saturday)	Logistics by CRS	Travel
TEAM 2 (Atsinanana)					
34	Travel by Plane to Tana	JMTR Members	May 3 (Wed)	Logistics by CRS	Travel
35	Travel by Car to Toamasina	JMTR Members	May 4 (Thurs)	Logistics by CRS	**Hotel** Toamasina: USAID Hotel (Calypso), electricity and wifi
36	Field Work	JMTR Members	May 5-6 (Friday-Sat)	Logistics by CRS	**Hotel** Toamasina: USAID Hotel (Calypso), electricity and wifi
37	Travel to Tana by car or plane	JMTR Members	May 7 (Saturday)	Logistics by CRS	Travel

TEAMS BACK TOGETHER in TANA					
38	Information Processing & Preparation for Verification Workshop	JMTR Team Members	May 8-9 (Mon-Tues)	Information processing, and preparation for Verification Workshop	Full participation
39	Verification (Ground-Truthing) Workshop	JMTR Team Members with Fararano Implementing Staff	May 10 (Wednesday)	Presentation of preliminary observations to Fararano implementers for verification and refinement.	Full participation
40	Interview/meeting with *Fararano* Stakeholders	JMTR team	May 11 (Thursday)	Interview/ meeting with selected Government stakeholders	JMTR Members
41	Out-briefing meeting with USAID Madagascar	JMTR Team	May 12 (Friday)	Presentation of preliminary findings and discuss next steps	Full participation
42	JMTR team leaves Madagascar	JMTR Team	May 12 (Saturday)		
Recommendations Finalization and Processing					
43	Individual team members will analyze findings and draft notes and develop recommendations by	JMTR Team Members	May 15 through June 5	JMTR team members continue analysis and draft their analysis to support recommendations	Continue analysis remotely and draft content for report

	sector areas				
45	In-Country JMTR Recommendation and Planning Workshop	FFP AOR	June 12 - 14 (Monday thru Wednesday)	Based on the analysis, the JMTR team will present the recommendations. ASOTRY and Fararano will have an opportunity to develop alternative recommendations in case if any recommendation deemed un-implementable. The workshop will help to agree on a set of recommendations.	AoR and PVO Country Backstop participation is expected.
46	The Review Notes – Analysis linked to recommendations finalized	JMTR Team Leader with the help of JMTR team members	June 22	Based on revisions made in the workshop to recommendations, the recommendations report finalized	JMTR Team members
47	De-briefing to DC-based Stakeholders	FFP AOR and JMTR Team Leader	June 19 - 20	Review final recommendations and preliminary plans for operationalizing recommendations presented to HQ-based personnel	---
47	Action Plans drafted and submitted to FFP	ADRA & CRS	July 20	Draft Action Plans for operationalizing review recommendations submitted to FFP	FFP AoR
48	Review/revise Draft Action Plan with ADRA	FFP & ADRA	July 27	Meeting in DC with Madagascar Staff joining remotely to finalize action plan	FFP AoR
49	Review/revise Draft	FFP & CRS	July 28	Meeting in DC with Madagascar Staff	FFP AoR

	Action Plan with CRS			joining remotely to finalize action plan	
50	Action Plans Finalized	ADRA and CRS	August 15	Final Action Plans, incorporating feedback from FFP, submitted to FFP	FFP AoR

ANNEX B: DATA COLLECTION TOOLS

ANNEX C: Madagascar Joint Mid-Term Review (JMTR)

ILLUSTRATIVE JMTR SUMMARY REPORT FORMAT

(The length of this report should not exceed 50 pages, excluding Annexes. Preliminary target page limits for each section are shown in parentheses.)

I. EXECUTIVE SUMMARY (2 Pages)

II. BACKGROUND (4 Pages)

A. Overview of the Joint Mid-Term Review Purpose & Objectives

B. JMTR Methodology

III. REVIEW OF THE ASOTRY PROJECT (20 Pages)

A. Overview of the Project (including project history, targeted impact groups, theory of change, logical framework, geographic coverage, and resources)

B. Key Outputs Under Each Purpose (including an overview of the implementation process including quantity and quality of production, description of participants and beneficiaries, key observations, lessons learned and specific recommendations)

C. Project Outcomes and Impact Under Each Purpose (including an assessment of the immediate life-of-project impact, likelihood of this impact being sustained after the project ends, lessons learned and recommendations for enhancing sustained impact.)

D. Cross-Cutting Themes (Including a summary of specific actions taken by the project to operationalize the cross-cutting themes, an assessment of how these have contributed to achieving project impact, lessons learned, and recommendations for the remaining life of the project.)

E. Overall Program Design (Including an analysis of the current relevance of the targeting systems, theory of change and logical framework with recommendations for the remaining life of the project)

F. Project Implementation Systems (Sections on project management, partnership, knowledge management, and project integration, major observations from the review, lessons learned and recommendations for the remaining life of the project.)

IV. REVIEW OF THE FARARANO PROJECT (20 Pages)

A. Overview of the Project (including project history, targeted impact groups, theory of change, logical framework, geographic coverage, and resources)

B. Key Outputs Under Each Purpose (including an overview of the implementation process including quantity of production, quality of production, description of participants and beneficiaries, key observations, lessons learned and specific recommendations)

C. Project Outcomes and Impact Under Each Purpose (including an assessment of the immediate life-of-project impact, likelihood of this impact being sustained after the project ends, lessons learned and recommendations for enhancing sustained impact.)

D. Cross-Cutting Themes (Including a summary of specific actions taken by the project to operationalize the cross-cutting themes, an assessment of how these have contributed to achieving project impact, lessons learned, and recommendations for the remaining life of the project.)

E. Overall Program Design (Including an analysis of the current relevance of the targeting systems, theory of change and logical framework with recommendations for the remaining life of the project)

F. Project Implementation Systems (Sections on project management, partnership, knowledge management, and project integration, major observations from the review, lessons learned and recommendations for the remaining life of the project.)

V. SPECIFIC TOPICS (3 Pages)

A.

B.

C.

D.

V. CONCLUDING REMARKS (1 Page)

Annex 2: Additional Case Studies

Case study 5: The landless

Nafarriko
Tsianisiha commune, Tsiafanoka fokontany

Nafarriko, 75, is an elderly woman who has lived her entire life in the same village in the Tsianisiha commune in southwest Madagascar. She is not a direct beneficiary of the Fararano project but lives among those who are. By her own definition, she is among the poorest in the community that should – but does not – receive any help from the project since she does not have any young children and does not own any land.

Nafarriko has no memory of her father; she remembers her childhood with her single mother and six siblings as marked by constant hunger. Her mother fed them maize when she could but it was never enough for the hunger to go away. Nafarriko was married at age 12 and had her first child at age 15. She now has 16 children; her youngest is 25. Her children have either married and live in separate households or moved away. However, five of her grandchildren remain in her household along with her husband and an elderly uncle she cares for. Her grandchildren are young but they are all over two and do not qualify for receiving rations.

Nafarriko with her husband and grandson

Nafarriko and her husband do not own any land or any other assets. They work the field by their home and as payment, are able to take half the cassava they farm. The other half goes to the owner of the land. She heard about the opportunity to participate in the Food for Assets reforestation activity but was not there when people were recruited or selected for the activity. She asked if she could participate for the rice ration but was told by whom she perceived to be in charge that she can participate but she will not receive any rations for her work.

The only other interaction Nafarriko has had with Fararano activities or staff was when the community health volunteer told them they had to build a latrine, which they did. Nafarriko and her household use the latrine but still do not treat their water. Nafarriko insisted repeatedly that the most beneficial thing for them would be more Food for Asset opportunities to be able to work for rice. She says cassava is the only thing she and her household ever eat and their lives would be better off with more variety in their diet.

Case study 6: Female head of household

Baolineza
Anushiparie commune, Maromanitra fokontany

Baonileza, 49, is a female head of household in Maromanitra, a community in the Anushiparie commune. She is a farmer and owns land, but not enough to comfortably provide for her family. She was born and raised in this village along with her six siblings. Her parents were farmers and ensured Baonileza and all her siblings went to school. Baonileza has fond memories of her childhood and remembers food being plentiful. She does not remember how old she was when she was married, but thinks she was around 16. She moved to the nearby fokontany where her husband was from and had six children. When she was about 30, she gave birth to twins shortly before her husband passed away. She then moved back to Maromanitra with her children and starting farming on father's land. Her mother had passed away while she was living in the different village with her husband, and her father died shortly after her return to her home village; she received her father's land as an inheritance.

The village Baonileza left was not the same one to which she returned. Due to the series of cyclones, locusts and droughts, the plentiful food she remembered was replaced by chronic food insecurity. She does not sell any of the crops she produces on her small plot because she barely has enough to feed her family. Many times, the only thing they have to eat is *tavolo*, which is Malagasy for arrowroot. Baonileza explains that *tavolo* powder is very bitter and a lot of work is required to make it edible. She used to own cows but they all died, along with the rest of the cows in the village, from an illness that quickly overtook them.

Baonileza (far left) eating porridge made from Tavolo

Baonileza has participated in some Fararano activities and would like more opportunities for her to be more active. She was involved with reforestation, a Food for Assets activity, and enjoyed both the work and the rice she received. She is also part of the Disaster Risk Reduction committee for the fokontany. Her eldest daughter is a leader mother and helps the neighborhood women learn information that can benefit their health and their families. Baonileza also participates in a Savings and Internal Lending Community group but her involvement is sporadic since she does not always have the required cash to be included. Baonileza has received agriculture training from a different project but she does not remember the name of it. She knows there are Fararano lead farmers in this community but she does not know who they are or how to benefit from their knowledge.

In Baonileza's opinion, the biggest causes of food insecurity in her community are the seasons, alternating between droughts and excessive rain, and the lack of infrastructure. Baonileza also described the lack of health care providers and facilities. The nearest healthcare facility is a half-hour walk to the commune center and often the doctor is not there. There is a community health volunteer in the village but she mainly caters to children under five, leaving limited options for older children and adults. Baonileza would like to see the road fixed since it is the only way in and out of the village. She would also like more access to clean water. She currently gets water from the river, which is close by, but very dirty. She uses Sur Eau, a chemical water treatment, as much as she can, but it is expensive and often she cannot afford it. Additionally, Baonileza thinks more infrastructure projects would encourage camaraderie amongst the villagers. She feels adamant about the benefits of the community working collectively to improve their quality of life.