



ASSAINISSEMENT, CHANGEMENT DE COMPORTEMENT ET EAU POUR LE SÉNÉGAL (ACCES) ACTIVITY MIDTERM PERFORMANCE EVALUATION

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MIDTERM PERFORMANCE EVALUATION OF THE ACCES ACTIVITY

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ACRONYMS

ACCES	<i>Assainissement, Changement de Comportement et Eau pour le Sénégal</i> (Sanitation, Behavior Change and Water for Senegal)
ACRA	Associazione di Cooperazione Rurale in Africa e America Latina
ADEMAS	<i>Agence pour le Développement du Marketing Social</i> (Agency for the Development of Social Marketing)
AMELP	Activity Monitoring, Evaluation and Learning Plan
AMS	<i>Association des Maires du Sénégal</i> (Association of Mayors of Senegal)
ARD	<i>Agence Régionale de Développement</i> (Regional Development Agency)
ASUFOR	<i>Association des Usagers des Forages</i> (Association of Borehole Users)
BCC	Behavior Change Communication
BDS	Business Development Services
BRH	<i>Brigade Régionale d'Hygiène</i> (Regional Hygiene Brigade)
CBP	Community-Based Promotor
CFA	<i>Communauté Financière Africaine</i> (West African Franc)
CLTS	Community-Led Total Sanitation (“ATPC” in French)
CMS	<i>Crédit Mutuel du Sénégal</i>
COP	Chief of Party
COR	Contracting Officer’s Representative (USAID)
CRS	Catholic Relief Services
CSR	Corporate Social Responsibility
CSV	<i>Comité de Suivi Villageois</i> (Village Monitoring Committee)
DA	<i>Direction de l'Assainissement</i> (Directorate of Sanitation)
DCOP	Deputy Chief of Party
DGPRES	<i>Direction de la Gestion et de la Planification des Ressources en Eau</i> (Directorate of Water Resources Monitoring and Planning)
DH	<i>Direction de l’Hydraulique</i> (Directorate of Hydraulics)
DHS	Demographic and Health Survey
DLV	<i>Double Latrine Ventilée</i> (Dual-Pit, Vented Latrine)

DRH	<i>Division Régionale de l'Hydraulique</i> (Regional Direction of Hydraulics)
EGO	Economic Growth Office
EQ	Evaluation Question
EU	European Union
FG	Focus Group
GD	Group Discussion
GOLD	Governance for Local Development
GOS	Government of Senegal
HCD	Human-Centered Design
HH	Household
JICA	Japan International Cooperation Agency
JMP	Joint Monitoring Program (WHO and UNICEF)
KII	Key Informant Interview
LV	<i>Latrine Ventilée</i> (Ventilated Latrine)
MA	Market Approach
M&E	Monitoring and Evaluation
MBS	Market-Based Sanitation
MDG	Millennium Development Goal
MEP	USAID/Senegal Monitoring & Evaluation Project
MFI	Microfinance Institution
MHA	<i>Ministère de l'Hydraulique et de l'Assainissement</i> (Ministry of Hydraulics and Sanitation)
MOU	Memorandum of Understanding
MSI	Management Systems International
MUS	Multiple Use Water Service
NRCE	Natural Resources Consulting Engineers, Inc.
ODF	Open-Defecation Free
OFOR	<i>Office des Forages Ruraux</i> (Office of Rural Boreholes)
ONAS	<i>Office National de l'Assainissement du Sénégal</i> (National Office of Sanitation of Senegal)

ORT	Oral Rehydration Therapy
PAD	Project Appraisal Document
PBC	Promoteur de Base Communautaire
PEPAM	<i>Programme d'Eau Potable et d'Assainissement du Millénaire</i> (Drinking Water and Sanitation Millennium Program)
PSI	Population Services International
SA	Sales Agent
SENWASH	USAID/Senegal Water, Sanitation and Hygiene
SILC	Savings and Internal Lending Community
SNAR	<i>Stratégie Nationale de l'Assainissement Rural au Sénégal</i> (National Strategy for Rural Sanitation in Senegal)
SNH	<i>Service National de l'Hygiène</i> (National Hygiene Service)
SP	Service Provider
SRA	<i>Service Régional de l'Assainissement</i> (Regional Sanitation Service)
TCM	<i>Toilette à Chasse Manuelle</i> (Manual-Flush Toilet)
UNICEF	United Nations Children's Fund
USAID	U.S. Agency for International Development
WASH	Water, Sanitation, and Hygiene
WASHPaLs	Water, Sanitation and Hygiene Partnerships and Learning for Sustainability
WHO	World Health Organization

EXECUTIVE SUMMARY

This report summarizes the midterm performance evaluation of the Sanitation, Behavior Change, and Water for Senegal (*Assainissement, Changement de Comportement et Eau pour le Sénégal*, ACCES) activity from its inception through December 2018. It describes the findings and conclusions of the evaluation team's desk review of key documents and field research and offers recommendations, jointly developed with key stakeholders, that can improve activity performance.

EVALUATION PURPOSE

The purpose of this midterm performance evaluation is to determine how well ACCES is meeting its intended objectives halfway through its implementation period and to make recommendations on approaches and management for the final years of the activity. The evaluation's findings will be used to (1) contribute to learning that will have a positive impact on activity implementation; (2) provide lessons learned that can be shared with other water, sanitation and hygiene (WASH) activities in Senegal and across the globe; and (3) supply timely feedback that will inform the design of future USAID/Senegal activities. The intended audience for this evaluation is primarily the USAID/Senegal WASH team in the United States Agency for International Development (USAID) Economic Growth Office (EGO). Other key interested parties include Senegal's Ministry of Hydraulics and Sanitation (*Ministère de l'Hydraulique et de l'Assainissement*, (MHA) and USAID/Washington's Office of Water and Sanitation.

ACTIVITY BACKGROUND

The overall goal of the ACCES activity, using a market-based approach and behavior change programming, is to significantly increase sustainable access to improved water and sanitation services and adoption of hygiene practices in targeted communities. Its aim is to improve health and nutritional outcomes, particularly of women and children. The activity implements this approach in six regions: Ziguinchor, Sédhiou, Kolda, Kédougou, Tambacounda and Matam.

The activity is aligned to the Government of Senegal's (GOS's) National Strategy for Rural Sanitation (*Stratégie Nationale de l'Assainissement Rural au Sénégal*, SNAR), adopted in 2016, which aims to promote "a demand-driven approach, encouraging the private sector to enter the market, and test new financing mechanisms to increase household purchasing power."¹ The SNAR is the first GOS WASH strategy that advocates a transition to a market-based approach.

EVALUATION DESIGN AND METHODS

The evaluation methodology consisted of three phases, including a thorough review of ACCES documentation, expansive field data collection and qualitative data analysis. The evaluation team collected data in Dakar and three of ACCES's six regions – Matam, Kédougou and Ziguinchor.² The evaluation team visited three communes in Matam and four communes each in Ziguinchor and Kédougou. In total, the evaluation team conducted 89 key informant interviews (KIIs), 17 group interviews and 12 focus groups (FGs) with 121 participants across a variety of categories, including ACCES staff, USAID/Senegal, other USAID/Senegal activities, the GOS, Association of Borehole Users (*Association des Usagers des Forages*, ASUFOR), *Crédit Mutuel du Sénégal* (CMS), other donor-funded programs, sales agents, clients and service providers. Women accounted for 44 percent of interviewees and

¹ Project Appraisal Document, p. 6.

² The evaluation team also conducted one interview in Tambacounda.

63 percent of focus group participants. Finally, the analysis phase of research comprised two steps: daily interpretative analysis while in the field and content analysis and triangulation of evidence once the data were collected.

FINDINGS AND CONCLUSIONS

EVALUATION QUESTION 1: PERFORMANCE

How well is ACCES performing? What is working and what is not working, and why?

ACCES performs **well in some areas and poorly in others**. The activity excels in meeting its water and community-led total sanitation (CLTS) objectives. ACCES exceeded its end-of-activity target of 30,000 individuals gaining access to improved water sources and 66 of 76 targeted villages (87 percent) have been declared open-defecation free (ODF). The activity developed several innovations resulting in latrine price reductions and quality improvements. ACCES has also succeeded in providing credit to groups through CMS. ACCES created 67 savings and internal lending committees (SILCs) and other groups to facilitate informal loans.

The activity **performs poorly** when evaluating latrine sales and market approach development. The activity fell short of expectations for demand generation and latrine sales, driven in part by attrition among market actors, lack of financing options for individuals and a dearth of cement rings to satisfy market demand. The activity's overall latrine sales target is 13,363 "improved toilets and latrines constructed/ purchased by beneficiary households." As of December 21, 2018, only 1,211 (9 percent) of the latrine sales target has been achieved, while 50 percent of the activity is over. In addition, attrition rates among service providers are high across the regions visited by the evaluation team. For example, 712 entrepreneurs were trained on a wide variety of topics, one of which included credit access. In Matam, only 12 out of 112 (11 percent) masons and entrepreneurs trained in latrine construction by ACCES are still functioning. Also, CMS has provided only one loan to an individual entrepreneur. Finally, ACCES purchased 47 steel molds to produce cement rings but has loaned only 14 of them to entrepreneurs and masons, despite the overall shortage of cement rings in the market. ACCES does not yet have a plan in place to motivate entrepreneurs to purchase their own molds or shift the production of the molds to market actors.

The activity's main **strengths** include the commitment of ACCES leadership to accomplishing the activity goal, especially in CLTS and water access, and their overall technical innovation and expertise in the sanitation sector. ACCES is exploring multiple opportunities to boost latrine sales, including: (1) agreements with municipalities to dedicate local government funding for the construction of latrines for poor households; (2) investigating the possibility of harnessing diaspora funding to buy latrines for their communities of origin; and (3) development of corporate social responsibility (CSR) agreements. In addition, the activity's sanitation experts have developed cement rings, which reduce latrine construction time and cost. They are also importing SatoPans from Nigeria, a product that reduces latrine odors and flies and does not require much water to flush. Finally, ACCES customized latrine options to provide a range of price points to potential clients.

ACCES's **weaknesses** are primarily driven by the difficult operating environment, a lack of strategic direction for the first several years of the activity and coordination problems. ACCES is implementing a market-based approach to sanitation (a supply-side subsidy model) in geographic areas where the GOS, the World Bank (WB) and the European Union (EU) continue to provide sanitation subsidies—up to 90 percent—directly to households (demand-side subsidy models). These two models are in conflict where they overlap and are difficult to physically separate, as demonstrated by the deterioration of the relationship between the EU-funded GRET latrine construction activity and ACCES. In addition, the search for a strategic market-based direction for the activity during its first two years delayed development of the marketing and communications campaign; demand response mechanisms like training sufficient numbers of entrepreneurs, masons and sales agents; and latrine sales growth. Finally, ACCES is implemented by a consortium comprised of NRCE, (the prime contractor); Catholic Relief

Services (CRS); Caritas;³ Population Services International (PSI); Agency for the Development of Social Marketing (*Agence pour le Développement du Marketing Social*, ADEMAS); MWH Global; and IMPAQ International. The lack of coordination since the activity's inception among consortium members negatively affected performance, with members behaving more like several separate activities instead of one unified activity. Consequences of the lack of coordination include: (1) a lack of prime contractor control over field resources; (2) administrative inconsistency on per diem and travel policies; (3) self-interested decision making, including the inability to co-locate and working at cross-purposes; and (4) data quality problems due to a lack of M&E staff.

Opportunities exist to capture additional client demand for WASH products and services. Unmet demand for latrines may persist; 38 percent (456) of all latrine sales were completed in the last quarter of 2018. ACCES may also seize on the opportunity to provide credit to more groups of individuals, as the use of this financing mechanism has grown significantly over time. Finally, the use of SatoPans can be an opportunity for the activity to differentiate itself from the competition.

Threats to the program are significant and, if not mitigated, can cause the activity to fail. An insufficient number of masons and entrepreneurs to fulfill demand, a lack of steel molds and hardware, a lack of credit to buy additional steel molds and continued attrition of service providers all threaten the growth of latrine sales. In addition, other donors have ongoing demand-side subsidy activities, all of which have potential to destroy the WASH market if intervention zones are not painstakingly de-conflicted.

EVALUATION QUESTION 2: VALUE ADDED

What is the value added of ACCES in the four output areas: (a) demand generated for WASH products and services; (b) increased market-based provision of WASH products and services; (c) improved provision and management of multiple-use water systems; (d) improved enabling environment for equitable delivery of quality WASH systems?

The ACCES activity has added value to these four intervention areas in varying ways. ACCES has been most successful in CLTS and behavior change activities and less successful in the development of the sanitation market. However, ACCES is one of the pioneers in sanitation market development in Senegal.

DEMAND GENERATED. ACCES has improved sanitation behavior in targeted areas, created synergies with GOS and other donor activities, reduced latrine costs and started to use credit to spur demand for sanitation services. This is the first time that CMS has granted loans to improve household sanitation; traditionally, financial institutions provided credit only for the development of income-generating activities. Despite these improvements, the demand for market-based products and services remains low due to the lack of significant activity in the WASH market. Weak demand is, in large part, driven by the novelty of the market-based approach, the disadvantageous coexistence alongside subsidy-based projects, an overall lukewarm perception of the market approach compared to the subsidized alternative, and the limited financial means of the target population.

MARKET-BASED SERVICE PROVISION. ACCES has developed a new and fragile WASH marketplace, created new connections between market actors, and improved the technical capacity of market actors. Some of these market actors have high potential to make money (cement ring producers and entrepreneurs) and some have had a more difficult time making money (masons and sales agents). When services are provided, the majority of interviewees are satisfied with the construction of latrines. Despite substantial efforts to implement a challenging market-based model, the provision of WASH products and services remains limited due to the low-income levels of the population, the existence of ongoing subsidies projects and the need for a longer-term commitment.

³ Caritas departed the consortium in 2018.

MULTIPLE-USE WATER SERVICE (MUS) PROVISION AND MANAGEMENT. Water infrastructure is on track for completion (eight of nine structures have been completed), and 23 detailed MUS plans were completed and shared with local governments. However, without a dedicated funder and implementer, the plans are useless. ACCES is not contractually obligated to implement the MUS plans.

ENABLING ENVIRONMENT FOR EQUITABLE DELIVERY. Women receive opportunities across the WASH marketplace as both service providers and clients of products and services that inherently help women and children. SILCs in particular have been a vehicle for empowering women to purchase latrines. ACCES organized 67 SILCs across the six intervention regions with 1,863 members, only 183 of them men.

In addition, ACCES's collaboration with the national Technical Services (government officials with technical roles) and local governments has improved the environment that enables market development and sanitation service delivery. ACCES signed six agreements at the national level with the Association of Mayors of Senegal (*Association des Maires du Sénégal*, AMS), the Directorate of Sanitation (*Direction de l'Assainissement*, DA), the National Hygiene Service (*Service National de l'Hygiène*, SNH), the Directorate of Hydraulics (*Direction de l'Hydraulique*, DH), the Directorate of Water Resources Monitoring and Planning (*Direction de la Gestion et de la Planification des Ressources en Eau*, DGPPE) and the Office of Rural Boreholes (*Office des Forages Ruraux*, OFOR). At the local level, the activity works jointly with the Regional Hygiene Brigade (*Brigade Régionale d'Hygiène*, BRH) and the Regional Sanitation Service (*Service Régional de l'Assainissement*, SRA) in the certification of ODF villages.

EVALUATION QUESTION 3: SUSTAINABILITY

What types of institutions are needed to ensure the sustainability of a WASH market in targeted communities?

Market actors, local and national **government agencies** and **donors** are needed to ensure the sustainability of the WASH market in targeted communities. Entrepreneurs, masons and hardware distributors provide the materials and construction expertise necessary for building latrines. In addition, sales agents are essential because they generate demand for latrine sales. A SatoPan importer/ distributor is essential for ensuring a supply of SatoPans to local markets. Financial institutions are necessary because they provide access to latrine financing. The local and national government can also improve market sustainability prospects. Mayor's offices provide strong levels of coordination and trust to support the market. At the national level, ACCES staff note their strong collaboration with the MHA, the DA and OFOR. Finally, donors are essential to the sustainability of the market because they invest the training, capital and human resources necessary for its development.

ACCES makes positive **investments** in the market through cooperation with government agencies and training to provide the buy-in and skills necessary to create a sustainable market. The activity trains masons, entrepreneurs and sales agents on construction, management and marketing techniques, as well as provides travel, per diem and lodging for the government to attend ACCES events and conduct latrine and water infrastructure site visits.

However, **distortive subsidies** affect the long-term sustainability of the WASH market. ACCES provides some material and financial support to market actors that artificially prop up the market, which may be helpful for growth and development in the short term but are counterproductive to sustainability in the long term.

EVALUATION QUESTION 4: RESOURCES

What resources are being underutilized by the project, and what other resources do they need to meet their targets at the end of the activity? What is the ideal mix of resources for the project to have to achieve its targets?

The **GOS**, the local **WASH platform** and **communication and marketing tools** are ACCES's most underutilized resources. Despite a good relationship, the GOS Technical Services believe that ACCES is not fully

utilizing them. In addition, the WASH platform is an opportunity for ACCES to improve activity visibility and may help improve cooperation between donors and the government in regions where it operates. However, the WASH platforms are not dynamic at the local level. In addition, public awareness campaigns are not supported by visual tools (flyers, posters, etc.) and there few Sagal latrine marketing signboards and posters to promote ACCES activities.

The additional resources required include **human and logistical resources**, such as monitoring staff and vehicles, which are urgently needed for the activity to achieve expected results. One issue is a lack of technical personnel to implement ACCES activities. For example, as of December 2018, only two technicians were employed to check the quality of the latrines constructed, which has caused implementation and verification delays. In addition, monitoring and evaluation (M&E) staff, needed to track the day-to-day data collected in the intervention regions, are lacking. ACCES does not have a position defined in the organizational chart for a staffer with the mandate to coordinate all ACCES activities and resources at the regional level for all regional staff, regardless of the particular consortium partners that pay them. Also, an insufficient number of project vehicles is available in the intervention areas.

Finally, according to the Water, Sanitation and Hygiene Partnerships and Learning for Sustainability (WASHPaLs) report called “Scaling Market-Based Sanitation,” published in June 2018 for USAID, **time** is an essential component for success of market-based sanitation approaches. The report states: “[C]hanges in the sanitation market system can take time, but MBS [market-based sanitation] interventions can scale up if funders remain invested and flexible over longer than five-year funding horizons.” While 13,636 latrine sales are certainly possible within the five-year timeframe of the activity, international research shows that to reach upward of 10 times that figure, the market should probably exist for at least six to eight years. However, most of these successful activities are outside the West African context and therefore should not be relied on too heavily for decision-making.

RECOMMENDATIONS

The evaluation team hosted a recommendations workshop with ACCES and USAID staff to jointly develop practical, actionable recommendations geared toward developing concrete solutions that respond to this evaluation’s findings. The workshop resulted in more than 50 recommendations that were assigned to designated stakeholders to complete. The recommendations matrix is in Annex II. Recommendations are synthesized below.

FOR ACCES

STRATEGY

- Finalize and validate the ACCES marketing strategy document currently in progress.
- Continue the implementation of the current commercial strategy.
- Lead group discussion and reflection on how to reduce attrition among market actors and motivate them to provide quality sanitation infrastructure construction services.
- Centralize and bundle latrine orders with experienced entrepreneurs and trained masons to try to improve profit margins, reduce the cost of worksite material deliveries and streamline construction.
- Explore the possibility of subsidy provision to entrepreneurs and masons for the purchase of construction materials to spur latrine installation and build working capital.
- Continue preparing entrepreneurs to integrate marketing into their businesses, including paying commissions and incentives to sales agents to conduct door-to-door marketing.
- Support and develop entrepreneurs’ capacity to buy and use steel molds for the production of concrete rings.

- While encouraging the use of concrete rings and bricks to build latrines should continue, ACCES should not discourage other, more diverse ways to build latrines based on local methods and materials.
- Encourage masons and entrepreneurs to build networks to improve responsiveness in periods of high demand for latrine construction.
- Identify a national distributor for SatoPans with sufficient capital to finance shipment of the pans from Nigeria and their distribution to small peri-urban and rural shops across the country.

COORDINATION

- Standardize core administrative, security and reporting policies and procedures across all consortium partners. Hold a team-building workshop for all consortium partners to socialize and solidify these changes.
- Relocate all ACCES output managers across the various consortium partners to the ACCES office in Dakar.
- Centralize regional field staff in one ACCES office per region.
- Implement mandatory monthly coordination meetings between each region and the Dakar-based management team.
- Organize quarterly coordination meetings between each project zone and the Dakar-based management team.

FINANCING

- Continue to seek partner financial institutions in addition to CMS to provide loans for clients and entrepreneurs in the sanitation market space.
- Begin and grow credit provision for individual households through partnerships with financial institutions.
- Explore the possibility of expanding ASUFOR's sanitation loan program to more SILCs and other groups.
- Continue support for municipalities in their development of financial mobilization plans in collaboration with USAID's Governance for Local Development (USAID/GOLD).
- Develop collaboration with other projects such as USAID/GOLD, USAID/KAWOLOR and Associazione di Cooperazione Rurale in Africa e America Latina (ACRA) to finance components of the municipal-level integration of MUS plans into annual investment plans.
- Advocate for MUS funding through discussions with WASH platform regional partners.
- Convene a workshop with USAID and other actors to identify concrete ways to fund MUS plans after the project closes.

MONITORING

- Enhance fieldwork monitoring to ensure that all latrines and water structures are being built or repaired according to specifications required.
- Involve ACCES staff in the recovery of remaining funds in the contract signed between the entrepreneur/mason and households.

COMMUNICATION

- Finalize and implement the long-planned Sagal communication/ marketing campaign to accelerate sales and create brand recognition, especially through posters and radio broadcasts.

- Systematize the use of helpful and clear visual aids in all outreach activities. Ensure their use in CLTS, mason and entrepreneur trainings.
- Hire an agency to follow up the implementation of the communication/marketing campaigns.
- Improve distribution of physical communications materials in visible areas across ACCES's implementation zones, including tarpaulins, banners and Kakemono materials.

CAPACITY BUILDING

- Develop more practical business development services (BDS) training modules to reduce the focus on theoretical issues and enhance the emphasis on practical business solutions. Consider coaching for former BDS participants.
- Provide masons with a thorough, written latrine construction guide with pictures to standardize latrine construction quality.

COLLABORATION

- Monitor the implementation of activities agreed upon in the memoranda of understanding (MOUs) with local government entities and ensure completion of all activities.
- Share the ACCES annual report with government technical services and mayors in each region.
- Advocate for, and possibly organize with the governor and technical services, the regularly scheduled meetings of the regional WASH platforms.
- Encourage co-financing of WASH platform activities between donors and government entities.
- Encourage the development of an annual work plan to guide and hold partners accountable for the maintenance of the regional WASH platforms.

HUMAN AND LOGISTICAL RESOURCES

- Explore the possibility of recruiting a project communication specialist and optimize the use of the existing M&E staff.
- Partner with USAID to repurpose logistical resources like vehicles from projects that have closed or are closing.
- Designate one ACCES staff member per region as regional coordinator, whose role is to harmonize logistics and resource use among all regional consortium staff, represent the interests of the project as a whole and deepen relationships with government entities.
- Begin discussions with USAID about a possible project extension. Thoroughly examine the existing literature and engage with sanitation market experts to help determine sufficient extension guidelines that give project objectives the best chance to succeed.

FOR USAID

- Collaborate with the DA to develop a donor operations framework in which subsidies-based projects primarily target the most vulnerable populations in areas under their geographic purview, while market-based projects primarily target those with the means to pay for latrines.

- Continue to work with the DA to understand where other projects are operating and deconflict, to the extent possible, any geographic or population overlap.

FOR DA/MHA

- Implement the 4C communication campaign, a national communication campaign created to support both the SNAR and the ACCES market approach.
- Encourage donors to redirect subsidies to target the poorest quintile of the population, rather than follow a more traditional model of broad subsidization within a targeted geographic area. This could reduce overlap between subsidized and market-based approaches when geographic areas cannot be entirely deconflicted.
- Encourage collaboration between donors, ACCES and the GOS to harmonize future sanitation approaches to prevent the clash that arises between competing models.

I. EVALUATION PURPOSE AND EVALUATION QUESTIONS

I.1. EVALUATION PURPOSE

The USAID/Senegal Sanitation, Behavior Change, and Water for Senegal (*Assainissement, Changement de Comportement et Eau pour le Sénégal, ACCES*) activity is part of USAID/Senegal's Water, Sanitation and Hygiene (SENWASH) portfolio to comprehensively address WASH topics. The overall goal of the activity is to significantly increase sustainable access to improved water and sanitation services and adoption of hygiene practices in targeted communities that then should improve health and nutritional outcomes, particularly for women and children. It uses an innovative market-based approach and behavior change training in six regions: Ziguinchor, Sédhiou, Kolda, Kédougou, Tambacounda and Matam.

The purposes of this midterm performance evaluation are to (1) determine how well ACCES is meeting its intended objectives halfway through its implementation period and make recommendations on approaches and management for the final years of the activity; (2) contribute to learning that will have a positive impact on activity implementation; (3) provide lessons learned that can be shared with other WASH activities in Senegal and across the globe; and (4) supply timely feedback that will support USAID/Senegal in designing future activities.

The evaluation team investigated the extent to which the activity achieved its goals and determined if other exogenous factors have impacted achievements that USAID/Senegal and ACCES did not foresee. This evaluation report provides specific conclusions and recommendations to support maintaining momentum and improving implementation and sustainability of the activity.

The ACCES activity has four principal mandates to provide and sustain WASH services to the chronically underserved in Senegal. They are:

- **Output 1:** Generate demand for WASH products and services.
- **Output 2:** Increase market-based provision of WASH products and services.
- **Output 3:** Improve provision and management of multiple-use water services (MUS).
- **Output 4:** Improve the enabling environment for equitable delivery of WASH services.

The intended use of the evaluation is to support future activity implementation and possible follow-on activities. The audience is primarily the USAID/Senegal WASH team in the Economic Growth Office (EGO). Other key interested parties include Senegal's Ministry of Hydraulics and Sanitation (*Ministère de l'Hydraulique et de l'Assainissement, MHA*) and USAID/Washington's Office of Water and Sanitation.

I.2. EVALUATION QUESTIONS (EQs)

1. **Performance:** How well is ACCES performing? What is working and what is not working, and why?
2. **Value added:** What is the value added of ACCES in the four output areas, specifically:
 - a. Demand generated for WASH products and services?
 - b. Increased market-based provision of WASH products and services?
 - c. Improved provision and management of multiple use water systems?
 - d. Improved enabling environment for equitable delivery of quality WASH systems?
3. **Sustainability:** What types of institutions are needed to ensure the sustainability of a WASH market in targeted communities?

4. **Resources:** What resources are being underutilized by the project, and what other resources do they need to meet their targets at the end of the activity?

II. ACTIVITY BACKGROUND

II.1. WASH IN SENEGAL

An unsafe water supply, inadequate sanitation, and poor hygiene contribute to more than 88 percent of the cases of diarrheal diseases worldwide, according to World Health Organization (WHO) estimates. In recent years, diarrhea mortality has fallen sharply, due in part to the increased use of oral rehydration therapy (ORT), as well as new vaccines against rotavirus and cholera. However, diarrheal diseases remain the second-leading cause of death in children under age 5, killing an estimated 1.87 million children each year. More than 50 known pathogenic agents that live in human and animal feces cause diarrheal diseases, which can lead to malnutrition, cognitive deficiencies and long-term chronic illness. Primary spread of these agents is through ingestion, either directly through contaminated hands or indirectly through contaminated drinking water, soil, utensils, food or flies. Poor hygiene practices and limited access to sanitation and clean drinking water are the major factors responsible for diarrhea. In Senegal, it is estimated that diarrheal diseases are responsible for 7 percent of all deaths of children under age of 5.

In 2016, the Government of Senegal (GOS) adopted a comprehensive WASH strategy called the National Strategy for Rural Sanitation in Senegal (*Stratégie Nationale de l'Assainissement Rural au Sénégal*, SNAR), whose aim is to improve water, sanitation and hygiene systems across the country's most underserved regions. It marks a significant shift from the demand-side, latrine subsidization approach of the past. One facet of this novel approach focuses on "promoting a demand-driven approach, encouraging the private sector to enter the market and testing new financing mechanisms to increase household (HH) purchasing power."⁴ This marked the first time that the GOS advocated a transition to a market-based approach, and the strategy faces significant challenges that undermine market development. Key issues affecting the development of market-based sanitation approach in Senegal include an underdeveloped private sector, weak governance and management capacity, and policies that do not fully support market sustainability.

Despite these headwinds, GOS has made great strides in providing access to safe drinking water and sanitation services. Senegal was close to achieving the 2015 Millennium Development Goals (MDGs) of reducing by half the number of people who do not have sustainable access to safe drinking water and basic sanitation infrastructure. However, while Senegal has achieved the goals for water and sanitation in urban areas, access rates in rural areas remain below targets. Further, progress in achieving sustainable access to water (59 percent of the population has sustainable access) outstrips objectives but the sanitation goal was not reached (only 39 percent of the population has access to basic sanitation infrastructure). These national statistics also mask regional disparities, where access varies greatly. Despite significant investments by USAID/Senegal, other donors and the GOS in providing access to water and sanitation and promoting hygienic practices, much work remains to improve the sustainability of access, the quality of service and overall coverage rates.

II.2. ACCES SENEGAL

The ACCES activity falls under the USAID/Senegal's Development Objective I from 2014, which supports the GOS's SNAR, specifically related to building demand for WASH services and promoting private sector sanitation service delivery. Geographically, ACCES includes the Southern and Eastern regions of Senegal and seeks to create synergies with USAID's Feed the Future initiative and democracy, human rights, governance and peace and health programming.

⁴ Project Appraisal Document, p. 6.

It targets areas in Senegal with the lowest coverage of water and sanitation services, concentrating efforts in 50 communes in six targeted regions: Ziguinchor, Sédhiou, Kolda, Kédougou, Tambacounda and Matam.

Activity implementation by a consortium is spearheaded by Natural Resources Consulting Engineers Inc. (NRCE) as ACCES's prime implementing partner. Other consortium members include Catholic Relief Services (CRS); Caritas;⁵ Population Services International (PSI); Agency for the Development of Social Marketing (*Agence pour le Développement du Marketing Social*, ADEMAS); MWH Global; and IMPAQ International.

ACCES is working closely with the GOS to provide WASH services to at least 500,000 underserved people. It aims to meet the following targets:

- 50 percent decrease in **open-defecation rates** in the six targeted regions;
- 200,000 people gain access to an **improved toilet** (World Health Organization (WHO)/UNICEF Joint Monitoring Program (JMP) definition);
- 50 **businesses established** for WASH products;
- 30,000 people gain access to an **improved water supply** (JMP definition);
- 350 water service providers receive training in the sustainable operation and management of water supply services;
- 50 local governments (municipalities) have a **multiple-use water services** (MUS) action plan.

III. EVALUATION METHODS AND LIMITATIONS

III.1. DATA COLLECTION METHODOLOGY AND ANALYSIS

The evaluation methodology consists of three phases, including a thorough review of ACCES documentation, expansive field data collection and qualitative data analysis.

PHASE 1: DOCUMENT REVIEW

Prior to launching fieldwork, the evaluation team conducted a desk review of more than 50 key ACCES documents and extracted data relevant to the evaluation. The evaluation team asked ACCES several rounds of additional clarifying questions, both after the document review and throughout the evaluation. The results of the desk review are in Annex IV.

PHASE 2: QUALITATIVE FIELD RESEARCH

The primary qualitative data collection methods consisted of key informant interviews (KIs), group interviews and focus groups (FGs). The evaluation team collected data in Dakar and three of ACCES's six regions: Matam, Kédougou and Ziguinchor.⁶ The evaluation team visited four communes each in Ziguinchor and Kédougou and three communes in Matam. In total, the evaluation team conducted 89 KIs, 17 group interviews and 12 FG discussions with 121 participants across a variety of categories, including: ACCES staff, USAID/Senegal, other USAID/Senegal activities, the

⁵ Caritas departed the consortium in 2018.

⁶ The evaluation team conducted one interview in Tambacounda.

GOS, Association of Borehole Users (*Association des Usagers des Forages*, ASUFOR), *Crédit Mutuel du Sénégal* (CMS), other donor-funded programs, sales agents, clients and service providers. Women constituted 44 percent of all interviewees and 63 percent of all FG participants. A map of the fieldwork and summary table of the field data collection are below, and Annexes X and XI provide full details of all interviews and FGs conducted.

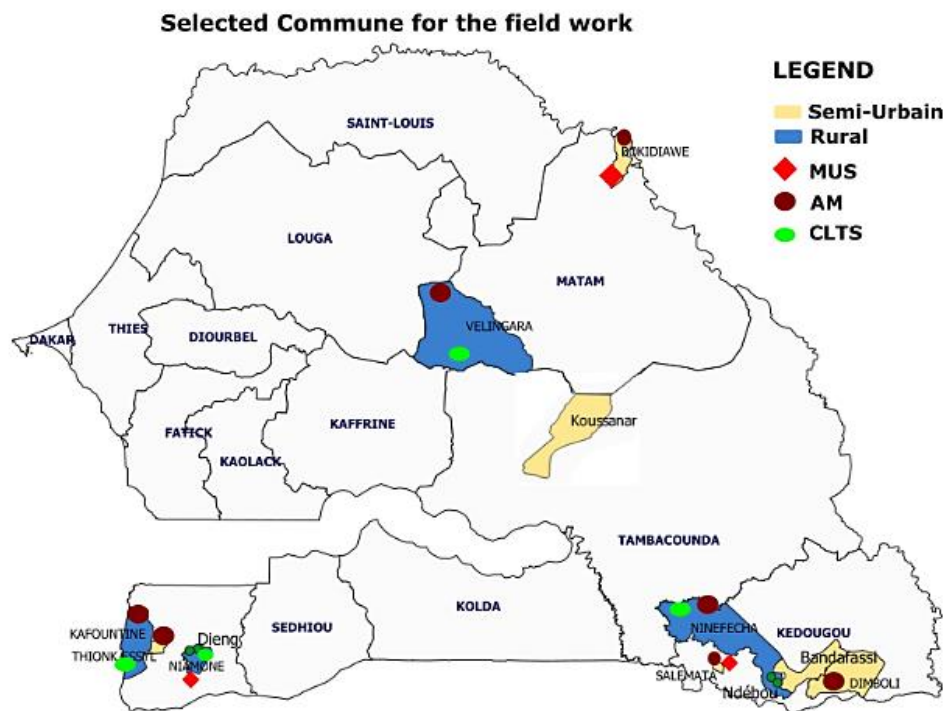


Table: Full Data Collection Summary

Category	# of Individual Interviews	# of Group Interviews	# of Focus Groups	Female Interviewees (%)	Female Focus Group Participants (%)
ACCES Staff	19	4	-	11 (33%)	-
USAID/Senegal	6	1	-	-	-
USAID Other Activities	1	1	-	2 (50%)	-
Government of Senegal	16	7	-	1 (3%)	-
ASUFOR	1	-	-	1 (100%)	-
Donor-Funded Programs	3	1	-	-	-
Clients – Market Approach	9	1	4	8 (62%)	10 (50%)

Category	# of Individual Interviews	# of Group Interviews	# of Focus Groups	Female Interviewees (%)	Female Focus Group Participants (%)
Clients – Women’s Savings and Internal Lending Communities (SILCs)	1	-	2	1 (100%)	36 (100%)
Clients – Water Beneficiaries	3	-	1	1 (33%)	8 (100%)
Clients – CLTS Beneficiaries	5	1	5	3 (38%)	23 (57%)
Service Providers – Entrepreneurs	3	-	-	1 (33%)	-
Service Providers – Masons	7	-	-	-	-
Service Providers – Hardware Stores	1	-	-	-	-
Sales Agents	11	-	-	8 (73%)	-
Crédit Mutuel du Sénégal	3	1	-	-	-
TOTAL	89	17	12	37 (44%)	77 (63%)

PHASE 3: ANALYSIS

The analysis phase of research comprised two steps: daily interpretative analysis while in the field and content analysis and triangulation of evidence after data collection.

DAILY INTERPRETATIVE ANALYSIS. At the end of each day of fieldwork, evaluation team members reviewed their interview notes or recordings and documented what they deemed to be the most important information and insights gained from the research conducted that day. This approach allowed researchers to contemporaneously record their insights and understanding from the interview with full consideration of the context of the discussion. At the conclusion of each week of fieldwork, the evaluation team reviewed the evidence collected to identify potential data gaps and avenues for deeper consideration and exploration. The evaluation team summarized observations into conceptual categories, re-evaluated them as fieldwork continued and gradually linked them to other conceptual categories.

CONTENT ANALYSIS AND TRIANGULATION OF EVIDENCE. The evaluation team used a content analysis approach, the most common for extracting patterns from qualitative data, to identify themes and trends relevant to each EQ and better understand the meaning of statements and the context in which they were made. The team reviewed memos written during the daily interpretative analysis phase, along with interview transcriptions, to discern trends in data and establish key findings. The evaluation team drew together data collected from all lines of evidence to find areas of greatest convergence and agreement among the interviewees. Areas of high convergence were used to develop the Findings and Conclusions Matrix (Annex I), which draws a direct connection between the findings of the evaluation and the conclusions derived from the research.

III.2. LIMITATIONS

The evaluation team identified three limitations that USAID/Senegal should be aware of and developed the mitigation strategies listed below to ensure high evaluation standards.

1. **ASSESSING SUSTAINABILITY.** Since the sustainability of initiatives can be verified only ex-post, the methods proposed to assess sustainability use factors that theoretically contribute to sustainability. The answer to EQ3 describes the likelihood of sustainability based on evidence collected by the evaluation team.
2. **RESPONDENT BIAS.** Key informants constituted the primary source of information in answering all evaluation questions. Although the evaluation team triangulated as much of the data as possible, interview data are subject to cognitive biases, including recall bias. The evaluation team ensured the validity and reliability of findings through systematic triangulation of interview and document sources, along with appropriate selection of a range of ACCES stakeholders at the national, regional and commune levels. This approach reduces the potential for bias across the research.
3. **NON-REPRESENTATIVE SAMPLE.** Because of the restrictions on time allotted to conduct this evaluation, a representative sample of ACCES intervention villages was not possible. However, the evaluation mitigated this by selecting regions and communes that cover a significant amount ACCES's operating territory.

IV. FINDINGS AND CONCLUSIONS

IV.1. EVALUATION QUESTION 1: PERFORMANCE

How well is ACCES performing? What is working and what is not working, and why?

IV.1.1. EQ1 FINDINGS

ACCES is performing well in some areas and poorly in others. In general, the activity excels at its water and community-led total sanitation (CLTS) objectives, developing innovations resulting in latrine price reductions and quality improvements, credit provision to groups through *Crédit Mutuel du Sénégal* (CMS) and commitment to achieving activity targets using creative approaches. The activity performs poorly when evaluating latrine sales and market approach development due to high levels of market actor attrition, the lack of formal credit provision to individuals, the past and current lack of a coherent project strategy and coordination problems among activity partners.

The following analysis details six dimensions of ACCES's performance, including: (1) the most significant results achieved by the activity; (2) where results have been most limited; (3) the principal strengths and (4) principal weaknesses of the activity; (5) opportunities that the activity should explore more fully; and (6) threats that may cause the activity to fail.

IV.1.1.1. MOST SIGNIFICANT RESULTS

Water access and CLTS/ODF objectives, latrine quality improvements and price reductions, and access to credit for groups are the most significant results achieved by the activity.

WATER ACCESS AND CLTS

ACCES is achieving its water access objectives. The activity has already exceeded its end-of-activity target of 30,000 individuals gaining access to improved water sources, primarily through repairs nearly completed on nine water structures in Agnam Civol and Dabia in Matam.⁷ In addition, ACCES has completed 23 multiple-use water service

⁷ The evaluation team did not verify completion of all nine water structures, relying on self-reported data from ACCES and interviews with ACCES and USAID. The team visited one water structure in Koussanar (Tambacounda) and found that the borehole's backup generator,

(MUS) plans, which represent 61 percent of plans to be completed before the end of the activity. ACCES shared these plans with mayors and regional government officials. Finally, ACCES is preparing for the construction of four water systems that began under USAID's Drinking Water and Sanitation Millennium Program (*Programme d'Eau Potable et d'Assainissement du Millénaire*, PEPAM) but were never completed. The activity has already signed contracts with the firms selected to complete the work.

ACCES is also achieving its CLTS objectives. Sixty-six of 76 targeted villages (87 percent) have been declared open-defecation free (ODF) through awareness-raising activities and the auto-construction⁸ of improved toilets (*latrines améliorées* in French). ACCES has also improved monitoring to ensure ODF compliance in collaboration with the Regional Hygiene Brigade (*Brigade Régionale d'Hygiène*, BRH).

"This year, I did not hear anyone say that their child contracted malaria. This is because of the Set-Setal [public cleaning] trainings we did in the village and the cleanliness of our latrines. Since the project has been here, we have learned to take care of our toilets." (CLTS02)

LATRINE QUALITY AND PRICE

LATRINE QUALITY. ACCES has improved the quality of latrine construction and made several changes to improve customer satisfaction by focusing on client feedback and testing new latrine iterations through a human-centered design (HCD) process. In interviews, clients say they are pleased with the latrines because they no longer need to empty them every year, which saves money. Interviewees also noted reductions of odors, flies and mosquitoes compared to previous models. In general, interviewees are satisfied with latrine construction time—masons complete construction in one to two days for a ventilated latrine (*latrine ventilée*, or LV) and four to seven days for the more expensive and substantial manual flush toilets (*toilette à chasse manuelle*, or TCM).

"ACCES latrines are more durable, comfortable and quality-assured compared to latrines from before, when we simply closed the pits when they were full." (MA10)

LATRINE PRICE. ACCES has also reduced the price of latrines. Again, ACCES used HCD to make changes that reduced price without compromising quality. The price reductions have made ACCES latrines more appealing to clients. One of the most significant ways ACCES reduced latrine costs was by developing a suite of customizable products suitable for multiple price points, enabling clients to initiate basic latrine upgrades through progressive improvements in infrastructure over time; for example, construction of an initial pit, then a superstructure, then a second pit if required. The three main latrine choices—the LV, double ventilated latrine (*double latrine ventilée*, DLV) and TCM—range in price from approximately CFA 25,000 (USD \$44) to CFA 231,500 (USD \$405), depending on the commune and region. Based on analysis of ACCES documentation, ACCES TCMs cost, on average, CFA 166,156 (USD \$288), compared to CFA 285,000 (USD \$494) before ACCES, representing significant cost savings (-42 percent) for consumers.⁹

FORMAL AND INFORMAL GROUP CREDIT

ACCES has facilitated formal and informal credit to groups of clients, enabling them to purchase latrines without the need to pay 100 percent of the cost up front.¹⁰ ACCES works with CMS to provide formal credit to groups of clients,

electrical controls and circuitbreaker did not function properly. This finding was confirmed by an ACCES site visit on January 23, 2019. The evaluation team understands that the borehole is operating according to specifications (with SENELEC as the primary power provider), but these repairs are necessary to ensure that the borehole continues to run in the event of a power outage. (Site visit and interview in Koussanar, Flex Contract: Appendix A, pg. 2).

⁸ "Auto-construction" is an initiative taken by the populations of CLTS villages to build improved latrines themselves, which do not necessarily follow the latrine model proposed by ACCES.

⁹ ACCES Latrine Price Excel Document, World Bank 2015, and confirmation email from ACCES M&E Specialist Fatou Dieng.

¹⁰ Formal credit is defined as any loan from a licensed financial institution, like CMS. Informal credit is defined as any loan from an unlicensed organization, like a SILC or ASUFOR.

an advantageous arrangement because financial risk is mutualized among group members. According to ACCES staff and CMS, this is the first time a financial institution has granted loans for latrine construction. Formal loans through CMS have provided funds to 101 members of seven savings and internal lending communities (SILCs). For example, in Bokidiawé (Matam), CMS provided 10 groups, each with 10 women, loans worth CFA 690,000 (USD \$1,198) per group. In addition to receiving formal loans, SILCs and other groups have the ability to lend internally and informally to members. ACCES created 67 SILCs and other groups to facilitate informal loans representing 40 percent (482) of all ACCES latrines purchased through November 2018. Finally, ACCES successfully facilitated a formal CMS loan for one entrepreneur based in Kafountine, Ziguinchor, who received CFA 2.5 million (USD \$4,347) to develop his steel mold cement ring and latrine construction business.

Several underlying reasons accounting for slow latrine sales growth are beyond ACCES's control.

First, the public has not yet been fully sensitized to the emerging paradigm shift away from subsidized latrines in favor of a market-based approach, which has led to negative perceptions of the market model. Some people are still not prepared to pay for a service that they used to receive (and in some cases still do receive) for free.

Second, a portion of the population has not yet made sanitation a priority on par with other basic needs like food and health care. This population does not connect improved sanitation infrastructure to improvements in well-being.

Finally, a portion of the population continues to lack the financial means to purchase latrines and is therefore unable to prioritize sanitation for their families.

IV.1.1.2. MOST LIMITED RESULTS

The activity has fallen short of expectations for demand generation and the provision of sanitation services—exemplified by low latrine sales numbers—driven in part by attrition among market actors, lack of financing options for individuals and a dearth of cement rings to satisfy market demand.¹¹

LATRINE SALES

ACCES has failed to meet its latrine sales targets, having fallen significantly short of USAID's expectations for the first half of the activity. The activity's overall latrine sales target is 13,363 "improved toilets and latrines constructed/purchased by beneficiary households," representing 150,000 people (assuming 11 individuals per household). As of December 21, 2018, only 1,211 latrine sales were made (9 percent of the overall activity target), while 50 percent of the activity is complete. Thirty-eight percent of all sales occurred during the last quarter (October to December 2018), highlighting the slow achievement of this indicator from the inception of the activity through September 2018.

ATTRITION

There are high attrition rates of service provider – masons, entrepreneurs and hardware store owners – who provide latrines to the population, as well as the sales agents who convince clients to buy them. Interviews with ACCES staff, service providers and clients indicate insufficient demand for most service providers to earn enough money to continue working with ACCES. Profit margins for latrines are narrow for most market actors. These financial pressures cause service providers to stop providing latrine services.

"I noticed that there are not enough orders. If it was the opposite, I could have tried; but since there are not enough orders, that's why I took a step back" (SP05).

¹¹ While USAID and ACCES expectations for market development have not been met, the technical literature on sanitation markets notes that market development usually takes more time than the midpoint of a five-year project, which is when USAID scheduled this evaluation. The dimension of time as a crucial factor in market development is discussed more thoroughly in the final section of this report.

Service provider attrition is a loss for the activity because of the significant investment made in their recruitment and training. Attrition rates among service providers are high across the regions the evaluation team visited. For example, of 112 masons and entrepreneurs trained by ACCES in Matam, only 12 (11 percent) are still functioning. In Kédougou, the situation is similar: 85 entrepreneurs trained but only five functioning. The situation is comparable for sales agents: Of 32 initially hired by ACCES (called “first-generation” sales agents) on three-month contracts expiring from May to August 2018, only six are still working. The rest either dropped out because of a lack of financial incentives or were fired because they did not meet sales targets. The activity has been working to remedy this. In October/November 2018, ACCES hired 38 new sales agents (the “second generation”) in addition to the six remaining from the first generation and provided them with stronger incentives to achieve sales targets over a six-month contract period.¹² However, the results of this new incentive structure have yet to be seen.

FORMAL CREDIT TO INDIVIDUALS

CMS does not yet provide credit to individual latrine clients for three reasons. First, as of early December 2018, ACCES and CMS had not signed a memorandum of understanding (MOU) to build the formal relationship necessary to facilitate loan approvals.¹³ Second, CMS fears that individuals will not pay back the loans because many do not have an income-generating activity (or cannot prove the existence of one) that is sufficient to service loan repayments. Third, ACCES has not provided CMS with an institutional guarantee¹⁴ to cover payments in the event of default.

Finally, CMS has provided only one loan to an individual entrepreneur of 712 trained by ACCES in business development (management, accounting, etc). This may be because of CMS loan terms require a 20 percent upfront deposit and a cosigner or physical guarantee that covers 80 percent of the value of the loan, a requirement most individuals cannot fulfil. (The entrepreneur who benefited from CMS credit had been a member of the CMS for years.)¹⁵

STEEL MOLDS AND CEMENT RINGS

Finally, the number of steel molds used to produce cement rings, a vital innovation for reducing both the amount of cement and time required for latrine construction, is insufficient to meet current and potential future client demand. ACCES purchased 47 steel molds but has loaned only 14 of them to entrepreneurs and masons, representing an average of 2.3 molds per region.

In addition, the distribution of the molds across the regions is not optimal. In some regions, masons either do not have access to the molds or must share them, while one mason in Bandafassi does not use the molds that he received from the activity.

¹² First-generation sales agents received CFA 15,000 as a transport stipend and a CFA 2,500 bonus per latrine sold. For the second generation, each sales agent earns CFA 60,000 per three latrines sold. In addition, sales agents receive a shared bonus of CFA 80,000 upon meeting sales targets. The shared bonus is distributed proportionally based on each agent's sales.

¹³ The evaluation team understands that ACCES and CMS signed an MOU covering all regions in late December 2018.

¹⁴ An institutional guarantee is considered a pledge by one party to become liable for a debt obligation if a borrower defaults. The guarantee may be limited or unlimited.

¹⁵ There may be solid reasoning for not providing loans to entrepreneurs. According to the Water, Sanitation, and Hygiene Partnerships and Learning for Sustainability (WASHPaLs) report, “Enterprise finance (i.e., credit for capital or operational expenditure) in sanitation is relatively new, so there is little information on whether it works and if small entrepreneurs in the formal and informal sectors can easily access and use credit for their sanitation businesses (Trémolet 2012; Sijbesma et al. 2008). In addition, it has not yet been applied at scale, and its novelty means its sustainability is still uncertain.” “Scaling Market-Based Sanitation.” WASHPaLs project, June 2018, p.10.

IV.1. I.3. MAIN STRENGTHS

In addition to the most significant results identified above, the activity's main strengths include the commitment of ACCES leadership to accomplishing the activity goal, especially in CLTS and water access and their overall technical innovation and expertise in the sanitation sector.

COMMITMENT TO ACTIVITY SUCCESS AND INNOVATIVE TACTICS

According to activity staff, USAID and government officials, the ACCES leadership team is committed to accomplishing activity goals. Their commitment is clearest in areas where the activity is on track to meet or exceed its contractual targets, including water access (repairs to water systems and construction of water infrastructure), CLTS and the development of MUS plans.

In addition, the ACCES team is willing to try new and innovative tactics to accomplish activity objectives. ACCES is exploring multiple opportunities to boost latrine sales, including: (1) agreements with municipalities to dedicate local government funding for the construction of latrines for poor households;¹⁶ (2) investigating the possibility of harnessing diaspora funding to buy latrines for their communities of origin; and (3) the development of corporate social responsibility (CSR) agreements with mining companies to build latrines for their employees. These initiatives are in their incipient phase but have potential to grow.

TECHNICAL INNOVATION AND EXPERTISE IN SANITATION

ACCES has made several considerable innovations to latrines, introducing technologies and design changes that improve functionality, heighten user experience and reduce costs and construction time. Among other improvements, the activity's sanitation experts have developed steel molds (a technology adopted from another WASH activity in Benin) for the production of cement rings, which reduce latrine construction time and cost. They have also imported SatoPans from Nigeria, a product that, according to ACCES and some clients, reduces latrine odors and flies and does not require much water to flush the toilet.¹⁷ Finally, ACCES customized latrine options to provide a range of price points to potential clients.

IV.1. I.4. MAIN WEAKNESSES

ACCES's weaknesses are primarily driven by the difficult operating environment, lack of strategic vision early in the project and coordination problems.

OPERATING ENVIRONMENT

Several factors outside ACCES's control complicate activity interventions and make WASH market development more difficult to achieve. First, ACCES is implementing a market-based approach to sanitation (a supply-side subsidy model) in geographic areas where the GOS, the World Bank (WB) and the European Union (EU) continue to provide

¹⁶ The Kafountine Town Hall funded the construction of 22 latrines for the commune's most vulnerable households.

¹⁷ ACCES provided prototypes of SatoPans to some contractors and masons. These prototypes served as a model for customers for marketing purposes. Entrepreneurs interviewed found it easy to install compared to traditional models. Some masons had SatoPan orders from clients that they could not complete because the SatoPans had not yet arrived from Nigeria. Some clients also received SatoPans SatoPans because of a small shipment that arrived from Nigeria. While no clients referenced them by name, the clients did note that the SatoPans reduced odor and flies and were easy to clean during evaluation team observation of their latrines.

sanitation subsidies of up to 90 percent directly to households (demand-side subsidy models).¹⁸ While the GOS considers this a transition period whose eventual goal is to completely phase out client subsidies, it has proven impossible for these two models to coexist in the same geographic areas because household economics compel clients to opt for free latrines instead of paying for them.¹⁹ In practical terms, a functional market for WASH products and services can exist only where latrines are bought and sold according to the forces of supply and demand. Some interviewees doubt that this market transition is truly underway; as an ACCES staff member recounted, “Let’s be honest, we do not currently have a country that is going towards the market approach” (A14). Second, ACCES works in regions that are among the poorest in Senegal, where many communities—especially those in rural areas but also in communes in Matam and other regions—continue to practice open-air defecation. In Matam, for example, 42 percent of households practice open-air defecation. Selling latrines in this context is challenging because the population is not accustomed to the product being sold.²⁰

STRATEGIC DIRECTION FOR MARKET DEVELOPMENT

From its inception, ACCES did not have the strategic direction required to develop a robust sanitation market from scratch. This led to a two-year trial-and-error process during which ACCES leadership did not implement a coherent market-based strategy. While this learning process was valuable, and it informs the current market approach, ACCES leadership was not able to develop a nascent market during those early years as the activity searched for strategic direction. For example, the activity initially tried to develop a sanitation market in poor rural areas but found that population density was too low to support a robust market and households lacked means to pay for the latrines ACCES was selling. One reason ACCES tried to market products beyond the means of rural clients was because they wanted to follow the GOS’s high (and probably unrealistic) standards for latrine construction. They also revised the PEPAM catalog technologies while they worked to develop new (lower-cost) technologies. Despite this, the activity admits that a thorough market analysis at the onset of the activity would have saved later time and effort to pivot to peri-urban markets with higher population density and a greater ability to pay for ACCES latrines. ACCES has settled on a market approach that incorporates many of the lessons learned in the first two years²¹ of the project, but a lack of significant activity in the market remains an obstacle that the project must overcome to prove this strategy’s effectiveness.

ACCES’s early lack of strategic direction delayed market development, the ripple effects of which can be seen today. The activity lost valuable time that it could have used in more productive ways. For example, the delayed rollout of the Sagal marketing and communications campaign, the delayed development of demand response mechanisms like the training of sufficient numbers of entrepreneurs, masons and sales agents, and the slow growth of latrine sales all stem from time lost to the initial trial-and-error market approach.

“We spent a lot of time, almost two years, on the identification of intervention communes, which may have influenced the implementation delay.” (A19)

¹⁸ The SNAR advocates a phased approach over three years where there would be an “abandon progressif de la subvention (approche projet) au profit de la subvention de l’offre (approche marché)”, as well as a call for “la hausse progressive et significative du niveau contribution du secteur privé dans le financement de l’ouvrage d’assainissement (de 0 FCFA présentement à 135 000 FCFA à partir de 2022).”

¹⁹ “Subsidies can also crowd out other sources of funding like credit, as households may prefer to wait for a free toilet rather than pay for it on their own (Mehta and Knapp 2004; Evans and Trémolet 2009).” “Scaling Market-Based Sanitation.” Water, Sanitation and Hygiene Partnerships and Learning for Sustainability (WASHPaLs) project, June 2018, p. 33.

²⁰ ACCES Baseline Report, p. 32.

²¹ The choice to go into rural areas with CLTS was conscious because the approach already existed; for the market, the activity led with product development and commune selection, which took more time than anticipated. The error in the first two years was targeting latrines sold and built, since the first-year focus was preparation and market development.

COORDINATION WITHIN ACCES

ACCES has suffered from a lack of coordination since the activity's inception, with consortium members behaving more like several separate activities instead of one unified effort. This is because each of the seven consortium partners – Natural Resources Consulting Engineers Inc. (NRCE), Catholic Relief Services (CRS), Caritas,²² Population Services International (PSI), Agency for the Development of Social Marketing (*Agence pour le Développement du Marketing Social*, ADEMAS), MWH Global and IMPAQ International – have distinct roles and responsibilities without a unified management structure to coordinate effort. As one interviewee said, coordination among ACCES partners required “*navigating little fiefdoms*” (U05). In addition, planning meetings that could resolve some of these obstacles are limited. Some consortium members noted the absence of weekly meetings between regional offices and activity leadership. Instead, the chief of party (COP) and deputy COP (DCOP) meet once every two months with the Eastern and Southern regions. The coordination deficit has four distinct negative consequences for the activity:

1. **LACK OF PRIME CONTRACTOR CONTROL OVER FIELD RESOURCES.** Because of the way responsibilities and resources are divided among consortium partners, NRCE maintains a small field presence while CRS and ADEMAS have a large field presence. Despite NRCE's role as the prime contractor, the unequal distribution of field resources and personnel reduces their ability to decide how to use resources on a day-to-day basis.
2. **ADMINISTRATIVE INCONSISTENCY.** Each subcontractor has its own human resource and financial guidelines, creating rifts between staff and splintering activity efforts. For example, each subcontractor maintains a separate per diem policy, and rates paid to ACCES staff traveling away from their home base differ depending on the policy of the individual consortium member they fall under. This generates consternation among consortium staff.
3. **SELF-INTERESTED DECISION-MAKING.** At times, members put the interests of their organization first at the expense of the consortium, resulting in sub-optimal outcomes. For example, PSI and CRS could not co-locate and work alongside each other because of differing political views.²³ In another example, Caritas contractors were working as ACCES staff only a few months after they completed work on a subsidized latrine activity in the same geographic area, which undermined ACCES's efforts.
4. **DATA QUALITY PROBLEMS.** For the first two years of the activity, each consortium member was tracking its own indicator data without a unified repository for data collection. IMPAQ, the M&E partner in the consortium, was not able to get other consortium members to report indicator data centrally.²⁴ This led to problems with data consistency, and at least one meeting with USAID/Senegal during which IMPAQ and CRS did not agree on the completion percentage of certain indicator targets. This has improved since the team launched SurveyCTO, a mobile data collection platform, in March 2018.

IV.1. I.5. OPPORTUNITIES AND THREATS

Opportunities exist to capture additional client demand for WASH products and services. Threats to the program, like competitors using demand-side subsidies and a lack of demand are significant and, if not mitigated, can cause the activity to fail.

²² Caritas was removed from the consortium in mid-2018.

²³ PSI and CRS have differing views on contraception. CRS, as a Catholic organization, does not support the use of contraceptives.

²⁴ One reason for this is that for much of the activity, the lead IMPAQ M&E team members were in the United States and were charged only with conducting the baseline, midline and final assessments. The IMPAQ team developed SurveyCTO almost two years after activity start, as the need for a unified monitoring system became more apparent.

OPPORTUNITIES

POTENTIAL UNMET DEMAND. ACCES may be able to tap into unmet demand for latrines. Focus group discussions and ACCES documentation show a willingness among the population to purchase latrines, and 38 percent (456) of all latrine sales were completed in the last quarter of 2018. These data point to a potential surge in demand.

CREDIT GROWTH POTENTIAL. ACCES may also see an increase in the use of credit in the coming months and years. The data are promising in this regard: 117 (10 percent) latrines were purchased with formal credit provided to groups since activity inception and 482 (40 percent) were purchased with informal credit provided by SILCs, women's groups and other groups. No groups have defaulted on their loans. In addition, according to ACCES and CMS staff interviewed, ACCES and CMS signed an MOU covering all six activity regions, and USAID/Senegal is weighing the possibility of guaranteeing loans to motivate CMS and others to provide more loans. Easier access to loans and improved repayment terms will be helpful for increasing demand for latrines.

SATOPAN INNOVATION. Finally, the availability of SatoPans can be an opportunity for the activity to differentiate itself from the competition, especially from subsidized activities. SatoPans have the potential to improve the appeal of latrine purchases, which could spur additional demand.

THREATS

RESPONSE TO DEMAND. ACCES staff, USAID/Senegal and service providers indicated the following four potential challenges that could limit the activity's demand responsiveness and sustainability:

1. Lack of masons and entrepreneurs with enough financial capacity to self-sufficiently construct latrines after the activity closes.
2. Lack of materials (mainly steel molds and hardware), materials that are too expensive, and high transportation costs.
3. Lack of credit to buy steel molds to produce cement rings.
4. Attrition of market actors caused by low demand and low profits.

SUBSIDIZED OR COMPETING ACTIVITIES. The existence of subsidized activities in Tambacounda, Kédougou, Sédhiou and Kolda is a threat to the nascent market approach. The World Bank, the European Union and the Japan International Cooperation Agency (JICA) have ongoing demand-side subsidy activities, all with the potential to destroy the WASH market if intervention zones are not painstakingly deconflicted.²⁵

SATO PAN DISTRIBUTION. The purchase and distribution process may become a bottleneck for the ACCES market approach. SatoPans are manufactured in Nigeria because that country holds the current production license, and ACCES ordered one container of SatoPans that arrived in Senegal on January 6, 2019, after a significant delay. ACCES needs to find a wholesaler to import SatoPans and develop a distribution network for them.

LIMITED CLIENT MEANS. Finally, focus group participants and interviewees noted the limited financial means of the households to buy latrines, which may signal that the current surge in latrine demand may be temporary. As one ACCES client said: *"the population wants to join up, but they do not have the necessary means"* (MA09).

²⁵ WASH platforms could serve as tools to help deconflict intervention areas among donors with competing strategies. The purpose of the national platform is to discuss strategic issues like policy reform, while operational issues are discussed at the regional level. The platforms are discussed in more detail later in this report.

IV.1.2. EQ1 CONCLUSIONS

ACHIEVEMENTS. ACCES is achieving ODF status, water objectives and MUS plans. It has excelled at developing innovations to reduce latrine costs and provide improved sanitation solutions for clients. Access to formal and informal credit is one of the activity's flagship achievements, as it is one of the first times in the history of sanitation in Senegal that a financial institution has agreed to provide credit for latrine construction. In addition, the use of credit to purchase latrines shows signs of growth over the past two quarters. The recently signed MOU between ACCES and CMS demonstrates that formal credit will likely play an even more important role in the provision of WASH loans to clients. Enterprise credit to entrepreneurs may be attempted in the future, but the information on the effectiveness of this approach is limited and it has not been applied at scale in other sanitation markets. Other signs pointing to future credit growth include a possible institutional guarantee for loan defaults, as well as a push to offer credit to other community groups, since no formal loans provided by CMS to groups have gone into default.

CHALLENGES. Despite these successes and positive indicators, challenges lie ahead. Most importantly, USAID and ACCES expectations and targets for latrine sales have not materialized, primarily due to the delayed development of a market strategy. On the positive side, these early failed attempts at market development created learning opportunities that have informed the current strategy, which seems to be headed in the right direction.

INTERNAL CHALLENGES. Hurdles from inside the activity itself are important to consider. First, the continued lack of activity coordination hinders the implementation of the strategic vision of the activity. Intended to draw on the experiences and strengths of the individual members in the service of a common goal, the members actually have pursued goals in relative isolation, to the detriment of the activity as a whole. Second, formal credit to individuals is limited by the lack of a guarantee funded by the activity, making it difficult for financial institutions to provide loans to individuals. Third, ACCES's placement and use of the steel molds is not optimal, as they have not distributed all available molds to entrepreneurs, and the number of molds is insufficient in certain areas and they remain unused in others. ACCES may not be able to respond to a sharp increase in latrine demand, creating a bottleneck in the supply of latrines. If demand increases, enough cement rings may not be available to fulfill the demand and there may not be enough market actors to construct latrines in a timely fashion.

CHALLENGES WITHIN THE ACTIVITY'S MANAGEABLE INTEREST. While threats from outside the activity abound, some fall under the activity's manageable interest and can be directly addressed. The SatoPans arrived in Senegal on January 6, 2019, from Nigeria after a considerable delay, but there is no guarantee that another order of SatoPans will arrive in the future. This is a risk for the activity; if another shipment of SatoPans does not arrive or faces significant delays, then demand for SatoPans will abate and, as a result, fewer latrines will be built. Also, despite investments made by ACCES to train sales agents, masons and entrepreneurs, the majority of them do not continue to sell or construct latrines because their businesses are not profitable. The incentive structure for first-generation sales agents was the primary cause for attrition, as the commission they received was not large enough to continue work with the activity. This continues to be a significant loss for the activity. Lastly, the current operating environment is an obstacle to the success of the WASH market. Donors continue to implement both a market approach and a subsidized approach to sanitation, which has inevitably led to confrontation between donors attempting to target the same population using two incompatible strategies. Subsidized activities have the potential to snuff out the nascent WASH market that ACCES has created.

LATRINE DEMAND. The challenge of decreasing latrine demand remains outside the activity's full control but must be considered and contingency plans must be developed for it. While signs indicate that latrine demand will increase, ACCES must also recognize that household income is low in many of the activity's targeted areas. Communities may not have the funds to pay for latrines, especially in the pre-harvest period when savings are at their lowest point, and entrepreneurs are nervous about entering into contracts with households that may not pay them back once the

latrine is built. Low incomes in targeted communities and entrepreneurs' lack of trust in households to pay them are threats to a healthy WASH market.

IV.2 EVALUATION QUESTION 2: VALUE ADDED

What is the value added of ACCES in the four output areas: (a) demand generated for WASH products and services; (b) increased market-based provision of WASH products and services; (c) improved provision and management of multiple-use water systems; and (d) improved enabling environment for equitable delivery of quality WASH systems?

IV.2.1. EQ2 FINDINGS

The ACCES activity has added value to these four intervention areas in various ways. ACCES has been most successful in CLTS and behavior change activities and less successful in the development of the sanitation market. ACCES is one of the pioneers of sanitation market development in Senegal.

IV.2.1.1. DEMAND GENERATED FOR WASH PRODUCTS AND SERVICES

ACCES has improved sanitation behavior in targeted areas, created synergies with the government and other activities, reduced latrine costs and started to use credit to spur demand for sanitation services. However, the demand for market-based products and services has yet to be realized due to the lack of significant activity in the WASH market, a difficult operating environment and a lack of clear strategy.

BEHAVIOR CHANGE AND ODF

According to ACCES staff, CLTS beneficiaries, the desk review and USAID/Senegal, ACCES is achieving its CLTS objectives. Of 76 targeted villages, 66 have been declared ODF, which means that residents no longer defecate outdoors. Focus group participants and client interviews in CLTS villages noted other positive behavior changes. For example, in the majority of villages visited, "Set-Settal," or public cleaning sessions, take place periodically in public places such as markets, mosques and roadsides. Most interviewees note that fewer cases of diarrhea have been reported due to more toilets, improved hygiene practices and the use of Aquatabs and bleach. Prior to the ACCES activity, respondents were used to open-air defecation because they did not have latrines at home. The ACCES activity contracted community-based promoters (CBPs) responsible for organizing awareness-raising sessions, talks and home visits, which enabled the population to internalize the importance of sanitation for improving their well-being. ACCES also set up village monitoring committees (*comités de suivi villageois*, or CSVs) to monitor behavior changes. Despite these successes, focus group participants and interviewees noted a lack of communications tools (pictures or posters) during awareness sessions, talks and home visits, and the lack of dynamism of some CSVs visited. As of December 2018, the CBP contracts have ended and new ones are being formulated.

"From an economic point of view, it's better. Because before, people became sick with diarrhea and stomach aches. Every day, we are in the hospital and we spend money to take care of ourselves, to look after children or a loved one. But now, since the latrines have been installed, there is an improvement." (MA12)

LATRINE PRICE REDUCTION

ACCES has successfully reduced the cost of latrines. This was made possible by using local materials, allowing clients to customize their latrines and using cement rings instead of bricks. (See Evaluation Question 1 for more details.)

FORMAL AND INFORMAL CREDIT

According to USAID/Senegal, clients and the desk review, credit is an essential lifeline to growing a WASH market because it affords individuals the opportunity to take out a loan to purchase latrines.²⁶ ACCES has only recently begun to provide loans for clients and entrepreneurs, but so far, 10 percent of all latrines have been purchased with formal credit and 40 percent with informal credit. While credit is not a panacea for latrine sales and the risk of a credit default is real, no sanitation loans have gone into default and the sanitation market literature clearly states that credit is critical for market development.

This is the first time that CMS has granted loans to improve household sanitation. Traditionally, financial institutions provided credit only for developing income-generating activities. (See Evaluation Question I for more details.)

IV.2.1.2. INCREASED MARKET-BASED PROVISION OF WASH PRODUCTS AND SERVICES

ACCES has developed a new and fragile WASH marketplace and improved the technical capacity of the various market actors. Much effort has been made to implement a challenging market-based model, but sustainability is tenuous given ongoing subsidies, low income levels (especially in rural areas) and the need for a longer-term commitment.

MARKETPLACE CONNECTIONS

According to ACCES staff and service providers, the activity has provided WASH services in areas where few latrines existed. The creation of a marketplace is an ambitious goal that has not yet been achieved.

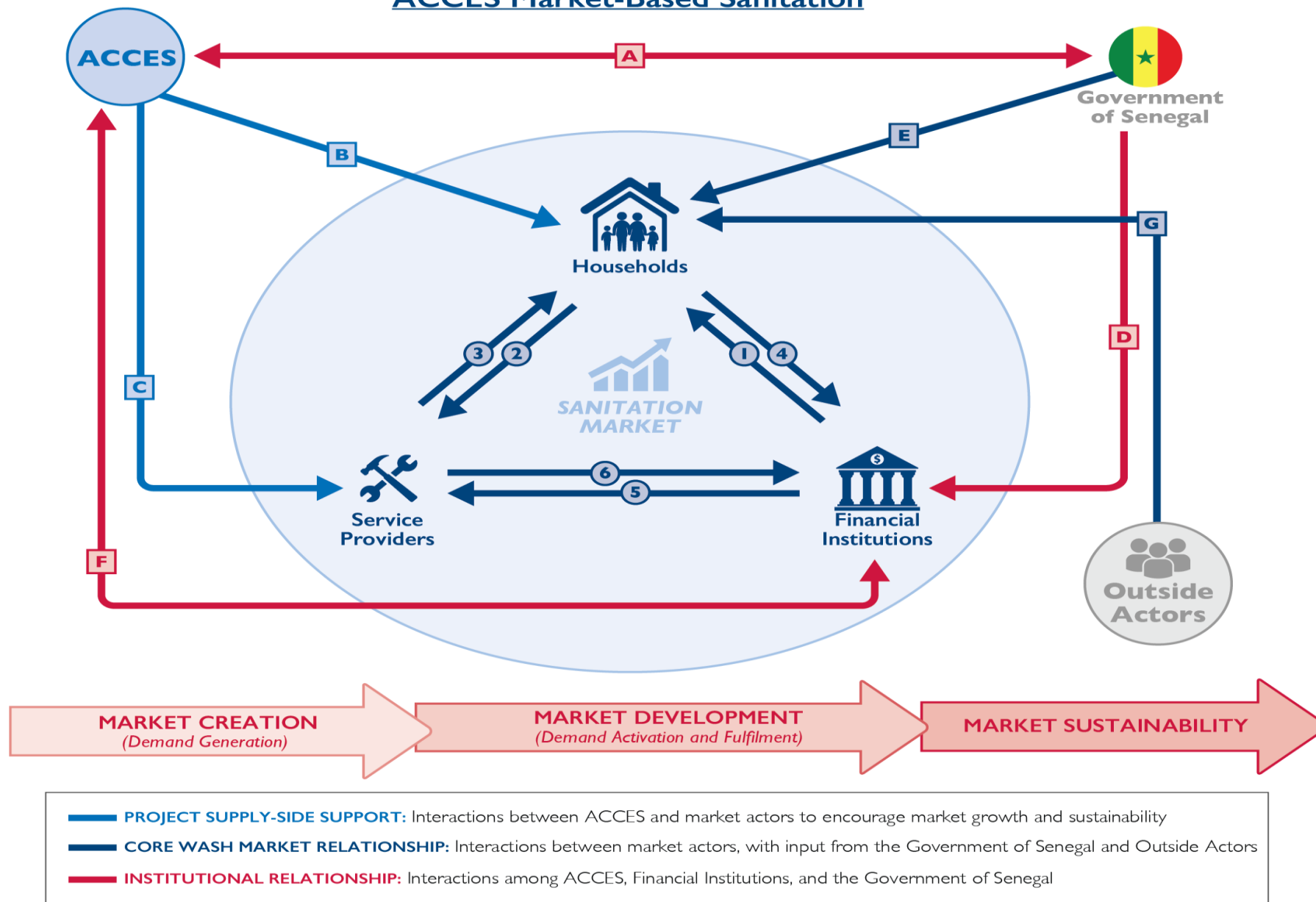
The WASH market analysis developed by the evaluation team indicates that ACCES has created new connections between market actors in the WASH marketplace. Some of these actors have high potential to make money (e.g., cement ring producers and entrepreneurs) and some have had a more difficult time making money (e.g., masons and sales agents). The graphic that follows shows the connections that the activity has nurtured in the hopes of creating, developing and sustaining the WASH market. Each connection is described in more detail in Annex XIII.

“I think we have had a significant impact on the development of the sanitation market in the six regions where we are. We started from scratch.” (A14)

²⁶ “Capital, primarily for the provision of credit to customers and entrepreneurs, can help increase the depth of sanitation markets” and “Credit can play a critical role in many market-based solutions.” “Scaling Market-Based Sanitation.” Water, Sanitation and Hygiene Partnerships and Learning for Sustainability (WASHPaLs) project, June 2018, p. 45, p 2.

Graphic: ACCES Market and Institutional Connections

ACCES Market-Based Sanitation



TECHNICAL CAPACITY AND SERVICE PROVISION

The quality and diversity of latrines developed by ACCES is a key result of the activity. The majority of interviewees are satisfied with the construction of latrines provided by entrepreneurs and masons. Focus group participants noted that latrines built before ACCES collapsed each year during the rainy season, and thus people were forced to dig new latrines every year. With ACCES products, interviewees note that the latrines are durable, reduce smells and are more easily emptied than previous models. However, some clients have complained about the quality of the work, but always with the caveat that they are better than previous models and they are generally satisfied. Complaints include the absence of aeration pipes, water leaks from installed sinks, trouble closing the doors, shallow pits and the presence of flies.

“We have been trained, now we have knowledge of the construction techniques of the new types of latrines that ACCES has brought. These latrines are of better quality than the traditional latrines we used to do. That’s why I really enjoyed this project.” (SP06)

The ACCES activity organized training sessions for 712 masons and entrepreneurs across the six intervention regions. Training seeks to improve their skills and provide better services. Trainees are generally satisfied with the training quality, but some masons said the business development services (BDS) courses were too theoretical and lacked some practicality.

IV.2.1.3. IMPROVED PROVISION AND MANAGEMENT OF MULTIPLE-USE WATER SYSTEMS

Water infrastructure is on track for completion, and 23 detailed MUS plans were completed and shared with local governments. However, without a dedicated funder and implementer, they are useless.

WATER AND MUS PLANS

The desk review and fieldwork reveal that ACCES completed eight of nine repairs to water infrastructure and developed 23 MUS plans.

According to government officials and ACCES staff, ACCES is tasked with the design (but not the implementation) of the MUS plans. Therefore, the ACCES activity will not implement the MUS plans. The plans do not have funding from another donor or the local community to undertake the water activities highlighted in the MUS plan. The plans expire after 10 years. As one ACCES employee says, the community members are “the ones who have to identify potential funding partners. I think this is a real weakness in the design of the activity because we give them these plans and that’s it.” (A11)

IV.2.1.4. IMPROVED ENABLING ENVIRONMENT FOR EQUITABLE DELIVERY OF QUALITY WASH SYSTEMS

Women are given opportunities across the WASH marketplace as both service providers and clients of products and services that inherently help women and children. SILCs in particular have been a vehicle for empowering women to purchase latrines. In addition, government synergies have helped improve the enabling environment for ACCES.

WOMEN AND SILCs

ACCES activities have reached a significant number of women. ACCES organized 67 SILCs across the six intervention regions with a total of 1,863 members, of whom only 183 are men. Seven of these SILCs with 101 total members have received CFA 6,358,750 (USD \$11,097) in latrine financing. In addition, the percentage of female recipients of ACCES latrines is slightly better than the overall rate of female heads of household. Based on the desk review, 26 percent of ACCES clients are women, and 103 female clients have received formal credit and 79 have received

informal credit. While the rate of formal loans to females is not at parity with men's loan rates, it is important to put this percentage into a broader social context: in Senegal, a minority of women (22 percent) are heads of household.²⁷

The evaluation team's observations and interviews also show that females participate as service providers in the WASH market. Many sales agents are female, but the evaluation team did not encounter any female masons. In Senegalese culture, masonry is a profession exclusive to males.

Focus groups and interviews with clients confirm that ACCES activities are targeted at women and children. Women are the disproportionate beneficiaries of the WASH market because sanitation and hygiene relating to food preparation, bathing, cleaning and water collection are traditionally female household roles. Improvements in household sanitation and hygiene improve their health as well as the health of their children.

SYNERGIES WITH GOVERNMENT ENTITIES

According to the desk review and interviews conducted with regional and national government entities, ACCES collaborates with the national Technical Services (government officials with technical roles) and local governments. Six agreements have been signed at the national level with the Association of Mayors of Senegal (AMS), the Directorate of Sanitation (DA), the National Hygiene Service (SNH), the Directorate of Hydraulics (DH), the Directorate of Water Resources Monitoring and Planning (DGPPE) and the Office of Rural Boreholes (OFOR). At the national level, periodic coordination meetings take place with the DA to discuss the harmonization of interventions between subsidy-based activities and market-based activities. In addition, at the local level, the evaluation team noted that the project works jointly with the BRH and the Regional Sanitation Service (SRA) in the certification of ODF villages. Similarly, ACCES submitted completed MUS plans to DH and Agency for Regional Development (ARD) for review. According to interviews, some government departments find their involvement in ACCES activities limited. ARD and DRH were only nominally involved in the development of MUS plans. For example, the ARD of Matam would have preferred that ACCES accompany them in the development of community development plans with an emphasis on WASH instead of creating a new plan. The HRD also would have liked greater involvement in the monitoring of the water infrastructure repaired by ACCES.

ACCES also collaborates with mayor's offices, which serve as entry points before any municipal intervention is undertaken. ACCES organizes meetings with mayors to inform them of the activities that ACCES would like to implement and receives their support and buy-in for the work. ACCES and mayors jointly selected intervention villages. In collaboration with the USAID/Senegal Governance for Local Development (GOLD) activity, ACCES strengthened the capacity of the technical commissions responsible for WASH services in some mayor's offices. The collaboration between GOLD and ACCES focuses on three areas: (1) writing didactic booklets on rural hydraulics, one of which is currently in use and another on sanitation that is under completion and will be used to inform local authorities of ongoing WASH reforms; (2) capacity building, training and coaching on WASH and water governance; and (3) the mobilization of WASH financing for local communities.

IV.2.2. EQ2 CONCLUSIONS

ACCES is adding value to the four output areas. CLTS activities like awareness, talks and home visits have contributed to ODF status in 66 villages. There was no significant WASH market in Senegal before ACCES. This is a new and ambitious approach designed by USAID to fit into the GOS sanitation transition that is underway.

ACCES has been able to provide some services, albeit on a small scale, to communities across the country. Clients' ability to choose among a range of latrine options and to add features, either in the present or in the future, is highly

²⁷ Agence Nationale de Statistique et de Démographie, 2013.

attractive from a consumer perspective. ACCES has developed a nascent and fragile WASH marketplace and improved the technical capacities of various market actors. However, the demand for market-based products and services has yet to be realized due to the lack of significant activity in the WASH market. The WASH market analysis shows complex and significant links between market actors, each with their own profit-based rationale for continuing to participate in the WASH market. Some of these actors have strong economic incentives to remain in the market, while others have more tenuous incentives. In the water sector, ACCES developed 23 MUS plans, but they do not have the contractual obligation to implement the plans on behalf of the communities and are not required to look for possible funders for the plans. Without a funder and implementer, the resources used to create these plans may have been spent in vain. Finally, ACCES created synergies with the government entities and GOLD. The activity would benefit from strengthening collaboration with these entities to ensure the sustainability of its actions.

Females play an important part in the functioning of the WASH market, both as service providers and clients. However, as individuals, women make up only a quarter of ACCES clients. SILCs may provide a better alternative to increasing women's participation in the WASH market, as 90 percent of SILC members are women. The interviews show that women are disproportionate beneficiaries of the WASH market because sanitation and hygiene relating to food preparation, bathing, cleaning and water collection are traditionally female household roles. The women interviewed highlight improvements in household sanitation, hygiene and the health of their children.

IV.3. EVALUATION QUESTION 3: SUSTAINABILITY²⁸

What types of institutions are needed to ensure the sustainability of a WASH market in targeted communities?

IV.3.1. EQ3 FINDINGS

Market actors, the GOS and donors are needed to ensure the sustainability of the WASH market in targeted communities. In addition, distortive subsidies affect the long-term sustainability of the WASH market. ACCES provides some material and financial supports to market actors that artificially prop up the market, which may be helpful for growth and development in the short term but are counterproductive to sustainability in the long term. ACCES makes investments in the market through cooperation with government agencies and training to provide the buy-in and skills necessary to create a sustainable market. Finally, other donors, especially those that provide subsidized latrines, are a significant threat to the sustainability of the market.

IV.3.1.1. MARKET ACTORS

Market actors – entrepreneurs, masons, hardware distributors and financial institutions – are essential for the sustainability of the WASH market because they provide the services that allow the market to function.

ENTREPRENEURS, MASONS AND HARDWARE DISTRIBUTORS. They provide the materials and construction expertise necessary for building latrines. However, these actors can provide services only when each makes a profit. For some masons, the combined cost of materials, transport and additional labor is too expensive and does not offset the cost of latrine installation. For example, an entrepreneur and cement ring producer in Kafountine, Ziguinchor, sold cement rings to masons for CFA 50,000 (USD \$87) in the past, but this has recently increased to CFA 60,000 (USD \$105). He can make a profit of approximately CFA 14,000 (USD \$25), while the mason who purchased those rings lost approximately CFA 3,200 (USD \$5.60) on a latrine sale because of that increased cost. The

“There are some key market actors that we need to make sure are in place before ... the project ends.” (A03)

²⁸ The sustainability of initiatives can be verified only ex-post, limiting this performance evaluation's assessment to factors that theoretically would contribute to the sustainability of project activities.

mason indicated that he has stopped working with the entrepreneur because he is losing money. This is not an isolated trend; other masons have stopped working for latrine clients because they can make more money on road or building construction.

SALES AGENTS. These actors are essential to market development because they generate demand for latrine sales. ACCES hires new sales agents and encourages them to meet sales targets, and sales agents generate the demand that keeps service providers working. Sales agents, services providers and ACCES note that the activity provides a range of facilitation subsidies, including training and payment. The hope is that service providers become robust enough to take over these roles without outside help, but ACCES does not have a strategy in place to phase out the support that they provide.

SATO PAN IMPORTER/DISTRIBUTOR. This actor is essential for ensuring the supply of SatoPans to local markets. According to USAID/Senegal and ACCES staff, however, the SatoPan delivery mechanism is not sustainable. The activity currently plays the market role as the SatoPan importer and distributor. In addition, the supply chain is fragile because the SatoPan is not locally sourced; they are imported from Nigeria. ACCES has not yet identified a suitable large distributor or network of small private sector distributors to take on this role once the activity ends.

FINANCIAL INSTITUTIONS. Access to credit is essential for the sustainability of the market. According to USAID/Senegal, ACCES staff and CMS, CMS provides WASH loans to groups. However, they have not provided loans to individual clients because they believe these loans will not have acceptable risk conditions. ACCES has not yet found a way to encourage CMS, or any other financial institution, to provide loans for individual clients as originally planned.

IV.3.1.2. GOVERNMENT OF SENEGAL

The GOS can improve market sustainability prospects when both local and national-level agencies are vested in the success of development approaches and support the SNAR's sanitation market transition. ACCES's relationships with government entities vary, but in some cases close collaboration has led to positive results.

LOCAL GOVERNMENT. Relationships between ACCES and local government entities are mixed. The closest relationship with strong levels of coordination and trust seem to be with mayor's offices, while some government interviewees say there is limited interaction between ACCES staff and the Regional Division of Hydraulics (DRH) and also with the ARD. The local BRH and the SRA worked closely with ACCES on CLTS trainings, but they have not been fully involved in the market approach.

Importantly, ACCES and the User Associations of Rural Boreholes (ASUFOR) have collaborated in Ziguinchor to generate demand and finance the construction of latrines, where an ASUFOR coordinator also serves as an ACCES sales agent. This fusion of responsibilities has been useful, and the activity has built several latrines as a result of this close collaboration.

Finally, according to USAID/Senegal, ACCES staff and mayors' offices have partnered with ACCES to purchase latrines that are distributed to the poorest households in the community. For example, through ACCES collaboration, the mayor of Kafountine has become a champion for latrine access and has purchased 22 latrines at the market rate for needy households.

"The municipality has a role ... to facilitate the construction of latrines for the most vulnerable households." (A14)

NATIONAL GOVERNMENT. At the national level, ACCES staff note their strong collaboration with the Ministry of Hydraulics and Sanitation (MHA), the DA and OFOR. ACCES organizes periodic meetings with the DA to discuss the harmonization of WASH interventions. With OFOR, ACCES supports the rehabilitation of boreholes and provides technical assistance in the procurement of goods and services. In addition, ACCES collaborates with the National Service of Education and Information for Health (SNEIPS) on the use of the Ministry of Health's hotline for the promotion of

WASH activities. This hotline is mentioned on the ACCES communication tools, and data on potential clients from any phone calls within ACCES areas will be available to the activity for follow-up. In return, ACCES helped SNEIPS to finance the purchase of a server, a television, data processing software and a teleoperator. Finally, ACCES signed an MOU with the SNH and trained approximately 90 SNH agents on ACCES's market approach.

IV.3.1.3. DONORS

Donors as impact investors are essential to the sustainability of the market because they invest the training, capital and human resources necessary for its development. However, this is a delicate balance to strike, because wise investments can become impediments to market development if they are not eventually phased out. While not essential for the functioning of a WASH market, the collaboration between ACCES and GOLD has proven relatively fruitful, with results including an improvement in elected officials' knowledge of water governance and resource mobilization for WASH financing. The extent to which this synergy has improved the sustainability of the WASH market is difficult to measure (see EQ2 for more information).

IV.3.1.4. DISTORTIVE SUBSIDIES

To ensure sustainability, distortive subsidies—protections for market actors that may cause the market to fail in the long term—must eventually be phased out. One USAID/Senegal interviewee said that while a *“rising tide lifts all boats,”* the activity has at times attempted to lift the boats without first raising the water, which is unsustainable (U02).

SALES AGENTS

While latrine costs are not subsidized, several supply-side market actors and functions are subsidized by ACCES to fill in short-term market gaps, but if they are not phased out, they can distort the market and cause long-term damage.

Sales agents are the beneficiaries of distortive subsidies paid for by the ACCES activity. Interviews with sales agents and ACCES staff reveal that, prior to November 2018, ACCES provided sales agents with a monthly CFA 15,000 (USD \$26) transportation stipend and a CFA 2,500 (USD \$4.37) bonus per latrine sold. The second-generation sales contracts signed in the last quarter of 2018 provide more lucrative incentives: a CFA 60,000 (USD \$105) monthly bonus after selling at least three latrines and a CFA 80,000 (USD \$140) incentive to split among commune sales team members if they reach predetermined sales targets. For example, if a sales agent sold six latrines in one month, she would receive both a CFA 60,000 bonus (because she sold at least three latrines) and a portion of the CFA 80,000 sales team bonus if the team reached sales targets for that month. Even with this generous subsidy package, sales agents continue to express concern over the high cost of transport and the low volume of sales. One sales agent said: *“We would like to travel to the villages, but we do not have any means of transport”* (SA04). ACCES does not currently have a plan in place to shift the cost of these incentive payments to market actors.

ENTREPRENEURS

Entrepreneurs are also the beneficiaries of subsidies. Based on interviews with ACCES staff and entrepreneurs, steel molds for the production of cement rings are loaned to entrepreneurs, valued at CFA 250,000 each (USD \$433), to return to the activity at some point before the activity ends. Of the 47 steel molds purchased by the activity, 14 have been loaned to select entrepreneurs hand-picked by the activity. Only one entrepreneur, in Kafountine, Ziguinchor, has purchased molds with his own capital. ACCES does not yet have a plan in place to motivate entrepreneurs to purchase their own molds or shift the production of the molds to market actors. ACCES is developing a strategy to sell these molds to entrepreneurs, but no concrete plan has been implemented.

“We give them [the steel molds] for free to support them, to show them the way.” (A20)

IV.3.1.5. INVESTMENTS

Investments are distinct from distortive subsidies because they are funds dedicated to improving long-term sustainability prospects. Investments in market actors and the government should be encouraged to build capacity and buy-in before the activity closes.

TRAINING

ACCES invests in training market actors to improve sustainability prospects. According to ACCES and service providers, the activity trains masons, entrepreneurs and sales agents on construction, management and marketing techniques. Despite some client complaints, the training has improved the overall quality of latrine construction and most clients are content. As mentioned, levels of attrition across all market actors are high, which means that a significant percentage of capital spent on training is wasted because many do not continue work after the training. One mason recounted that 10 masons were trained for five days, but only one of them now builds latrines.

GOVERNMENT OF SENEGAL

ACCES staff also provide travel, per diem and lodging for the government to attend ACCES events and conduct latrine and water infrastructure site visits. ACCES staff report that this is a way for the activity to invest in relationships with the government. Once ACCES closes, the government will have to assume the cost of visiting activity sites and these visits may become less frequent.²⁹

ACCES's investment in the government has the larger goal of building an alliance with the government to defend the transition to a market approach and protect market-based activities from encroachment by subsidized ones. ACCES staff believe that governmental entities at the national and regional level, like DA and BRH, could be champions for the activity and have said that these efforts have recently paid off. As one ACCES staff member put it, the concept of the market approach "just clicked" with a late-2018 GOS visit to an ACCES activity, which may pay dividends in the future when government entities are reviewing the policy framework that governs the sanitation market transition.

IV.3.1.6. SUBSIDIES FROM OTHER DONORS

Subsidies from other donors must not threaten the marketplace. Outside subsidies are the antithesis of promoting sustainability.

ACCES AND THE EU

Interviews with ACCES staff and donors show that the presence of subsidies from other activities has been problematic. There has been competition from activities like GRET in Tambacounda, funded by the EU, which is a market-based activity that also subsidizes WASH services.³⁰ According to the EU, the intervention is fully compliant with the SNAR policy. They understand that a subsidy is not sustainable and that the sector must eventually develop market mechanisms.

ACCES has had to actively deconflict and withdraw from certain operating zones where GRET also operates to mitigate competition between activity approaches. This decision has limited the geographic expansion of the activity.

²⁹ One ACCES employee cautioned that this cooperation has limited usefulness, and doubts that it will achieve lasting results.

³⁰ The EU has spent €27 million to fund the construction of 70,000 latrines in four regions, including: (1) EAA (Sédhiou), (2) World Vision (Kolda), (3) Whitewater (Tambacounda) and (4) GRET (Tambacounda). According to the EU, the intervention is fully in line with SNAR's national policy and strategy. The target of 70,000 latrines constructed is five times the number of latrines that ACCES will hopefully reach by the end of the contract (13,636). This provides a glimpse into the scale of the subsidized intervention.

Despite arbitration undertaken by the DA to help reduce geographic overlap, GRET believes that ACCES field teams deliberately violated the geographic deconflicting agreements, further deteriorating a strained relationship.

IV.3.2. EQ3 CONCLUSIONS

Market actors, the government and donors are all essential to the sustainability of the WASH market. Local governments have the most direct role, serving as an institutional client for the market. They could eventually make up a significant share of latrines sold and could actually help spur the growth of the nascent market.

Donors are crucial because they can support the marketplace, if necessary, after ACCES closes. They can also help sustain the market by not introducing subsidies into areas with a functioning market. However, most donors continue to subsidize the WASH market, threatening the sustainability of the activity because clients may no longer buy latrines that they can receive for free. There is no clear strategy to reconcile the two approaches in a way that enables them to work in the same geographic area at the same time. This has the adverse effect of limiting the market potential of both activities and reducing the prospects of reaching established indicator targets. Finally, future conflict with other programs may be inevitable if ACCES entrepreneurs are free to operate wherever clients want to buy their latrines. Therefore, ACCES may not be able to control the limits it has put on geographic expansion, especially if the market grows and entrepreneurs, determined to make a profit, extend their reach into new areas.

The market is not sustainable now, as a sustainable market would not have any subsidized actors or functions that require outside funding or expertise to support operations. ACCES itself is a donor that is essentially using subsidies to facilitate the market (paying sales agents, borrowing cement ring molds). They argue that these funds are essential to making the market grow over the next few years. While debate within ACCES and USAID/Senegal centers on the extent to which the activity should underwrite market actors, it is clear that the market will not be sustainable if ACCES does not wean itself off providing these facilitation costs by the time the activity closes.

Investments in training for market actors and the government can help sustain the market after the activity closes and can improve the quality of latrines, further spurring demand. The government can improve the current regulatory framework and advocate for the market model. However, training is not a silver bullet to address problems of sustainability because the attrition rate for market actors that receive training continues to be high.

IV.4. EVALUATION QUESTION 4: RESOURCES

What resources are being underutilized by the project, and what other resources do they need to meet their targets at the end of the activity? What is the ideal mix of resources for the project to have to achieve its targets?

IV.4.1. EQ4 FINDINGS

Analysis of the data collected shows that the GOS, the local WASH platform and communication tools are ACCES's most underutilized resources. In contrast, additional human and logistical resources, such as monitoring staff and vehicles, are urgently needed for the activity to achieve expected results.

IV.4.1.1. UNDERUTILIZED RESOURCES

The GOS, the local WASH platform and communications tools are underutilized resources.

GOVERNMENT OF SENEGAL

As mentioned in EQ2 and EQ3, ACCES works with national Technical Services and local government to identify intervention villages and implement activities. However, five of nine mayors interviewed critiqued the lack of information-sharing and would like to receive more reports and updates from the activity, even though few local governments have sufficient resources to help ACCES achieve its goals. According to government officials, policy is in place to support WASH and implement improvements. Despite a good relationship, the Technical Services believe that ACCES does not fully utilize them. For example, ACCES has not signed a formal agreement with the Matam ARD and they do not have a clear idea of the activities they could implement together.

“The relationship of trust that we have been able to establish between us – the Technical Services, the beneficiary populations, is positive. It is really a magnificent achievement, even if the institutional aspect was a little problematic.” (A18)

WASH PLATFORM

“The platform is supported by organizations, NGOs. And this is not sustainable because before, it was JICA that was busy convening or holding meetings about this platform. And as soon as JICA is gone, this platform is back to zero.” (A21)

The WASH platform is an entity set up in some regions to harmonize WASH interventions. It is chaired by the regional governor and the Technical Services. This local platform is supported by donors like JICA. According to the Technical Services, the WASH platform is an opportunity for ACCES to improve activity visibility and may help improve cooperation between donors and the government in the regions where it operates. However, the WASH platforms are not dynamic at the local level. In Matam, for example, the development of the platform was part of an action plan that was never fully implemented.

MARKETING COMMUNICATION TOOLS

According to focus group participants, with confirmation by observation, public awareness campaigns are not supported by visual tools (flyers, posters, etc.). Few Sagal signboards exist; the evaluation team saw one sign in Kafountine during fieldwork and many pamphlets in the ACCES Kédougou regional office. While ACCES completed the caravan and radio campaign, the follow-on communications and marketing phase is delayed, which may account for the lack of visual materials. ACCES staff attributed this delay to the slow approval of communication tools by USAID; ACCES submitted these tools for approval in March 2018 and USAID approved them in the first quarter of FY19.

“The tools came a little late. The project was carried out for two years before the communication tools were available to the field agents.” (A18)

IV.4.1.2. REQUIRED ADDITIONAL RESOURCES

The activity requires additional personnel, physical and logistical resources if it wants the ability to respond to future demand increases. Most essential are additional activity staff to supervise and visit market actors and monitor the completion of latrines, as well as vehicles that all members of the consortium share.

MONITORING AND TECHNICAL STAFF

In interviews, USAID/Senegal staff, government officials and sales agents noted the lack of technical personnel to implement ACCES activities. Interviews with ACCES staff reveal that, as of December 2018, only two technicians were available to check the quality of the

“We are an incomplete team. We do not have a technician. Currently, unlike other regions that have facilitators, we do not have facilitators.” (A21)

latrines built.³¹ One is based in Tambacounda and is in charge of Tambacounda, Kédougou and Matam. The other technician is in Ziguinchor and covers Ziguinchor, Kolda and Sédhiou. The lack of personnel for monitoring latrine construction causes a delay in implementation, as technicians spend most of their time traveling rather than ensuring quality latrine construction. ACCES is aware of this bottleneck and is recruiting two other technicians who will be in charge of the technical follow-up of latrine infrastructure. These additional technicians are necessary, and ACCES says that it is hiring additional field staff to fill this gap.

Interviews and desk review notes reveal that during the first year of ACCES implementation, the M&E director was based in the United States and did not visit Senegal to conduct site visits. An M&E specialist has since been hired in Dakar to manage SurveyCTO, a data collection application using Android phones or tablets, which the activity adopted in March 2018. She is also responsible for gender activities and another M&E specialist based in Tambacounda assists her. The introduction of SurveyCTO has greatly improved the quality of the data collected. However, with only two M&E staff based in Senegal (one who also has non-M&E responsibilities), there is a lack of trained staff to monitor and assure the quality of the daily influx of data collected in the intervention regions.

The evaluation team also noted the lack of regional coordinators with a mandate to coordinate all ACCES activities at the regional level for all regional staff, regardless of the consortium partners who pay their salaries. This is consequential because fieldwork and requests are generally segmented by consortium partners (ADEMAS, CRS, etc.) and unity of effort is minimal. For example, to organize the evaluation team's field visits, the evaluation team had to work with each consortium member separately to facilitate data collection and schedule interviews, as opposed to direct communication with the entire ACCES regional team.

Finally, the evaluation team observed that there are two business coaches per region and two sales agents per commune. The role of the business coach is to motivate the sales agents to reach established sales targets and build the capacity of masons and entrepreneurs by strengthening their financial management and business skills. Interviews suggested that two business coaches per region and two sales agents per commune may not be sufficient to achieve sales targets by the end of the activity.

LOGISTICAL RESOURCES

Interviews conducted with local ACCES staff reveal that the lack of field logistics directly owned and managed by NRCE is a significant activity weakness that impedes implementation. For example, CRS, not the ACCES project as a whole, owns and pays for activity vehicles available in the field. Some ADEMAS staff have complained that they cannot easily get permission to use these vehicles to get to the field. In Ziguinchor, the activity has only one vehicle to facilitate daily field activities for nine staff members. According to interviews with ACCES, staff have the flexibility to rent additional vehicles or borrow from other CRS activities. Other logistical resources cited as dire needs include video projectors, internet connections and motorcycles. This lack of logistics limits the field presence of local staff.

*"We only have one vehicle in Ziguinchor. If we have to move around at the same time it is a concern. The logistics create a problem, all the time leasing vehicles for missions to go to certain areas."
(A19)*

³¹ The evaluation team understands that ACCES recruited additional personnel after December 2018. This timeframe was not within the period of performance evaluated in this report and thus this finding remains valid.

TIME

Various individuals interviewed, mostly from ACCES, also believe that more time would be helpful to develop a self-sustaining WASH market. A recent macro-analysis of the subject titled “Scaling Market-Based Sanitation” backs up this sentiment. Published by the Water, Sanitation and Hygiene Partnerships and Learning for Sustainability (WASHPaLs) project in June 2018 for USAID, the report concludes that time is an essential component for the success of a market-based approach. It states: “Changes in the sanitation market system can take time, but MBS [market-based sanitation] interventions can scale up if funders remain invested and flexible over longer than five-year funding horizons” (page xi). The paper continues: “Most of the successful examples observed in our study reached scale in four to six years, and some facilitated sales of more than 100,000 toilets during that period (Figure 5). Further, a year-by-year study of toilets sold in selected interventions suggests that sales begin to accelerate four to five years after the initiation of the intervention (supporting the argument to extend the typical donor funding cycle of three to five years) (Figure 6)” (pp. 15-16). While ACCES’s target of 13,636 latrine sales is certainly possible within the five-year timeframe of the activity, international research shows that to reach upward of 10 times that figure, the market should probably exist for at least six to eight years. However, most of these successful activities are outside the West African context and therefore should not be relied on too heavily for decision-making.

“This is one reason why five-year project horizons are often unrealistic because by the end of the 5 years often you’re just really getting up to speed on things.” (A02)

Figure 5: Time to scale for MBS interventions

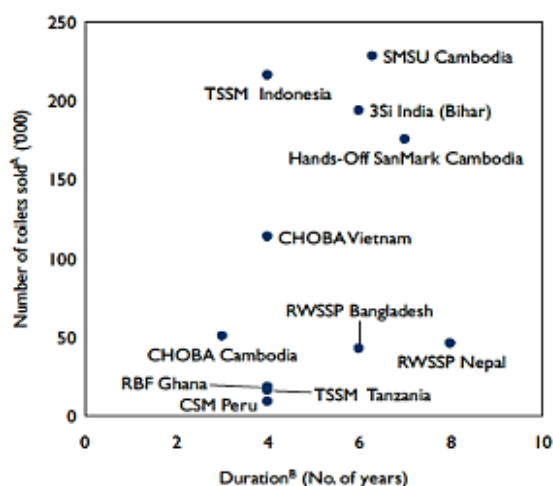
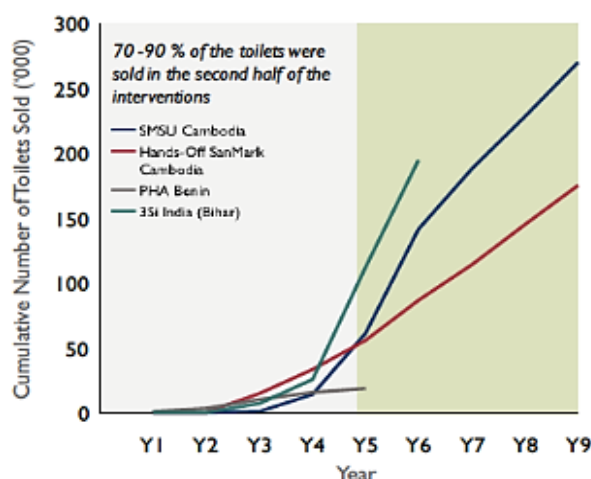


Figure 6: Inter-annual trend of toilet sales for select MBS interventions



IV.4.2. EQ4 CONCLUSIONS

The GOS, the local WASH platforms and communications tools are underutilized resources. Relationships with government entities like mayors, SRA, DRH and ARD are not always codified with ACCES and could benefit from closer cooperation. However, government resources are limited, and the extent of support they can provide will be narrow. The local WASH platforms are not functional and past attempts to jumpstart them have failed. This kind of platform has utility for helping understand, review and provide feedback on various donor interventions in the WASH sector. It can also make ACCES activities more sustainable. Finally, communication tools and other product marketing lack visibility, limiting the information the public and the government have about the range of sanitation products available and how to purchase them. Awareness activities do not fully utilize visual tools, like flyers and posters, which may reduce learning outcomes.

ACCES requires additional human, physical and logistical resources to be prepared to respond to future demand increases. Most essential are additional activity staff to verify the completion of latrines and monitor field data coming into SurveyCTO. To address these issues, ACCES hired two additional technicians and may hire additional monitoring staff, but even more personnel may be needed if demand increases sharply. Additionally, a lack of field vehicles reduces the ability of technicians and monitors to review the quality of latrines constructed and for field teams to meet with entrepreneurs to create and reinforce marketplace connections. The ACCES regional coordinator, a position that does not exist in the ACCES organizational chart, may be a useful addition to better coordinate the use of resources by representing all members of the consortium, not just an individual partner. More business coaches and sales agents can improve the growth prospects of the marketplace because of the sales that may result from demand stimulated by agents selling latrines door-to-door in local communities. Finally, the Senegal WASH market may require more time to develop than the five years allotted in the contract.

V. RECOMMENDATIONS

The evaluation team hosted a recommendations workshop with ACCES and USAID staff to jointly develop practical, actionable recommendations geared toward developing concrete solutions that respond to this evaluation's findings. The workshop resulted in more than 50 recommendations assigned to designated stakeholders to complete. The recommendations matrix is in Annex II. Recommendations are synthesized below.

FOR ACCES

STRATEGY

- Finalize and validate the ACCES marketing strategy document that is in progress.
- Continue implementation of the current commercial strategy.
- Lead group discussion and reflection on how to reduce attrition among market actors and motivate them to provide quality sanitation infrastructure construction services.
- Centralize and bundle latrine orders with experienced entrepreneurs and trained masons to try to improve profit margins, reduce the cost of worksite material deliveries and streamline construction.
- Explore the possibility of subsidy provision to entrepreneurs and masons for the purchase of construction materials to spur latrine installation and build working capital.
- Continue preparing entrepreneurs to integrate marketing into their businesses, including paying commissions and incentives to sales agents to conduct door-to-door marketing.
- Support and develop entrepreneurs' capacity to buy and use steel molds for the production of concrete rings.
- While encouraging the use of concrete rings and bricks to build latrines should continue, ACCES should not discourage more diverse ways to build latrines based on local methods and materials.
- Encourage masons and entrepreneurs to build networks to improve responsiveness in periods of high demand for latrine construction.
- Identify a national distributor for SatoPans with sufficient capital to finance their shipment from Nigeria and distribute them to small peri-urban and rural shops across the country.

COORDINATION

- Standardize core administrative, security and reporting policies and procedures across all consortium partners. Hold a team-building workshop for all consortium partners to socialize and solidify these changes.
- Relocate all ACCES output managers across the various consortium partners to the ACCES office in Dakar.
- Centralize regional field staff in one ACCES office per region.
- Implement mandatory monthly coordination meetings between each region and the Dakar-based management team.
- Organize quarterly coordination meetings between each project zone and the Dakar-based management team.

FINANCING

- Continue to seek partner financial institutions in addition to CMS to provide loans for clients and entrepreneurs in the sanitation market space.
- Begin and increase credit provision for individual households through partnerships with financial institutions.
- Explore the possibility of expanding ASUFOR's sanitation loan program to more SILCs and other groups.
- Continue support for municipalities in their development of financial mobilization plans in collaboration with USAID/GOLD.
- Develop collaboration with other projects such as USAID/GOLD, USAID/KAWOLOR and ACRA to finance components of the municipal-level integration of MUS plans into annual investment plans.
- Advocate for MUS funding through discussions with WASH platforms regional partners.
- Convene a workshop with USAID and other actors to identify concrete ways to fund MUS plans after the project ends.

MONITORING

- Enhance fieldwork monitoring to ensure that all latrines and water structures are being built or repaired according to specifications required.
- Involve ACCES staff in the recovery of remaining funds in the contract signed between the entrepreneur/mason and households.

COMMUNICATION

- Finalize and implement the long-planned Sagal communication/ marketing campaign to accelerate sales and create brand recognition, especially through posters and radio broadcasts.
- Systematize the use of helpful and clear visual aids in all outreach activities. Ensure their use in CLTS, mason and entrepreneur trainings.
- Hire an agency to follow up implementation of the communication/marketing campaigns.
- Improve distribution of physical communications materials in visible areas across ACCES's implementation zones, including tarpaulins, banners and Kakemono materials.

CAPACITY BUILDING

- Develop more practical BDS training modules to reduce the focus on theoretical issues and enhance the emphasis on practical business solutions. Consider coaching for former BDS participants.
- Provide masons with a thorough, written latrine construction guide with pictures to standardize quality.

COLLABORATION

- Monitor the implementation of activities agreed upon in the MOUs with local government entities and ensure completion of all activities.
- Share the ACCES annual report with government technical services and mayors in each region.
- Advocate for, and possibly organize with the governor and technical services, the regularly scheduled meetings of the regional WASH platforms.
- Encourage co-financing of WASH platform activities between donors and government entities.
- Encourage the development of an annual work plan to guide and hold partners accountable for the maintenance of the regional WASH platforms.

HUMAN AND LOGISTICAL RESOURCES

- Explore the possibility of recruiting a project communications specialist and optimize use of existing M&E staff.
- Partner with USAID to repurpose logistical resources, like vehicles, from projects that have closed or are closing.
- Designate one ACCES staff member per region as regional coordinator, charged with harmonizing logistics and resource use among all regional consortium staff, representing the interests of the project as a whole and deepening relationships with government entities.
- Begin discussions with USAID about a possible project extension. Thoroughly examine existing literature and engage with sanitation market experts to determine sufficient extension guidelines that give project objectives the best chance to succeed.

FOR USAID

- Collaborate with the DA to develop a donor operations framework in which subsidies-based projects primarily target the most vulnerable populations in areas under their geographic purview, while market-based projects primarily target those with the means to pay for latrines.
- Continue to work with the DA to understand where other projects are operating and deconflict, to the extent possible, any geographic or population overlap.

FOR DA/MHA

- Implement the national 4C communication campaign to support both the SNAR and the ACCES market approach.
- Encourage donors to redirect subsidies to target the poorest quintile of the population, rather than follow a more traditional model of broad subsidization within a targeted geographic area. This could reduce overlap between subsidized and market-based approaches when geographic areas cannot be entirely deconflicted.

- Encourage collaboration between donors, ACCES and the GOS to harmonize future sanitation approaches to prevent the clash that arises between competing models.

ANNEX I: FINDINGS AND CONCLUSIONS MATRIX

EQ	Theme	Sub.	Findings	Conclusions
How well is ACCES performing? What is working, what is not working, and why?	Most Significant Results	Water Access and CLTS/ODF	CLTS/ODF Q1.F1. According to ACCES, USAID staff and the desk review, ODF status is being achieved with the manufacture of improved toilets and completion monitored. (A03, U01) Q1.F2. ACCES PITT 2018 shows that 66 villages out of 76 triggered are declared ODF. (A05, A13, ODF certification) Water Access and MUS Plans Q1.F3. The desk review shows that the target of 30,000 individuals gaining access to improved water source exceeded. (Annual report FY18, ACCES PITT, A02, U05) Q1.F4. Government officials, ACCES staff and desk review mentioned the rehabilitation of 9 water structures in Agnam, Dabia and Koussanar. Approximately 43,000 people have access to clean water as a result of these 9 repairs. (A09, ACCES PITT and interviews, G05, site visit in Koussanar). Q1.F5. However, the evaluation team's field visit revealed that the Koussanar borehole's backup generator, electrical controls and circuit breaker did not function properly. This finding was confirmed by an ACCES site visit on January 23, 2019. The evaluation team understands that the borehole is operating according to specifications (with SENELEC as the primary power provider), but these repairs are necessary to ensure that the borehole continues to run in the event of a power outage. (Site visit and interview in Koussanar, Flex Contract: Appendix A, pg. 2) Q1.F6. Interviews with ACCES staff, government officials and desk review confirmed that ACCES has completed 23 MUS water plans (61%). The plans were shared with mayors and technical services. (ACCES PITT, A02, A17 U05) Q1.F7. The desk review and ACCES staff noted that ACCES is preparing for the construction of 4 water systems (reduced from 8). Engineering design work was completed, and public tender was announced. Two contracts signed with winning firms. (Annual report FY18, A11)	Water access and CLTS/ODF objectives, latrine quality improvements and price reductions, and facilitation to access credit to groups have been the most significant results achieved by the project up to now. Q1.C1. ACCES is achieving Open-Defecation Free status in targeted villages, mainly as a result of CLTS training and verification. Q1.C2. Nine small water infrastructure repairs are nearly completed, and the project is on track to complete the targeted number of MUS plans. Q1.C3. Preparations are underway for construction of the four large water systems.
		Latrine Quality	Q1.F8. Interviewees are satisfied with latrine quality because they no longer need to empty them every year, which saves them money. With new latrines, interviewees noted reductions of odors, flies and mosquitoes. The models proposed by ACCES are more sustainable compared to what existed before. (FG, MA Clients, Thionk Essyl and Niamone in Ziguinchor; FG, CLTS clients, Nénéficha in Kédougou; G03) Q1.F9. According to focus group participants and interviews with clients and services providers, construction is completed in a short period of time. Latrine construction is between 1-2 days (LV) and 4-7 days (TCM). (MA01, SP03, FG, MA Clients, Thionk Essyl, Ziguinchor)	Q1.C4. Barring a few exceptions, interviewees are pleased with the quality of latrines for a variety of reasons. Some appreciate the lack of flies and odors, others appreciate the professionalism of the masons, and yet others appreciate the speed at which the latrine was constructed. The latrines are more durable, more comfortable, and easier to empty than older versions.
		Latrine Price	Q1.F10. Human-centered design using various engineering and design tweaks led to reductions in latrine prices. Design changes have made latrines cheaper than previous versions and therefore widely appealing. (A14, A05, A21) Q1.F11. Based on the interview with ACCES staff and clients, the households have the opportunity to customize latrine infrastructure because ACCES developed a suite of latrine options and add-ons to installations (superstructure, first and second sewage pits, and other additions). ACCES developed products suitable for multiple price points, from 25,000 CFA (LV) (\$44) to 231,500 CFA (TCM) (\$405), with price varying between communes. (A14, A05, A21, MA13, FG SILC Niamone in Ziguinchor)	Q1.C5. Using Human-Centered Design methods, ACCES developed several important innovations to reduce the cost of latrines for target households. These prices represent a significant cost savings compared to their predecessors, but these savings differ depending on region and customizable options chosen. Q1.C6. Customizable latrine infrastructure has helped to reduce prices by allowing clients to choose from various products, including simplified latrine models, at different price points. The ability to progressively improve infrastructure over time – e.g., construction of an initial pit, then a superstructure, then a

EQ	Theme	Sub.	Findings	Conclusions
			Q1.F12. ACCES staff, government officials and clients reported that ACCES also reduced latrine prices by working with local suppliers and local materials. Before ACCES, latrines in Matam cost 100,000 CFA (\$174) on average. Now, the price is 40,000 CFA (\$70) on average. (A05, G04, U03, A16, MA01, A08, A09) Q1.F13. Based on the desk review, ACCES TCM cost 166,156 CFA (\$288), compared to 285,000 CFA (\$494) before ACCES. This represents an average cost savings of 188,844 CFA (\$206) compared to previous versions. (ACCES Latrine Price Excel Document, World Bank 2015 and confirmation email from Fatou Dieng)	second pit – allows more clients to initiate basic latrine upgrades.
		Formal and Informal Group Credit	Q1.F14. The interviews with CMS Bokidiawé revealed that this microfinance institutions provided formal loans to groups since July 2018, amounting to 690,000 CFA (\$1206) per group over a 12-month repayment period. Loan repayments begin two months after groups receive the funds and the latrines are constructed. (CMS01, SP 06, FG, MA Clients, Bokidiawé, Matam) Q1.F15. According to the interviews with CMS Kafountine, ACCES staff, one entrepreneur received formal credit from CMS Kafountine out of 712 trained entrepreneurs. (CMS02, SP09, A05) Q1.F16. Focus group participants and interviews with clients and ACCES staff revealed that ACCES set up 67 SILCs, composed of 1,863 members of whom 90% are women, to facilitate the buying of latrines. For example, one MA client in Niamone received an informal loan from her SILC to buy her latrine. Informal loans are defined as loans that do not originate from formal financial institutions. (MA13, FG, SILCs Niamone, ACCES email 01/2019) Q1.F17. ACCES staff and CMS staff noted that this is the first time a financial institution has granted loans for sanitation projects. (CMS01, CMS02, CMS03, A09) Q1.F18. According to the desk review, 482 individuals, representing 40% of all latrine sales, have received informal loans through the Savings and Internal Lending Committees (SILCs) and other groups established by ACCES. (ACCES Latrine Price Excel Document, email ACCES 2019) Q1.F19. 117 (10%) latrines were purchased with formal credit provided to groups. (Desk Review)	Q1.C7. A notable number of latrines (117) were purchased through formal credit from CMS to local groups. Q1.C8. A significant proportion (40%) of all latrine sales were made through informal group loans to SILC members. Q1.C9. This constitutes the first time that any group or individual has received sanitation loans from financial institutions in rural areas without guarantee funds.
	Most Limited Results	Latrine Sales	Q1.F20. Based on the desk review and the interviews with ACCES staff, the project has some overall latrine sales target (# of improved toilets and latrines constructed/purchased by beneficiary households) of 13,363 households (150,000 people). As of December, 18 2018, only 1,211 (9%) of the latrine sales objective has been achieved, while 50% of the project is over. The latrine sales indicator has been underperforming compared to USAID and project expectations. Thirty-eight percent of all sales were made during the last quarter (October-December 2018), highlighting the slow progress through September 2018. (ACCES Latrine Sales Excel Document, U05, PITT 2018, A01, A05) Q1.F21. The interviews with ACCES staff and services providers revealed that latrines were delayed due to insufficient number of masons in certain areas (e.g., in Bokidiawé, CMS granted credit to 10 women groups since August 2018, but latrines have been completed for only four groups). (SP06, A04)	The project has fallen short of expectations for demand generation and the provision of sanitation services – exemplified by low latrine sales numbers – which in turn have been driven, in part, by attrition among market actors, lack of financing options for individuals, and a lack of cement rings to satisfy market demand.³² Q1.C10. USAID and ACCES expectations for latrine sales haven't materialized, putting at risk the achievement of the most telling indicator of the health of the WASH market. Q1.C11. Even after latrines are purchased, latrine construction delays are common. This is primarily due to the lack of available masons (the majority of trained masons are frequently unavailable because they are working on more lucrative types of construction projects) and the lack of construction supplies in the local area.

³² While USAID and ACCES expectations for market development have not been met, the technical literature on sanitation markets notes that market development usually takes more time than the midpoint of a five-year project, which is when this evaluation was scheduled. The dimension of time as a crucial factor in market development is discussed more thoroughly in the final section of this matrix and in the final report.

EQ	Theme	Sub.	Findings	Conclusions
			Q1.F22. The interviews and focus groups with clients and ACCES staff reported some dissatisfaction with masons, particularly in the delivery of materials and the slowness and incompleteness of some latrine construction. (FG, MA Clients, Thionk Essyl and Kafountine, Ziguinchor; FG, Market MA Clients, Bokidiawé, Matam)	
		Attrition	Q1.F23. The interviews with ACCES staff, service providers and clients indicated that there is not enough demand for the entrepreneur to earn enough money to make the work worthwhile. Profit margins for latrines are quite small and sometimes, masons lose money because of the high prices of materials. (A05, SA06, SP10, FG, MA Clients, Bandafassi, Kédougou) Q1.F24. ACCES staff and service providers stated that the loss of trained masons and entrepreneurs is due to a combination of low demand and slim profit margins. In total, over 712 entrepreneurs have been trained in business development (management, accounting, etc). However, the desk review revealed many trained entrepreneurs quit providing services. For example, only 12/112 (11%) masons and entrepreneurs trained by ACCES in latrine construction are still functioning in Matam. Eighty-five entrepreneurs were trained in Kédougou but only five are functional. Of the 27 masons trained in Kafountine, only 7 are active. (A04, A15, A19, ACCES email 01/2019) Q1.F25. According to the services providers and sales agents, the entrepreneur only fulfills the demand that the commercial agents create, they do not create their own demand. However, one entrepreneur in Kafountine pays sales agent when they secure clients, in addition to what ACCES is paying. (SP09, SP10) Q1.F26. Based on the interviews with sales agents and ACCES staff, the first generation of sales agents (32 individuals) was let go after their three-month contracts expired, mostly between May and August 2018. Forty-four second-generation sales agents were hired for 6 months between October/November 2018 and April/May 2019, and only 6 of those from the first generation were part of the second generation. In addition, ACCES has not yet a clear strategy to progressively transfer the marketing activity to entrepreneurs/masons, once the project ends. (A03, A04, A26, ACCES emails 01/2019, Rapport Comité de suivi technique, two 2nd generation sales agent contracts) Q1.F27. The interviews with ACCES staff, sales agents show the first generation of sales agents did not have a strong incentive to sell latrines because they were paid only on a small commission and transportation stipend. The first generation of sales agents was paid 15,000 CFA for transportation fees and 2,500 per latrine sold. The interview with ACCES staff and sales agents revealed that the second generation of payments is much more robust. (G03, SA09, SA01)	Q1.C12. After job training is complete, many sales agents, entrepreneurs and masons discontinue working with ACCES in the areas in which they were trained. This is a significant loss for the project. Q1.C13. Many sales agents and masons are not sufficiently motivated to continue selling and building latrines. In a low demand market, sales agents do not have latrines to sell and masons do not have latrines to construct, so they drop out of the market. Q1.C14. For masons, sales agents and entrepreneurs, there are high opportunity and transportation costs, including the lure of more lucrative construction jobs and the high cost of material transport that eats into profits. Q1.C15. The incentive structure for first generation sales agents was the primary cause for attrition, as the commission they received was not significant enough to continue work with the project.
		Formal Credit to Individuals	Q1.F28. ACCES staff and CMS staff reported during interviews that there is no partnership agreement or MOU signed between CMS and ACCES in the regions visited by the evaluation team. ACCES later reported that they signed a formal MOU with CMS in December 2018 covering all regions. In addition, there is no ACCES institutional guarantee in place to cover client loan defaults. Currently, if a loan is made to an entrepreneur, there is a 20% up front deposit and a co-signer or physical guarantee that covers 80% of the value of the loan. (CMS01, CMS02, CMS03, email ACCES 2019) Q1.F29. Interviews with ACCES staff, CMS staff and service providers noted that only one individual –from Kafountine, Ziguinchor–has received credit from CMS. He is an entrepreneur and was already a CMS client before ACCES began. He used the loan to purchase molds and to make concrete rings. No individual clients have been able to	Q1.C16. There has been no provision of formal credit from financial institutions to individual clients, mostly because they lack a guarantee or are unable to prove that they have an income-generating activity. As of early December 2018, none of the regions visited by the evaluation team currently have MOUs signed with CMS, the only financial institution that the project is working with to provide WASH loans.³³ Q1.C17. There is only one case of credit provision to entrepreneurs. This is mainly due to a lack of (or nascent) formal relation between ACCES and CMS, stringent financial institution

³³ The evaluation team notes that an MOU with CMS covering all regions was signed in December 2018.

EQ	Theme	Sub.	Findings	Conclusions
			receive formal loans because CMS fears that individuals will not pay back the loans, and because only one entrepreneur has received a loan there are not a lot of data to assess whether this is a wise choice. In general, CMS looks more favorably upon groups of clients because the risk is mutualized. (A01, CMS01, SP09, A05, ACCES email 01/2019) Q1.F30. Based on interviews with ACCES staff and CMS, ACCES met several financial institutions (CMS, ACEP, Microcred, Cauri Microfinance) to pitch the idea of financing sanitation products. Only CMS accepted to finance the market. Despite this, opening CMS accounts and proving an existing income-generating activity continue to be challenges to overcome for individuals to successfully receive loans. (CMS01, A04, G09)	requirements, fears of no repayment, and lack of participation of other financial institutions.
		Cement Ring Molds	Q1.F31. ACCES purchased 47 cement ring steel molds and has loaned 14 of them of them to entrepreneurs and masons. But they are insufficient compared to demand for latrines. (A01, A03, SP09, SP03, A15, ACCES email 01/2019) Q1.F32. The interviews with service providers and focus groups with clients, in certain areas, masons do not have access (or must share access) to cement ring molds, while in others, masons do not use the molds they were given. In Bandafassi, one mason says he does not use the cement ring molds he has received, preferring road construction instead because he earns more money. In addition, ACCES doesn't have yet a transfer strategy of the molds, once the project ends (SP07, FG Clients AM Bandafassi)	Q1.C18. Cement rings decrease latrine prices and speed up construction, but the lack of molds available restricts the supply of cement rings, potentially creating a bottleneck for servicing latrine construction demand. Q1.C19. ACCES's placement and use of the steel molds may not be optimal, as they have not distributed all available molds to entrepreneurs, they are insufficient in certain areas, and remain unused in other areas.
	Main Strengths	ODF/CLTS and MUS	Q1.F33. ACCES staff, the technical services and municipalities stated that there are involved that the project since the start of activities. (BRH, SRA, UCAD, Municipalities, ARD). (G04, G08, G02, A21) Q1.F34. Interview with ACCES staff revealed that NRCE specializes in water system construction and maintenance. There is a simplicity to the task and it is being accomplished as planned. (A02, A11)	The project's main strengths include the steady completion of CLTS and water objectives, the commitment of the ACCES leadership to accomplishing the project goal and using creative tactics, and technological innovation and expertise in the sanitation approach. Q1.C20. The project is on track to complete water and CLTS objectives because of the hard-working technical team assigned to the task and the involvement of local and governmental stakeholders.
		Commitment to Project Success and Innovative Tactics	Q1.F35. According to the project staff, USAID and government officials, ACCES leadership team is committed to accomplishing the project goal and they are willing to try new tactics. ACCES is exploring multiple innovative opportunities to boost latrine sales, including: (1) municipalities to pay for a certain number of the poorest households; possibility of diaspora funding to buy latrines for communities; banana plantations to provide latrines and then deduct their cost from workers' salaries, and Corporate Social Responsibility (CSR) agreements with mining companies. (A02, U01, A03, G03, G04, A05, A03, A15, A16)	Q1.C21. The Consortium is committed to accomplishing the project goals. They are trying hard to improve the market approach results, including a search for innovative ways to increase latrine demand to spur Q1.C22. the market.
		Technical Innovation and Expertise in Sanitation	Q1.F36. Based on interviews with ACCES staff, USAID, ACCES has innovated to improve latrines. They developed cement ring molds (a technology adopted from another WASH project in Benin), which reduces latrine construction time and cost. They struck a deal to import SatoPans from Nigeria, a product that improves the latrine design because it does not require a lot of water for waste disposal and reduces odors. (A01, A16, A03, U01) Q1.F37. Interviews with ACCES staff and USAID show that custom latrine options include LV, DLV, TCM, single pit or dual pit. (A03, U01, A01)	Q1.C23. The project has developed innovations to reduce latrine costs and provide improved sanitation solutions for clients. Significant innovations include customizable latrine options and add-ons (type of latrine, number of sewage pits, etc.); incorporating the SatoPan into latrine design; and the use of cement rings made with steel molds.

EQ	Theme	Sub.	Findings	Conclusions
	Main Weaknesses	Operating Environment	Q1.F38. For the government officials and ACCES staff interviewed, ACCES is implementing the market approach without a significant transition from subsidized projects to the market approach, leaving the project in a difficult operating environment. The Stratégie Nationale de l'Assainissement Rural au Sénégal's (SNAR) advocates for a phased approach over three years where there would be an "abandon progressif de la subvention (approche projet) au profit de la subvention de l'offre (approche marché)", as well as a call for "la hausse progressive et significative du niveau de contribution du secteur privé dans le financement de l'ouvrage d'assainissement (de 0 FCFA présentement à 135 000 FCFA à partir de 2022)." While ACCES is proof that this transition is underway, there are subsidized projects that complicate the achievement of their objectives. (A18, A05, G07, G09, Plan d'Action SNAR mai 2019, desk review) Q1.F39. According to the desk review, interviews with sales agents, clients and focus group participants, ACCES operates in six regions among the poorest in Senegal with diverse needs. The majority of communities met have negative opinions about the market approach. (FG, SILC Niamone, SA06, SA03, MA05, CLTS 01, desk review) Q1.F40. The desk review and the interviews with government officials and ACCES staff considered that the majority of households do not have latrines and practice open-air defecation. In Matam, 43% of households in Bokidiawé, 25% in Agnam, 55% in Nabadji and 40% in Ogo did not have a latrine at the beginning of the project. (G04, A04, desk review) Q1.F41. Interviewed with World Bank and USAID mentioned the existence of subsidized projects in certain regions financed by the World Bank and European Union and implemented by the Government of Senegal. (U05, U03, DF01) Q1.F42. ACCES staff noted during the interview that the pool of entrepreneurial talent initially was nonexistent, or their capacities were very limited. It was difficult to find solid entrepreneurs in the regions. (A03, A14)	ACCES's weaknesses are primarily driven by the difficult operating environment, lack of strategic vision, coordination problems, and unresolved market development problems. Q1.C24. The operating environment has been a significant obstacle to the success of the WASH market. Donors continue to implement both a market approach and a subsidized approach to sanitation, which has inevitably led to confrontation between donors attempting to target the same population using two incompatible strategies. Most regions did not have viable market actors that were in place to respond to demand for latrine construction. Q1.C25. A majority of households in communes across ACCES's intervention areas – both generally in rural areas but also in Matam communes like Bokidiawé, Agnam, Nabaji and Ogo – did not have any latrines at all, some did not know of the importance of latrines, and others lacked the financial means to purchase them.
		Strategy	Q1.F43. The interviews with ACCES staff and USAID revealed that for the first two years of the project, there was no clear strategy for the market-based approach. The project did not conduct a thorough market analysis at the onset of the project. This led to strategic errors, such as a focus on rural areas, where population density was low, and the target population lacked the means to pay for latrines. They also promoted the expensive TCM product, even though the cost was too high for the majority of potential clients. It should be noted that one reason why ACCES tried to market products beyond the means of rural clients was because they wanted to follow the GOS's high (and probably unrealistic) standards for latrine construction. They also revised the PEPAM catalogue technologies while they worked to develop new (lower-cost) technologies. (A01, A02, A03, U02, U04, U05, A18, A19) Q1.F44. Based on the evaluation team observations and interviews with ACCES staff, the delayed deployment of Sagal, the communications and marketing campaign, the delayed development of demand response mechanisms like the training of entrepreneurs and masons, and the slow growth of latrine financing mechanisms for households contributed to weak latrine sales and the underperformance of other crucial indicators. (A18, A15, observations)	Q1.C26. ACCES's strategy for generating demand and provision of WASH products and services was developed much too slowly over the first two years of the project. The Consortium conducted trial-and-error attempts at market development, creating significant inefficiencies with time and resources. Many of these problems were resolved over the first two years of the project and there is a more coherent strategy currently in place. ACCES had difficulty articulating a strategic vision for the project, some of which has caused ripple effects to the present (e.g., delay in Sagal rollout and lack of demand response mechanisms).
		Coordination Within ACCES	Q1.F45. The project documents and the interviews with ACCES staff and USAID indicated that the configuration of the project was too complex from the beginning. The project behaves like several separate projects instead of one unified project (PSI was in charge of the market component, CRS was focused on CLTS, NRCE was focused on engineering and infrastructure, partners were driving the design process and there were territorial issues and logistical issues). (A03, A04, A05, U04, A02, A15, A21, desk review)	Q1.C27. The project suffers from a continued lack of coordination, which hinders the implementation of the strategic vision of the project. From its conception, the Consortium was intended to draw on the experiences and strengths of the individual members in the service of a common goal. In reality, the members have pursued goals in relative isolation to the detriment of the project as a whole. This dysfunction plays out in several ways large and small, including the limited sharing of resources like office space and vehicles; different administrative

EQ	Theme	Sub.	Findings	Conclusions
			Q1.F46. Based on the evaluation team observations and interviews with ACCES staff, each subcontractor has their own administrative and finance guide, and each subcontractor has a different per diem policy for field staff traveling away from their home base. (A04, A15, A21, observation) Q1.F47. The lack of physical and geographical coordination between subcontractors has mentioned during the interviews with ACCES staff and USAID. Examples: PSI and CRS did not co-locate in Dakar because of their differing political views³⁴, and each Consortium partner has their own office space in Dakar; Caritas contractors were working as staff on the ACCES project at the same as they were working on a latrine subsidization project in the same geographical area. (A04, A21, U02, U05, A18) Q1.F48. Based on the interviews with the ACCES staff, data sharing problems were problematic at the start of the project. Example: IMPAQ came to a meeting with USAID with indicator numbers that didn't match CRS numbers). The M&E team based in the USA had trouble getting the other partners in the project to report indicator data to them. This has improved since the team launched SurveyCTO in March 2018. (A06, ACCES email 01/2019) Q1.F49. The interviews with the consortium members stated that ACCES organizes two planning meetings every two months with the COP and the DCOP (one for the eastern region and one for the southern region), but it does not organize systematic weekly planning meetings. In addition, the evaluation team based on their observation noted that the role of an ACCES regional coordinator does not exist. (A25, A15, field observation, A04, A21, U02, U05, A18)	procedures and per diem policies; separate management and approval structures; and identification with individual Consortium members at the expense of a project-wide ACCES identity. Q1.C28. Even though coordination is improving, planning and data sharing have suffered due to lack of collaboration among team members.
		Potential Unmet Demand	Q1.F50. Focus groups with clients reveal a willingness to purchase latrines. (FG CLTS Vélingara Ferlo, Matam, MA01, A03) Q1.F51. Based on the desk review, 38% (456) of all latrines purchased through the market were purchased in the past two months. (ACCES Latrine Sales Excel Document)	Opportunities exist to capture additional client demand for WASH products and services. Some of these strategies are necessary preconditions for developing the market (access to credit) and others are more speculative (diaspora funding). Q1.C29. There is potential unmet demand for latrines in the areas targeted by the ACCES project. Interviewees believe that the population is interested in buying these latrines. The significant surge in demand in the past two months could be a sign that demand is increasing. The size of this demand, however, remains unknown.
	Opportunities	Credit Growth Potential	Q1.F52. The desk review revealed that 117 (10%) latrines were purchased with formal credit. Even more significant are the latrines purchased with informal credit (482 latrines, or 40%) between SILCs, women's groups and other groups. (ACCES Latrine Sales Excel Document, U01, MA06) Q1.F53. According to ACCES and CMS staff interviewed, the signing of an MOU between CMS and ACCES may be imminent, and USAID/ACCES is weighing the possibility of guaranteeing loans that default to motivate CMS and others to provide more loans. Easier access to loans and improved repayment terms will be helpful for increasing demand for latrines. (CMS01, CMS03, A16) Q1.F54. ACCES staff noted during the interviews that Institutional financing of SILCs and other groups is advantageous because more latrines can be financed at the same time. This strategy also reduces the loan risk to financial institutions and reduces their monitoring burden to ensure loan repayment. As of January 2019, no loans have gone into default. (A03, ACCES email 01/2019)	Q1.C30. The use of credit to purchase latrines shows signs of growth. As ACCES signs MOUs with CMS and its regional branches, formal credit may play an even more important role in the provision of WASH loans to both clients and entrepreneurs. Other signs pointing to future credit growth include USAID and ACCES commitment to provide guarantees for loan repayment to CMS in the case of loan default, as well as a push to organize additional community groups who could benefit from latrine financing options. Additionally, no formal loans provided by CMS have gone into default.

³⁴ PSI and CRS have differing views on contraception. CRS, as a Catholic organization, does not support the use of contraceptives.

EQ	Theme	Sub.	Findings	Conclusions
		Other Growth Drivers	Q1.F55. According to the government officials and USAID, ACCES is exploring multiple innovative opportunities to boost latrine sales, including: (1) municipalities to pay for a certain number of the poorest households; possibility of diaspora funding to buy latrines for communities; banana plantations to provide latrines and then deduct their cost from workers' salaries, and Corporate Social Responsibility (CSR) agreements with mining companies. (A02, U01, A03, G03, G04, A05, A03, A15, A16)	Q1.C31. ACCES has pursued several creative strategies to increase the growth of latrine sales, some of which have the potential to yield positive results for the project. All of these efforts are in their infancy and will need time to be fully explored.
		SatoPan Innovation	Q1.F56. The interviewees from government officials and USAID stated that the use of SatoPans can be an opportunity for the project. It has the potential to be a market differentiator and can improve the appeal of latrine purchases, which could spur demand. (A01, U01, A05) Q1.F57. ACCES provided prototypes of SatoPans to some contractors and masons. These prototypes have been set as a model for customers for marketing purposes. Entrepreneurs interviewed found it easy to install SatoPans compared to traditional models. Some masons had SatoPan orders from clients which could not be completed because the SatoPans had not yet arrived from Nigeria. (MEP interviews with entrepreneurs) Q1.F58. Some clients also received SatoPans because of a small shipment that arrived from Nigeria. While they were not referenced by name by any clients, when the evaluation team observed their latrines the clients noted that the SatoPans did reduce odor and flies and were easily cleaned. (MEP interviews with clients)	Q1.C32. The SatoPan is a significant technological innovation introduced by ACCES to Senegal. If available in the market, this technology may help ACCES reach its sales targets by creating additional demand.
	Threats	Response to Demand	Q1.F59. Interviewees from ACCES staff, USAID and service providers indicated the following as potential hurdles to effective response to latrine demand: - Lack of knowledgeable actors (masons and entrepreneurs) with enough financial capacity to self-sufficiently construct latrines after the project closes. (U02, A05, A04, A03, A09) - Lack of materials (mainly molds and hardware), expensive materials and transportation. (A03 A16 U05 SP04 SA03) - Lack of credit buy steel molds for building cement rings. (SP05) - Current low demand and low profits have caused attrition of some key market actors (A01)	Threats to the program, like competition from subsidized programs and a lack of demand, are significant and, if not mitigated, can cause the project to fail. Q1.C33. There are several reasons why ACCES may not be able to respond to a sharp increase in latrine demand, creating a bottleneck in the supply of latrines. If demand increases, there may not be enough cement rings available to fulfill the demand and there may not be enough market actors to construct latrines in a timely fashion.
		Subsidized and/or Competing Activities	Q1.F60. Interviewees from ACCES staff, donors funded projects, government officials and USAID noted that existence of subsidized projects in the same area as ACCES is a threat for the nascent market approach. The World Bank and the Japan International Cooperation Agency (JICA) have subsidized demand projects. Clients will probably choose a free latrine instead of paying for one of similar quality. (A01, DF01, U02, G11) Q1.F61. ACCES staff and GRET staff interviewed mentioned that ACCES has de-conflicted intervention zones with GRET, but that project or any future subsidized project in ACCES areas may destroy the WASH market. (A03, A17)	Q1.C34. Subsidized projects, and even competing market-based projects have the potential to snuff out the nascent WASH market that ACCES has created. Without client demand, market actors will not make a profit and they will go out of business, effectively destroying the market. Competing market-based models, like the GRET project, may also threaten the viability of the ACCES project because they could compete for the same segment of the population. If not carefully de-conflicted, this could also drive down demand for ACCES's latrine products.
		SatoPan Distribution	Q1.F62. Interviewees from ACCES staff considered the distribution of SatoPans may pose a threat to the ACCES market approach. According to interviewees, SatoPans are only manufactured in Nigeria because they have the production license. ACCES needs to find a wholesaler to import along with a distribution network that is not currently in place. The search for a sustainable alternative is necessary. (A02, A03, A05) ³⁵	Q1.C35. SatoPan is a real innovation, and there is evidence to suggest that there is pent-up demand for latrines with SatoPans. They must be imported because Nigeria has patent on SatoPan manufacturing. ACCES is a stand-in for a national SatoPan distributor, which is unsustainable.

³⁵ The SatoPans arrived in Dakar on January 6th, 2019. However, the project has not yet found a distributor at the national level.

EQ	Theme	Sub.	Findings	Conclusions
		Limited Client Means	Q1.F63. Participants in FG with clients and interviewees clients noted the limited financial means of the households to buy latrines. According to them, populations have highly priorities like, education, health, or agriculture. Despite the latrine price reduction, some clients denounced the high cost of latrines. (A04, MA01, FG Clients CLTS, Vélingara Ndiao, Matam, FG SILC, Hamdalaye Thiokoye, G03, SA05, G08)	Q1.C36. While clients may have said that other members of the community will want to buy latrines, it is also true that household income is low in many of ACCES's targeted areas. It was widely reported that communities may not have the funds to pay for latrines. Entrepreneurs are nervous about entering into contracts with households that may not pay them back once the latrine is built. Low incomes and entrepreneurs' lack of trust in households to pay them is a threat to a healthy WASH market.
What is the value added of ACCES in the four output areas?	Value Added: Demand generated for WASH Products and Services	Behavior Change and ODF	Q2.F1. According to ACCES staff, Community-Led Total Sanitation (CLTS) beneficiaries and USAID, ACCES is adding value by achieving ODF Status in targeted villages, which reduces the rate at which the population defecates in the open. (A03, U01, CLTS01, A05, A13, U05) Q2.F2. Focus group participants and clients stated that ACCES has improved the behavior of the population in ODF areas. Most interviewees note that fewer cases of diarrhea have been reported due to more toilets, improved hygiene practices, and the use of Aquatabs and bleach. (FG, Clients CLTS, Bokindar, Matam, CLTS01, FG, Clients CLTS, Vélingara Ndiao, Matam, SA02) Q2.F3. <u>Weakness</u> Focus group participants and clients interviewed identified the lack of visual tools in awareness-raising activities, home visits and community talks as problematic for learning retention. (CLTS01, FG, Clients CLTS, Vélingara Ndiao, Matam, FG, CLTS Clients, Djindème, Ziguinchor)	ACCES has improved sanitation behavior in targeted areas, created synergies with the government and other projects, reduced latrine costs and started to use credit to spur demand for sanitation services. However, the demand for market-based products and services has yet to be realized due to the lack of significant activity in the WASH market. Q2.C1. CLTS activities, like behavior change activities, have contributed to ODF status in 66 villages. Q2.C2. Testimonials include improved sanitary habits and reduced rates of diarrhea for community members, including children. Q2.C3. Awareness activities do not fully utilize visual tools, which may reduce learning outcomes.

ANNEX II: RECOMMENDATIONS MATRIX

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
Q1: How well is ACCES performing? What is working, what is not working, and why?								
The interviews with ACCES staff and USAID revealed that for the first two years of the project, there was no clear strategy for the market-based approach. The project did not conduct a thorough market analysis at the onset of the project. This led to strategic errors, such as a focus on rural areas, where population density was low, and the target population lacked the means to pay for latrines. They also promoted the expensive TCM product, even though the cost was too high for the majority of potential clients. It should be noted that one reason why ACCES tried to market products beyond the means of rural clients was because they wanted to follow the GOS's high (and probably unrealistic) standards for latrine construction. They also revised the PEPAM catalogue technologies while they worked to develop new (lower-cost) technologies.	I. Finaliser et valider le document de stratégie commerciale d'ACCES	Beaucoup de temps et d'efforts fournis pour comprendre le marché et développer des produits adaptés. Draft de document stratégique en circulation	ACCES/COP	USAID/COR	Fin Juin 2019		X	

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
Based on the desk review and the interviews with ACCES staff, the project has some overall latrine sales target (# of improved toilets and latrines constructed/purchased by beneficiary households) of 13,363 households (150,000 people). Only 1,211 (9%) of the latrine sales objective has been achieved, while 50% of the project is over. The latrine sales indicator has been underperforming compared to USAID and project expectations. Thirty-eight percent of all sales were made during the last quarter (October-December 2018), highlighting the slow progress through September 2018.	2. Continuer la mise en œuvre de la nouvelle stratégie commerciale	Près de 2800 ventes actuellement, avec un sursaut dans les zones CLTS Convention avec CMS signée pour le financement des latrines	ACCES/COP	USAID/COR	En continue		X	
The interviews with ACCES staff and services providers revealed that Latrines were delayed due to insufficient number of masons in certain areas (e.g., in Bokidiawé, CMS granted credit to 10 women groups since August 2018, but latrines have been completed for only four groups).	3. Mener la réflexion sur comment mieux motiver les maçons afin de les maintenir dans le business de l'assainissement. Conduct a reflection with USAID to examine to which extent the MUS plans		ACCES/ Marketing Advisor	ACCES/ COP	En continue	X		

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
	implementation can be funded.							
	4. Centraliser toutes les commandes de latrines auprès des grands entrepreneurs solides qui vont engager les maçons formés pour exécuter les travaux.		ACCES/ Marketing Advisor	ACCES/ COP	En continue	X		
	5. Voir la possibilité de subventionner l'achat des matériaux de construction au moins une fois pour les entrepreneurs/maçons afin de leur permettre de se constituer un fonds de roulement.		ACCES/ Marketing Advisor	ACCES/ COP	En continue	X		
The interviews and focus groups with clients and ACCES staff reported some dissatisfaction with masons, particularly in the delivery of materials and the slowness and incompleteness of some latrine construction.	Voir recommandation 3							
The interviews and focus groups with clients and ACCES staff reported some dissatisfaction with masons,	6. Renforcer davantage le suivi des travaux sur le terrain		ACCES/ Marketing Advisor	COP/ ACCES	En continue	X		

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
particularly in the delivery of materials and the slowness and incompleteness of some latrine construction.	7. Impliquer le staff de ACCES dans le recouvrement des reliquats des contrats entre l'entrepreneur/maçon et le ménage.		ACCES/ Marketing Advisor	COP/ ACCES	En continue	X		
The interviews with ACCES staff, service providers and clients indicated that there is not enough demand for the entrepreneur to earn enough money to make the work worthwhile. Profit margins for latrines are quite small and sometimes, masons lose money because of the high prices of materials.	Voir recommandation 3	Les marges étant faible, il faut générer les volumes.						
ACCES staff and service providers stated that the loss of trained masons and entrepreneurs is due to a combination of low demand and slim profit margins. In total, over 712 entrepreneurs have been trained in business development (management, accounting, etc). However, the desk review revealed many trained entrepreneurs quit providing services. For example, only 12/112 (11%) masons and entrepreneurs trained in latrine construction by ACCES are still functioning in Matam. Eighty-five	Voir recommandation 3							

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
entrepreneurs were trained in Kédougou but only five are functional. Of the 27 masons trained in Kafountine, only 7 are active.								
According to the services providers and sales agents, the entrepreneur only fulfills the demand that the commercial agents create, they do not create their own demand. However, one entrepreneur in Kafountine pays sales agent when they secure clients, in addition to what ACCES is paying.	8. Continuer à préparer les entrepreneurs à intégrer la dimension marketing dans leur activité.	Dans certaines zones, les commerciaux ne sont pas plus efficaces pour vendre,	ACCES/Marketing Advisor	ACCES/COP	En continue		X	
Based on the interviews with sales agents and ACCES staff, the first generation of sales agents (32 individuals) was let go after their three-month contracts expired, mostly between May and August 2018. Forty-four second-generation sales agents were hired for six months between October/November 2018 and April/May 2019, and only 6 of those from the first generation were part of the second generation. In addition, ACCES has not yet a clear strategy to progressively transfer the marketing activity to entrepreneurs/masons before the project ends.	Voir recommandation 8							

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
Based on interviews with ACCES staff and CMS, ACCES met several financial institutions (CMS, ACEP, Microcred, Cauri Microfinance) to pitch the idea of financing sanitation products. Only CMS accepted to finance the market. Despite this, opening CMS accounts and proving an existing income-generating activity continue to be challenges to overcome for individuals to successfully receive loans.	9. Continuer le plaidoyer auprès d'autres institutions de microfinance afin de leur présenter les opportunités existantes dans le financement du marché de l'assainissement.	Des démarches sont déjà en cours dans ce sens	ACCES/ Microfinance coordinator	COP/ ACCES	En continue		X	
	10. Continuer la collaboration avec WASHFIN pour l'organisation d'un mini atelier sur l'opportunité de financer les services WASH		ACCES/ Microfinance coordinator	COP/ ACCES	Fin Avril 2019		X	
Interviews with ACCES staff, CMS staff and service providers noted that only one individual – from Kafountine, Ziguinchor – has received credit from CMS. He is an entrepreneur and was already a CMS client before ACCES began. He used the loan to purchase molds and to make concrete rings. No individual clients have been able to receive formal loans because CMS fears that individuals will not pay back the loans, and because only one entrepreneur has received a loan there are not a lot of data to assess whether this is a wise choice. In general, CMS looks		Les entrepreneurs / maçons sont mobiles et à très haut risque pour les IMFs Une convention est signée avec CMS en décembre 2018						

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
more favorably upon groups of clients because the risk is mutualized.								
For the government officials and ACCES staff interviewed, ACCES is implementing the market approach without a significant transition from subsidized projects to the market approach, leaving the project in a difficult operating environment. The Stratégie Nationale de l'Assainissement Rural au Sénégal's (SNAR) advocates for a phased approach over three years where there would be an "abandon progressif de la subvention (approche projet) au profit de la subvention de l'offre (approche marché)", as well as a call for "la hausse progressive et significative du niveau de contribution du secteur privé dans le financement de l'ouvrage d'assainissement (de 0 FCFA présentement à 135 000 FCFA à partir de 2022)." While ACCES is proof that this transition is underway, there are subsidized projects that complicate the achievement of their objectives	11. Continue to facilitate financial access for households (via credit lines, etc.) and explore the possibility for group orders to be prefinancing (during the short-term) through ASUFORs.	-Agree it was difficult. Not convinced SNAR is on the same page of a total market transition by 2025, with the acceleration period from 2018 onwards. The idea was to tip down government subsidies from 90-100% to 10-15%. This was inspired by EDS findings that some HH were purchasing their own latrines without subsidies. A "Cadre de Concertation" exists to harmonize approaches among donors and gov. -Complicated because Acces is already well advanced, so changing the strategy at this stage to back peddle would be disruptive. We could integrate hidden subsidies such as a guarantee fund,	ACCES Microfinance coordinator	ACCES/ COP	En continue		X	

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
		continuing equipment to masons, etc. to further facilitate the market. -USAID made a bold choice to go direct to market without a transition phase -Focus on the bottlenecks to unlock the possibility of the market truly taking over namely financing (access to credit, capacity of masons/entrepreneurs). -First time to truly see people who have purchased LV with full intention to add a second “fosse” when they have amassed the funds to do so. Segmentation was done well and is serving its purpose.						
	12. Institutional support should offer subsidies for the poorest quintile (rather		DA/MHA	USAID/COR	En continue	X		

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
	than traditional blanket subsidies that were by geography but not targeting need). Redirect existing subsidy-based projects to reach the most vulnerable to not overly affect the market.							
	13. National 4Cs communication campaign should be implemented by the government as planned to lead key messages related to new strategy (needs financing)	-Seems like government level plan to transition to markets hasn't been well communicated to the population, as there is no knowledge of this at field level. Part of this is because although they have the 4Cs communication campaign, they don't have the budget to roll it out and have asked for donor support to do so. - ACCES has led 3 marketing level exercises (landscaping, literature reviews, etc.) to analyze the market and has made strides in	DA/MHA	USAID/COR	En continue		X	

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
		having DA and other government stakeholders better understand market approaches						
Interviewed with World Bank and USAID mentioned the existence of subsidized projects in certain regions financed by the World Bank and European Union and implemented by the Government of Senegal.	14. Work with the DA to properly target the most vulnerable in subsidy zones to ensure the different approaches do not negatively affect the nascent market	-Subsidies can work in market zones if the most vulnerable are properly targeted. -Existing impact of this in Acces is limited to just one area in Tamba where the issue has been resolved.	USAID/COR	USAID/EGO	Fin septembre		X	
	15. Continue to work with DA to map projects, coordinate and harmonize projects working in the same zones		USAID/COR	USAID/EGO	Fin Septembre		X	
ACCES purchased 47 cement ring steel molds and has loaned 14 of them of them to entrepreneurs and masons. But they are insufficient compared to demand for latrines. The interviews with service providers and focus groups with clients, in certain areas, masons do not have access (or must share access) to cement ring molds, while in others, masons do not use the molds they	16. Continue to facilitate finding entrepreneurs to produce rings in mass	-All communes now have molds -Rings aren't essential to product model and this needs to be better communicated -Rings aren't always the best choice based on a majority of other factors, so actual issues	ACCES/ Marketing Advisor	ACCES/COP	En continue	X		
	17. Continue to promote the cabin and not focus on rings as it does not impact the quality or price of the latrine		ACCES/ Marketing Advisor	ACCES/COP	En continue	X		
	18. Continue to help masons/entrepreneurs'		ACCES/ Marketing Advisor	ACCES/COP	En continue	X		

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
were given. In Bandafassi, one mason says he does not use the cement ring molds he has received, preferring road construction instead because he earns more money. In addition, ACCES doesn't have yet a transfer strategy of the molds, once the project ends	network to cover high demand	are not as wide spread as it seems to appear to date						
	19. Help to cluster/group orders to save on delivery costs and boost available cash-flow	-Hardware stores can sell already made rings to facilitate having a mass of rings available for entrepreneurs and masons to respond to latrine orders -Success stories should be promoted to share "what is working" more widely	ACCES/ Marketing Advisor	ACCES/COP	En continue	X		
	20. Continue to identify aggregators who can handle larger orders	-Focus groups have occurred to dig deeper into understanding bottle necks from the mason/entrepreneur perspective -Mold costs are super high for Senegal, which is a major bottle neck for entrepreneurs purchasing them on their own -First draft on what should happen to the molds has already been	ACCES/ Marketing Advisor	ACCES/COP	En continue	X		

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
		drafted (performance based with perhaps % to contribute to cost)						
According to the desk review, interviews with sales agents, clients and focus group participants, ACCES operates in six regions among the poorest in Senegal with diverse needs. The majority of communities met have negative opinions about the market approach.	Voir recommandation I	-Seasonality has impact on financial capacity at different periods of the year - Communication strategy mentioned above will help resolve these misunderstandings/or negative perceptions						
Based on the evaluation team observations and interviews with ACCES staff, the delayed deployment of Sagal, the communications and marketing campaign, the delayed development of demand response mechanisms like the training of entrepreneurs and masons, and the slow growth of latrine financing mechanisms for households contributed to weak latrine sales and the underperformance of other crucial indicators.	21. Go full force in implementing a massive communication/marketing campaign to accelerate sales and create brand recognition for Sagal products for households and operators	-First the project is market based so there aren't the traditional USAID "project" marketing materials in the field -Communication starting NOW is good timing given that previously there would have been a risk of creating demand when all the ducks were not yet in a row on the supply and model side	ACCES/ Marketing Advisor	ACCES/COP	Fin Septembre	X		

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
		- Have invested a lot of time and \$ on communications strategy on all levels (BCC, sales agents, etc.) and creation of digital media tools, social media tools.						
Based on the evaluation team observations and interviews with ACCES staff, each subcontractor has their own administrative and finance guide, and each subcontractor has a different per diem policy for field staff traveling away from their home base.	22. Harmonize core policies and procedures within the project (security, Reporting, etc.).	Each NGO has a right to their own policies and procedures related to per diem etc. and could create internal discrepancies at organizational level to harmonize within a project COP to validate and communicate/enforce	ACCES/DCOP	ACCES/COP	Fin septembre	X		
In addition, the evaluation team based on their observation noted that the role of an ACCES regional coordinator does not exist.	23. Designate one person as regional coordinator per region to be the interlocuter/project representative (COP and DCOP to create criteria and select).	-Original project design included this but was removed to cover other costs -Would be disruptive at this time of the project to recruit totally new people at this stage: Is this	ACCES/COP	USAID/COR	Fin septembre	X		
	24. Hold team-building workshop for entire		ACCES/DCOP	ACCES/COP	Fin septembre	X		

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
	consortium (help solidify changes, etc.)	priority for resources/time? Agreement that neutral or external NRCE hire is ideal, but would have major budget implications and require additional resources						
Interviewees from ACCES staff considered the distribution of SatoPans may pose a threat to the ACCES market approach. According to interviewees, SatoPans are only manufactured in Nigeria because they have the production license. ACCES needs to find a wholesaler to import along with a distribution network that is not currently in place. The search for a sustainable alternative is necessary.	25. Finalize the identification of the national distributor	-ACCES has been working on this and has several options lined up, Ademas is one of the potential social enterprises	ACCES/COP	USAID/COR	Fin septembre	X		
Q2 : What is the value added of ACCES in the four output areas: a) Demand generated for WASH Products and Services; b) Increased Market-Based Provision of WASH Products and Services; c) Improved Provision and Management of Multiple Use Water Systems; d) Improved Enabling Environment for Equitable Delivery of Quality WASH Systems								
The lack of physical and geographical coordination between subcontractors	26. Loger tous les responsables des outputs	Beaucoup de ces recommandations sont	ACCES/COP	USAID/COR	Done	X		

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
has mentioned during the interviews with ACCES staff and USAID. Examples: PSI and CRS did not co-locate in Dakar because of their differing political views, and each Consortium partner has their own office space in Dakar; Caritas contractors were working as staff on the ACCES project at the same as they were working on a latrine subsidization project in the same geographical area. The interviews with the consortium members stated that ACCES organizes two planning meetings every two months with the COP and the DCOP (one for the eastern region and one for the southern region), but it does not organize systematic weekly planning meetings.	dans le bureau du projet ACCES au niveau de Dakar.	en cours de mise en œuvre.						
	27. Loger le personnel de terrain dans les mêmes bureaux (Pas encore réglé pour Sédhiou et Kolda).		ACCES/COP	USAID/COR	Fin Juin	X		
	28. Identifier des coordonnateurs (parmi le personnel existant) dans chacune des régions qui vont répondre au nom de ACCES.		ACCES/COP	USAID/COR	Fin juin	X		
	29. Systématiser dans chaque région des réunions de coordination mensuelle.		ACCES/COP	USAID/COR	En continue	X		
	30. Organiser les réunions de coordination trimestrielles par zone.		ACCES/COP	USAID/COR	En continue	X		
Focus group participants and clients interviewed identified the lack of visual tools in awareness-raising activities, home visits and community talks as problematic for learning retention.	31. Systématiser et encourager l'utilisation des supports visuels dans toutes les activités de sensibilisation.		ACCES/WASH BCC	ACCES/ WASH Technical Advisor	En continue	X		
	32. Faire le suivi de l'utilisation de ces supports.		ACCES/WASH BCC	ACCES/ WASH Technical Advisor	En continue	X		

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
Some service providers (masons) claim that the BDS courses are too theoretical and lack some practicality.	33. Rendre les formations BDS beaucoup plus pratiques et faire des coachings.		ACCES/ Marketing Advisor	ACCES/COP	En continue	X		
According to government officials and ACCES staff, ACCES is tasked with the design, but not the implementation, of the MUS plans. Therefore, the MUS plans will not be implemented by the ACCES project. The plans do not currently have funding from another donor, or from the local community, to undertake the water projects highlighted in the MUS plan. ACCES is asking the municipalities and other donor projects to provide funding for the MUS projects, but it must be noted that municipal budgets may be limited. The plans expire after ten years.	34. Continuer l'accompagnement des CT en collaboration avec GOLD, à développer des plans de mobilisation financiers.		ACCES/ Institutional Development Advisor	ACCES/COP	En continue	X		
	35. Développer la collaboration avec d'autres projets tels GOLD, KAWOLOR et ACRA pour le financement de certains volets MUS (renforcement de capacités, gouvernance)		ACCES/ Institutional Development Advisor	ACCES/COP	En continue	X		
	36. Faire le plaidoyer au niveau communal pour l'intégration des MUS dans les PAI.		ACCES/ Institutional Development Advisor	ACCES/COP	En continue	X		
	37. Utiliser les existantes plateformes WASH au niveau local pour faire le plaidoyer pour le financement des MUS.		ACCES/ Institutional Development Advisor	ACCES/COP	En continue	X		

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
	38. Mener la réflexion avec l'USAID pour examiner dans quelle mesure financer la mise en œuvre des plans MUS.		ACCES/COP	USAID/COR	Fin septembre	X		
Q3: What types of institutions are needed to ensure the sustainability of a WASH market in targeted communities?								
Findings on collaboration with the government are mixed. Some interviewees in the government say there is a limited interaction between ACCES staff and the DRH, while some municipalities have noted the strong coordination and trust between ACCES and the project. BRH worked with ACCES on the CLTS trainings, but they have not been involved in the market approach. ACCES staff note their strong collaboration with the MHA, DA, and OFOR, although the latter is sometimes difficult to communicate with	39. Maintenir la relation avec les entités gouvernementales.		ACCES/Coordonnateur régional	ACCES/Institutional Development Advisor	En continue		X	
	40. Faire le suivi de la mise en œuvre des MOU avec les entités gouvernementales au niveau local		ACCES/Institutional Development Advisor	ACCES/COP	En continue		X	
Several local and national government interviewees discussed the lack of updated information on a regular basis that the local government entities receive from ACCES.	41. Systématiser le partage du rapport annuel avec les services techniques et les maires au niveau de chaque région.		ACCES/COP	ACCES/M&E	En continue		X	

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
Q4: What resources are being underutilized by the project, and what other resources do they need to meet their targets at the end of the Activity? What is the ideal mix of resources for the project to have to achieve its targets?								
According to the Technical Services, the WASH Platform is an opportunity for ACCES to improve project visibility and may help to harmonize interventions in the regions in which it operates. However, the WASH Platforms are not dynamic at the local level (it is functional at the national level). In Matam, for example, the development of the Platform was part of an action plan that has never been implemented.	42. Faire le plaidoyer pour la tenue régulière de réunions des plateformes WASH.		ACCES/Institutional Development Advisor	ACCES/DCOP	En continue		X	
	43. Encourager le co-financement des activités de la plateforme WASH.		ACCES/Institutional Development Advisor	ACCES/DCOP	En continue		X	
	44. Encourager l'élaboration et la mise en œuvre d'un PTA pour les plateformes WASH.		ACCES/Institutional Development Advisor	ACCES/DCOP	En continue		X	
According to focus group participants and confirmed by observation, communication activities are not currently supported by visual tools. There are very few Sagal signs (the evaluation team saw one in Kafountine during fieldwork and pamphlets in the ACCES Kédougou regional office). While the caravan and media campaign (radio) have been completed, a delay is noted in communications and marketing strategy and physical marketing materials are not present. The	45. Mettre en œuvre la stratégie de communication	En cours.	ACCES/ WASH Technical Advisor	ACCES/COP	En continue	X		
	46. Engager une agence pour le suivi de la campagne médiatique		ACCES/ WASH Technical Advisor	ACCES/COP	Fin Septembre		X	
	47. Fournir des supports de communication pour les différents bureaux (Dakar et dans les régions) et s'assurer de leur utilisation.		ACCES/ WASH Technical Advisor	ACCES/COP	Fin Septembre	X		

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
municipalities do not publicize ACCES successes to a significant extent.	48. Accélérer la dissémination des produits (Affiches, émissions radios)		ACCES/ WASH Technical Advisor	ACCES/COP	Fin Septembre	X		
	49. Compléter les supports de communication institutionnels		ACCES/ WASH Technical Advisor	ACCES/COP	Fin Septembre	X		
Interviews with the ACCES staff during the field visit reveal that there are only two technicians to check the quality of the latrines built. One is based in Tamba and is in charge of Tamba, Kédougou and Matam regions and the other in Ziguinchor and is in charge of Ziguinchor, Kolda and Sédhiou regions. ACCES is recruiting two other technicians who will be in charge of the technical follow-up of latrine infrastructure. These additional technicians are necessary		2 techniciens additionnels ont été déjà recrutés par ACCES.						
Interviews and desk review state that during the first year of ACCES implementation, the M&E Director was based in the USA and did not visit Senegal to conduct site visits. An M&E Specialist has since been hired to manage SurveyCTO, a high-quality data collection application using Android phones or tablets that the project adopted in March 2018. She is	50. Optimisation de l'utilisation du staff M&E existant Optimize the use of existing M&E staff.		ACCES/ M&E	ACCES/COP	En continue	X		

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
also responsible for gender activities. She is assisted by another M&E Specialist in Tambacounda.								
ACCES staff noted the lack of logistics for the field offices (only 1 vehicle available in Kédougou for field activities, no video projector, poor internet connection, one vehicle in Ziguinchor for nine people). USAID staff, Government officials and sales agents noted lack of human and logistical means limits the interventions on the ground. Additional needs for technical supervisors, ACCES regional coordinators, business coaches, sales agents, and motorbikes as a method of conveyance	51. Discuter avec USAID du transfert des moyens logistiques des projets clôturés.		ACCES/ COP	CRS	Mi-février	X		
According to the WASHPaLs report called “Scaling Market-Based Sanitation” published in June 2018 for USAID, time is an essential component for the success of a market-based approach. “Changes in the sanitation market system can take time, but MBS interventions can scale up if funders remain invested and flexible over longer than 5-year funding horizons.” (page xi). The	52. Discuter avec l’USAID de la possibilité d’une extension du projet de 2 ans. Begin discussions with USAID about a possible project extension for two years.		ACCES/ COP	ACCES/DCOP	Fin septembre		X	

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
paper continues: “Most of the successful examples observed in our study reached scale in 4 to 6 years, and some facilitated sales of more than 100,000 toilets during that period. Further, a year-by-year study of toilets sold in selected interventions suggests that sales begin to accelerate 4 to 5 years after the initiation of the intervention (supporting the argument to extend the typical donor funding cycle of 3 to 5 years).” (page 15-16). While 13,636 latrine sales are certainly possible within five-year timeframe of the project, international research shows that in order to reach upwards of 10X that figure, the market should probably exist for at least 6-8 years. However, it must be noted that most of these successful projects are outside of the West African context and therefore should not be too heavily relied upon for decision-making. Various individuals interviewed, mostly from ACCES, also believe that more time to develop the latrine market would be helpful to fully								

Findings	Recommendations	Comments	Person in charge of the action	Person in charge of the follow-up	Deadline	Level of Priority		
						1	2	3
realize a self-sustaining WASH market.								

ANNEX III: EVALUATION STATEMENT OF WORK



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ASSAINISSEMENT, CHANGEMENT DE COMPORTEMENT ET EAU POUR LE SENEGAL (ACCES) MIDTERM PERFORMANCE EVALUATION STATEMENT OF WORK

AUGUST 2018

This publication was produced for review by the United States Agency for International Development. It was prepared by Management Systems International, a Tetra Tech Company, for the USAID/Senegal Mission-Wide Monitoring and Evaluation Project.

ASSAINISSEMENT, CHANGEMENT DE COMPORTEMENT ET EAU POUR LE SENEGAL (ACCES) MIDTERM PERFORMANCE EVALUATION

Statement of Work

Contracted under AID-685-C-15-00003

USAID/Senegal Monitoring and Evaluation Project

I. Statement of Work Detail

USAID SOW Manager	Arvil Gonzalez
MEP SOW Manager	Sadio Coulibaly
Activity Title	<i>Assainissement, Changement de Comportement et Eau pour le Sénégal (ACCÉS)</i>
Activity Period	March 16, 2016-March 15, 2021
Funding	\$21,967,310
Geographic Coverage	Multiple regions in Senegal
Task	ACCÉS Midterm Performance Evaluation
Task Start and End Dates	November 2018-February 2019

2. Activity Description

The USAID/Senegal ACCES (*Assainissement, Changement de Comportement et Eau pour le Sénégal*) Activity is part of USAID/Senegal's Water, Sanitation and Hygiene (SENWASH) portfolio to comprehensively address water, sanitation and hygiene (WASH) topics. The overall goal of the Activity is to significantly increase sustainable access to improved water and sanitation services and adoption of hygiene practices in targeted communities to improve their health and nutritional status, particularly of women and children. It uses an innovative market-based approach in Ziguinchor, Sédhiou, Kolda, Kédougou, Tambacounda and Matam, as outlined in the map below.



ACCÉS is implemented through three primary components:

- Component One: Generate local demand for WASH products and services designed to significantly improve sanitation, hygiene and infant nutrition practices;
- Component Two: Develop replicable and scalable business models for sustainable provision of WASH products and services;
- Component Three: Develop and manage Communal Action Plans for Multiple Use Water systems.

3. Development Hypothesis and Implementation

ACCÉS's overarching goal is to significantly increase sustainable access to improved water and sanitation services and adoption of hygiene practices in targeted communities to improve their health and nutritional status, especially of women and children. The ACCÉS development hypothesis is:

IF access to an improved drinking water source is improved;

IF access to an improve sanitation facility is improved; and

IF access to a dedicated hand washing station with soap and water present is improved,

THEN sustainable access to improved water and sanitation services and adoption of hygiene practices in targeted communities in the six target regions to improve the health and nutritional status, especially of women and children will increase significantly.

ACCES has four primary outputs, which are directly linked to its three components, to accomplish the overarching goal. They are:

Output 1: Local demand generated for WASH products and services designed to significantly improve sanitation, hygiene and infant nutrition practices.

Output 2: Replicable and scalable business models developed for sustainable WASH products and services.

Output 3: Environmentally sustainable provision and management of multiple use water systems.

Output 4: Responsive and accountable governance framework is operational at county government level that ensures sustainable and equitable provision of water and sanitation.³⁶

4. Existing Performance Information Sources

USAID will provide the MEP Evaluation Team with a package of background materials on the ACCÉS Activity, including:

- WASH Project Appraisal Document (PAD), December 2014
- All activity quarterly reports through FY18, annual reports, annual work plans, Activity Monitoring, Evaluation and Learning Plans (AMELP) and any modifications to the AMELP
- Baseline and current data collected on activity indicators
- Demographic health survey (DHS) data
- Ministry of Hydraulics and Water (MHA) waterpoint and sanitation data points
- ACCÉS Gender Analysis 2016

³⁶ ACCÉS Activity Monitoring Evaluation and Learning Plan (AMELP) June, 2016.

- Ability to pay and market studies conducted by ACCÉS and MHA

All background documents will be provided to the MEP Team by October 20, 2018.

5. Task Purpose, Audience, and Intended Uses

The purpose of this midterm performance evaluation is to determine how well ACCES is meeting its intended objectives half-way through its implementation period and to make recommendations on approaches and management for the final years of the activity. The evaluation team will investigate to what extent the goals of the Activity were achieved and determine if there are other exogenous factors that have impacted achievements that USAID and/or the implementing partner did not foresee. The evaluation should provide specific conclusions and recommendations to support maintaining momentum and improving implementation of the Activity, assessments, staffing responsibilities, timelines or budget allocation. The intended use of the evaluation is to support modifications to future Activity planning and targets. The audience is primarily the USAID/Senegal's WASH team in the Economic Growth Office (EGO). Other key interested parties include Senegal's MHA and USAID/Washington's Office of Water and Sanitation.

6. Evaluation Questions

The following principal questions will guide this evaluation:

1. How well is ACCES performing? What is working and what is not working?
2. What is the value added of ACCÉS in the four output areas; specifically:
 - i. Demand generated for WASH products and services;
 - ii. Increased market-based provision of WASH products and services;
 - iii. Improved provision and management of multiple use water systems; and
 - iv. Improved and enabling environment for equitable delivery of quality WASH systems
3. What institutions are needed to ensure the sustainability of a WASH market in targeted communities?
4. What resources are being underutilized by the project, and what other resources do they need to meet their targets at the end of the Activity?

7. Gender Disaggregation and Gender Differential Effects

The evaluation team will examine the way in gender is taken into account in the Activity design and implementation via the various WASH interventions. The team will review the gender analysis completed at the outset of the Activity to determine if adequate planning for gender differentiation in implementation has occurred. The evaluation team will also look for on-going gender analysis related to water and sanitation usage in terms of assessing the effectiveness of the strategies taken to address water and sanitation issues for both men and women.

8. Approach

I. DESIGN

The MEP Team will conduct a **Midterm Performance Evaluation** of the ACCÉS Activity. Data sources for this evaluation will include Activity documentation (see above), MHA data on water and sanitation use and interviews with USAID/Senegal EGO staff, Activity staff, MHA officials and other WASH technical and financial health partners working in Senegal. The team will also carry out site visits, dividing into two sub-teams to visit two regions each of the ACCÉS regions for a total of four regions visited.

This statement of work requires that the evaluation team develop and submit for approval a detailed work plan with proposed methodology prior to arrival in-country. A central part of the work plan will be the getting to answers matrix which will support the creation of the evaluation methodology based on the evaluation questions. The following is a sample of the matrix:

EVALUATION QUESTIONS	TYPE OF ANSWER NEEDED	DATA COLLECTION METHODS	DATA SOURCE(S)	SAMPLING OR SELECTION CRITERIA	DATA ANALYSIS METHODS
	☐ Descriptive ☐ Comparative (normative) ☐ Cause and Effect				

The evaluation team's methodology will include

- Completion of a statistical WASH data review and Activity document review prior to the arrival of expat team members in Senegal.
- Community-level discussions using a most significant change approach.
- At least three qualitative data collection methods to address each of the identified evaluation questions in order to triangulate data. Suggested data collection tools are: key informant interviews, group interviews and focus groups discussions.
- Field visits to a targeted sample of communities within four ACCÉS regions
- Use of statistical and transcript analysis software to analyze respectively the quantitative secondary data (MHA) and the qualitative interviews
- Inclusion of gender and geographic location disaggregation in the data analysis.

2. DATA COLLECTION METHODS

The data collection methodology to be used by the team will consist of two phases:

PHASE 1: DOCUMENT REVIEW

The team will review a wide range of documentation including the ActivityPAD to understand better the larger-level TOC and how ACCES fits into its objectives in addition to reviewing original critical assumptions to see how these have played out since first being identified in 2014. Activity AMELPs, including any revisions or updates, quarterly reports and annual reports. Relevant studies, research and policy strategies recently implemented by other technical and financial partners (PTF) will also be included.

PHASE 2: QUANTITATIVE AND QUALITATIVE FIELD RESEARCH

As part of its qualitative and quantitative research, the team will find the best fit for purpose, including the following research instruments:

- Quantitative analysis: Activity performance data from start of Activity to date (2016-2018) as well as MHA data on water and sanitation services as well as related market studies on ability to pay.

- Key informant interviews: Open questions for interviewing program stakeholders: USAID/EGO, ACCÉS senior staff and field agents as well as national, regional and local political and water authorities.
- Group interviews: Targeted questions with Activity field staff and discussions with target community members.
- Focus groups: Focus groups with local authorities (préfets, sous-préfets and mayors) community members and health committee members.
- Other emerging methodologies may be considered.

9. Strengths and Limitations

USAID's evaluation policy states that any methodological strengths and limitations are to be communicated explicitly. The evaluation team will specifically address any limitations in the methodology and approach in its workplan, as well as limitations in the data to be used, either primary or secondary in the body of the evaluation report.

10. Deliverables

The deliverables for this evaluation include:

- Work Plan: Detailed work plan which will indicate methodology, data analysis, detailed calendar, and data collection tools for the elaboration of the evaluation. The work plan will be submitted to the MEP Contracting Officer's Representative (COR) and EGO point of contact (POC) for approval prior to fieldwork.
- Progress Report: A brief written report of the data collection progress made in the field covering key scheduled activities, status of completion, and constraints encountered during the data collection process.
- Data Walk/Preliminary Findings Presentation: A discussion with the EGO, which may include a PowerPoint presentation, to review the preliminary findings and conclusions table and the supporting evidence and data collected.
- Recommendations Workshop(s): A workshop with USAID/EGO/WASH staff and ACCÉS staff to develop, discuss, and validate the recommendations based on the findings of the evaluation. This co-generation will facilitate a clear road forward for the Activity, the AOR and EGO in terms of revisions to the Activity's approach.
- Overview of initial findings and conclusions: A PowerPoint presentation in French and English to the USAID Mission; no longer than 30 minutes leaving at least 30 minutes for full discussion and Q&A. The evaluation team will make additional presentations to key MHA officials in French and ACCÉS staff.
- Draft Evaluation Report: The team will submit a draft report to the MEP COR and EGO POC who will provide consolidated comments for revision and finalization of the report ten working days following the draft submission.
- Final Report: An electronic document that includes a table of contents, methodology, findings, conclusions and recommendations. The final report will be submitted in English (and later translated into French) and will include:
 - A 20-page report with a clear discussion of the data and evidence based on the evaluation questions, the subsequent findings prompted by analysis of the data and evidence, conclusions driven by the

findings, and recommendations generated from the conclusions and based on the recommendations workshop. More detailed analysis and descriptive narrative may be attached as annexes.

- A one-page evaluation fact sheet highlighting target findings for decision-making. These fact sheets will respond to the question: Who needs to know what, and by when? The fact sheet(s) may be developed during report drafting, based on discussions with the evaluation team, PRM and the technical team.
- A five-page executive summary that provides a brief discussion of the evaluation purpose, basic methodology, findings, conclusions, and recommendations.

II. Team Composition

The evaluation team will be led by a WASH specialist knowledgeable about the current water and sanitation reforms underway in Senegal, Ms. Sadio Savané Coulibaly. Ms. Savané currently serves as the Deputy Chief of Party for the MEP Senegal and will be fully dedicated to this task as team leader. Her previous experience includes designing and managing M&E and performance measurement systems for WASH initiatives in Senegal including the Millenium Drinkable Water and Sanitation Program or *Programme d'eau potable et d'assainissement du Millénaire* (PEPAM) and the Wula Nafaa Program. Ms. Savané will be supported by Dan Copeland, an evaluation methodologist with ten years' experience working in evaluations and will be responsible for ensuring that the evaluation follows a rigorous set of data collection tools and analysis. Mr. Copeland will work closely with Ms. Savané to develop narrative analysis in English with Ms. Savané working in French narrative. The evaluation team will include a Senegalese sanitation specialist and a Senegalese water specialist. The team will be supported by a MEP M&E Manager who will support administration of the evaluation and will accompany the team in the field. Two enumerators will support qualitative interviews and taking notes. All team members are required to provide a signed statement attesting that they have no conflict of interest or, as required, a statement describing any existing conflict of interest. MEP Senegal's Technical Director, Deborah Orsini will review the findings, conclusions and recommendations matrix as well as the draft and final reports for technical quality.

Dates	Tasks/Deliverables	Estimated LOE (in days)				
		Team Leader	Evaluation Specialist	Sanitation Specialist	Water Specialist	Enumerators
September 28, 2018	Signature of SOW					
October 1-19	Recruitment of team and request for travel and rate approvals					
October 22-26	Desk review and completing answering questions with secondary data	5	3	5	5	
October 29	Initial phone call with EG Office	1	1	1	1	
October 28-November 2	Development of workplan and tools	4	4	4	4	
November 5	Submit workplan to EG Office for approval					

Dates	Tasks/Deliverables	Estimated LOE (in days)				
		Team Leader	Evaluation Specialist	Sanitation Specialist	Water Specialist	Enumerators
November 9	Approval of workplan by EG Office					
October 22- November 9	Confirm appointments and field schedule					
November 10	Arrival of Evaluation Specialist to Dakar		2			
November 12	Team Planning Meeting and discussion with USAID/EGO staff	1	1	1	1	
November 13-16	Interviews with USAID/Senegal staff, and Dakar-based stakeholders	4	4	4	4	
November 19	Train enumerators	1	1	1	1	1
November 20	Depart to regions	1	1	1	1	1
November 21-27	Regional interviews and community-based interviews with Activity field agents and health workers	6	6	6	6	6
November 28	Return from regions	1	1	1	1	1
November 29- December 4	Preliminary data analysis and development of findings, conclusions and recommendations table	5	5	4	4	2
December 5	Data walk with USAID/EG Office (initial findings and presentation)	1	1	1	1	
December 6	Presentation to Mission	1	1	1	1	
December 7	Presentation of initial findings with MHA	1	1	1	1	
December 7	Evaluation Specialist departs Senegal		1			
December 10-18	Development of draft report	7	7	5	5	
December 28	Submission of draft report					

Dates	Tasks/Deliverables	Estimated LOE (in days)				
		Team Leader	Evaluation Specialist	Sanitation Specialist	Water Specialist	Enumerators
January 11	Feedback from USAID on report					
January 14-15	Revisions to report and develop abstract	2	2	1	1	
January 25	Submission of final report and abstract					
Total Estimated LOE		41	42	37	37	11x2=22

12. Participation of USAID Staff and Partners

It is expected that the USAID/Senegal WASH team will hold an initial call with the team leader and team members prior to their launch of developing the workplan and data collection approach and tools. Upon completion of the work plan and tool development, USAID/EGO will be expected to review and approve the work plan and tools. Once the evaluation team arrives in Dakar, EGO will be expected to provide an initial in-brief with the evaluation team during the Team Planning Meeting. As part of the evaluation, USAID/EGO staff and EGO Director and Deputy Director will be interviewed. All Activity implementing partners will be interviewed as part of this evaluation as well as their field agents. At the completion of the fieldwork, it is expected that USAID/Senegal EGO will participate in a detailed data walk of findings and conclusions as well as recommendations to support the validation of findings. Following this data walk, a presentation of findings, conclusions and recommendations will then be made to a Mission-wide audience followed by a presentation to ACCÉS and the MHA.

13. Scheduling and Logistics

MEP Senegal will arrange all logistics for fieldwork. MEP Senegal (for the USAID/Senegal EGO) will request introductory communications for the evaluation team. All appointments will be made by MEP Senegal staff and team members.

14. Dissemination

The focus of the dissemination of findings, conclusions and recommendation via presentation, will be done to ensure Mission-wide buy-in and validation of the findings, conclusions and recommendations. The report will be disseminated to USAID/Washington Office of Water and Sanitation. Copies of the report in French will be shared with the MHA and other PTF in the WASH sector.

15. Reporting Requirements

It is expected that this report will be drafted and finalized in English and then translated into French. The report itself should not be longer than 20 pages total, excluding the Annexes. A draft evaluation report template is attached to this SOW in Annex IX, which is based on the USAID evaluation report template and guidance (<http://usaidlearninglab.org/library/evaluation-report-template> and [How-To Note Preparing Evaluation Reports - http://usaidlearninglab.org/library/how-note-preparing-evaluation-reports](http://usaidlearninglab.org/library/how-note-preparing-evaluation-reports)). The report includes Appendix I, which

is the Mandatory Reference on Evaluation. The report will be branded with the standard USAID branding requirements and will be formally submitted to the DEC upon approval. Additional copies of the final report in French will be made available to all stakeholders participating in the initial findings briefings. Copies in English will be shared with relevant USG offices.

16. Attached Reference Documents

Please check all that apply below.

☐	Budget
☐	Document review matrix
☐	Results framework
☐	Response matrix
☐	Gantt chart
☐	CVs
☐	Conflict of Interest Statements
☐	USAID evaluation policy
☐	USAID evaluation report structure

17. Authorizations

The undersigned hereby authorize the following items (checked below) for the Statement of Work (SOW) described above:

☐	Completion of the SOW, as described above;
☐	SOW staffing, as described above;
☐	Concurrence with Contracting Officer's Travel Approval for the Consultant(s), requested above (if received prior to review).

[COR to either sign below or indicate approval in a return email]

Office Director

Date

Contracting Officer's Representative (COR)

Date

Fatou Thiam, or designate

ANNEX IV: DESK REVIEW

N°	Questions d'évaluations	Résultats pertinents/réponses partielles trouvés dans les documents	Conclusions and Additional Research Inquiries
Q1	How well is ACCES performing? What is working and what is not working, and why?	En 2016, la M&E Spécialiste d'Accès était basée aux US et elle coordonnait les activités M&E à partir des US (Accès AMELP, 2016 pp. 5 and 16) "The goal of Accès is to reach at least 50,000 households in these regions and attain a 50% decrease in open defecation rates in the target households in communes of the six targeted regions. A parallel goal is to ensure that 150,000 people gain access to an improved sanitation facility (WHO+UNICEF JMP definition), and that at least 30,000 people gain access to an improved water supply. To address sustainability and to work within market mechanisms to ensure that 350 water service providers have the necessary technical and financial management skills and processes to manage water systems professionally, and that 50 local governments have an MUS Action Plan to address water needs." - Accès Annual Work Plan FY 2018 (October 2017 – September 2018), p. 6 "The activity is using an innovative blend of a CLTS and sanitation-marketing approach, which fully integrates the marketing component in the CLTS training modules used for both activity and national health workers involved in CLTS". Accès Annual Work Plan FY 2018 (October 2017 – September 2018), p. 10 The objectives of the Market MDA workshops are to identify the market failures, why is the market failing, what are the root causes of these failures, identify roles and responsibilities for addressing these failures, and developing an action plan for fostering the development of a healthy, thriving sanitation market - Accès Annual Work Plan FY 2018 (October 2017 – September 2018), p. 12 •66 communautés certifiées FDAL •172,656 personnes touchées par ATPC et BCC •842 latrines vendues •9,262 personnes ayant accès à des installations sanitaires améliorées •30 entreprises proposant des latrines •9 systèmes d'eau réparés à Tambacounda et Matam •23 plans d'action MUS finalisés - Objectif de vente et de construction de latrines à Kafountine, slide 2. Achievements up to now: · Achieving open defecation free (ODF) status in 66 villages out of 76 planned for the period representing 2,331 households and 25,641 people; · Reaching 15,696 households (172,656 people) with Community-Led Total Sanitation (CLTS) and Behavior Change Communication (BCC) activities during the year; · Launching the Sagal[1] latrine direct marketing and sales resulting in 842 latrines sold, corresponding to 9,262 people gaining access to improved sanitation services;	1. M&E Specialist based in the US. 2. 31 October 2018 Update on Results (from Kafountine presentation) - these results look pretty good on paper. What are the growth prospects? 3. The targets for 2019 have been revised based on the work done so far in 2018 and have been agreed to by USAID. 4. Why have some targets (sanitation, cost reductions, hand-washing, purchase of sanitation products after training, improved toilet construction, CLTS, water service providers trained, hotline calls average dollar value of WASH sales, MUS plans, resource mobilization plans) fallen below targets? We understand that the model usually has a "hockey stick" growth curve...were the targets unrealistic - i.e. did they not follow this curve expectation? Were they expecting a more linear achievement? The deep question is how to spur infrastructure that reaches the most people over the next 2.5 years and makes up for the lackluster performance of these indicators in the first half of the program and, hopefully, achieve scale.

N°	Questions d'évaluations	Résultats pertinents/réponses partielles trouvés dans les documents	Conclusions and Additional Research Inquiries
		· Awarding contracts to two construction firms to build drinking-water systems on four PEPAM boreholes in Kolda and Sédhiou; · Finalizing 23 multiple use water service (MUS) action plans; · Completing small repairs on nine existing potable-water systems in Matam and Tambacounda with a total of over 40,000 beneficiaries; and, Implementing a cloud-based data management system (SurveyCTO) to facilitate data collection in the field and improve data quality through increased verification. - FY 2018 Annual Report The ACCES targets are: 1. 50,000 households reached with CLTS and BCC activities (Where are the number of latrines facilities here?); 2. 50% decrease in the average open defecation rate of the households in the targeted communes across the targeted regions as a result of USG assistance; 3. 50 WASH businesses and/or associations have operational and financial management skills to operate more effectively; 4. Market-based enterprises offering latrine products and services in all six regions; 5. 15 activity-supported businesses in all six regions have secured financing to offer sanitation products and services; 6. 150,000 people gaining access to an improved sanitation facility; 7. 10% of those that gained access to an improved sanitation facility were in the lowest poverty quintile; 8. 38 local governments have a MUS Action Plan to address water needs; 9. 30,000 people gained access to an improved drinking water source; 10. Seven private companies contracted by OFOR to assume the transitional management of technical and commercial operations for potable water systems in the Kolda, Sédhiou and Ziguinchor regions have the necessary technical, financial and commercial management skills to provide quality delivery services. 11. 38 local governments in targeted regions are able to budget for and procure water and sanitation services; and, 12. 12 resource mobilization plans for WASH services are developed by 5 targeted communes and 7 enterprises contracted by OFOR with USG assistance. 30,000 people was target for clean water, 43,000 is actual. Sanitation is another story - target was 51,565 and actual was 6116. Why did this second major goal fall so far below the target? the numbers for “safely managed” sanitation are even further from the target. Open Defecation Free numbers are looking good, 50 areas targeted vs. 66 accomplished in FY18. Hand-washing didn’t meet the target (30% vs 50% as the target), although they have met their goal in people trained in basic hygiene practices. 25% of households use financing to purchase latrines, surprised that this # isn’t higher. ACCES has reduced their actual dollar value for services to \$118.43 (target was \$94), and there is a way to go before cost reduction targets are realized.	

N°	Questions d'évaluations	Résultats pertinents/réponses partielles trouvés dans les documents	Conclusions and Additional Research Inquiries
		Target also not reached for those who purchase sanitation products after being CLTS and other training (1.8% vs. 10% target); # of improved toilets also fell below target (2,426 target vs. 842 constructed); CLTS totals have fallen below targets; mason training and entrepreneur training numbers look good; private sector activity looks strong, finance and management training targets have been met, average dollar value of WASH sales is quite low, # of rehabilitated water systems look good, no activity on water service provider targets, resource provider and MUS have fallen below targets, numbers of people trained in climate change look good); % of women on WASH committees looks good, but not for the president or treasurer positions - PITT ACCES Excel	
Q2	What is the value added of ACCES in the four output areas; specifically:		
Q2a	Demand generated for WASH products and services	• Sur la base d'un benchmarking des projets en cours dans le cadre des OMDs jus'en 2015, la banque mondiale a commandité une étude comparative de différents projets aux fins d'optimisation des interventions des bailleurs et partenaires techniques. Cette étude a formulé les principales directives suivantes : • Adopter l'option technologique VIP munie de DLM qui offre plusieurs avantages : coût, facilité d'entretien, matériaux disponibles, disponibilité d'eau. Une attention particulièrement devra aussi être accordée à l'entretien, de maintenance et d'accès à l'eau pour assurer la durabilité des ouvrages. • Promouvoir les approches les plus incitatives pour les populations. L'approche ATPC ne peut suffire en elle-même. Elle doit être combinée à un suivi, à un appui technique et financier des ménages pour que la prise de conscience et le changement de comportement soit suivi d'un accès aisé à un assainissement amélioré. • Poursuivre et renforcer les sous-programmes de subvention en améliorant le ciblage pour toucher les ménages les plus pauvres et vulnérables avec des interventions appropriés à leur situation socioéconomique • Pour améliorer l'accessibilité financière des populations rurales à l'assainissement, il faut soutenir les options de financement social (paiement différé pendant les moissons, paiement par moratoire, l'intégration des services d'assainissement à la CMU et facilitation de l'accès aux crédits pour les ménages qui le souhaitent. (Rapport d'étude de l'analyse des performances des programmes d'assainissement rural au Sénégal, December 2015, Konan Christian Yao, p. xi). Les demandes de construction de latrines dans les sites CLTS sont faibles et les fournisseurs de service qu'ils n'ont pas profit avec les prix fixés (\$136 à \$360), Annual report FY17 p. 25 In November 2017, ACCES developed two references documents related to the integrated CLTS - SANMARK approach, as well as the standards, composition, and operating methods of the village monitoring committees. The documents were shared with the hygiene and sanitation national focal points for review and validation. Validation and dissemination of these documents was planned in November 2017 but has been repeatedly delayed due to the non-availability of the national WASH partners (DA, DH, OFOR, SNH, DGPRE). Nevertheless, this delay has had no impact on ACCES results, as the documents are being used for project implementation. - Annual Report 2018, p. 26.	5. Challenges identified include inability to achieve most sanitation-related targets, slow WASH enterprise development and a poorly functioning hotline.

N°	Questions d'évaluations	Résultats pertinents/réponses partielles trouvés dans les documents	Conclusions and Additional Research Inquiries
		ACCES was unable to meet the targeted number of sales for primarily two reasons: overly ambitious targets and slow development of WASH enterprises in many communes. ACCES faced challenges in transferring responsibility for commercial sales to enterprises after three months of implementation. Preliminary results indicate that the market needs more time to develop and generate profit margins and that enterprises, despite their improved capacity and desire to manage their sales force, need continued support and coaching in sales strategies and management. Finally, that last challenge is operationalizing the customer hotline. ACCES chose to work with MoH (SNEIPS) national communication services as it is a well-known, reliable and widely used hotline in Senegal especially in hygiene and health. The objective was to integrate their platform with Sagal latrine products and benefit from their visibility among communities. Annual Report 2018 p. 27 Expand the intervention zones enrolling new communes in all six regions. Annual Report 2018 p. 29 Key hygiene interventions are necessary to prevent transmission of fecescontaining, disease-causing pathogens include training on safe stool disposal, safe foodhandling, and hand-washing with soap (especially after contact with feces and before contact with food). Sustained, universal behavior change in these areas can reduce diarrheal disease which results in positive impacts on health and nutrition. In addition to behavior change, there is a need to increase the demand for sanitation and hygiene products and services. To achieve this, it is important to understand the determining factors that drive demand for WASH products and services. Currently, there are studies being conducted by the World Bank's Water and Sanitation Program (WSP) and also by ACRA-CCS, a local non-governmental organization, on the willingness and capacity of rural Senegalese households to pay for sanitation products and services. These studies and others will better inform the sector and facilitate demand generation. Demand will further increase with the availability of more affordable products and services. Another important aspect of demand generation is changing from a project approach to a private sector approach where people are not beneficiaries but rather clients purchasing products and services for themselves. (Acces Contract p. 21) ☐ Implement an at-scale, demand-led CLTS or other approach to achieve and sustain ODF status, especially in the regions with the highest rate of open defecation; ☐ Conduct sanitation marketing and behavior change (BC) campaigns in all six regions; ☐ Evaluate the efficacy and cost-effectiveness of BC interventions; ☐ Support the implementation of the GOS behavior change campaign; ☐ Link WASH practices to improved nutrition in the sensitization campaigns; ☐ Coordinate with other USAID health and nutrition activities to ensure a harmonized message is communicated. (Acces Contract p. 22)	
Q2b	Increased market-based provision of WASH products and services	Aucune subvention pour la construction et l'entretien des latrines: le secteur privé est mobilisé et accompagné; les populations ciblées sont des clients, non des bénéficiaires, qui achètent les latrines et services d'assainissement - Presentation, General Information, slide 12 95% of households interviewed that purchased Sagal latrines were satisfied with the product, 67% preferred the pour-flush model and 13% the dual off-set pit model;	6. Challenges for entrepreneurs are significant: profit margins for latrine sales continue to be very low. How can this be changed?

N°	Questions d'évaluations	Résultats pertinents/réponses partielles trouvés dans les documents	Conclusions and Additional Research Inquiries
		Most of the households purchasing latrines use their personal finances and prefer to pay in two or three installments; 92% of households interviewed that purchased Sagal latrines were motivated in part, by the communication campaign; and, ·The masons and enterprise selling and building the Sagal latrines have improved their visibility in the communities, have increased their sales and developed new business relationships. - FY 2018 Annual Report, p. 21-22 The principal reasons for client dissatisfaction were the late arrival of materials, delay in latrine construction and constructing a different product than what was agreed upon initially. For example, some entrepreneurs did not construct the superstructure when a expens was ordered. The principal reasons for satisfaction was that the entrepreneur respected deadlines, had the building material available quickly and constructed the desired latrine. - FY 2018 Annual Report, p. 22 BDS incluant formation en gestion financière et opérationnelle, marketing des produits et planification ont été identifiés comme activités pouvant permettre d'accroître le nombre et la capacité des fournisseurs de service, Accès SOW p. 22 The process of identifying, selecting and training entrepreneurs is continuous and implemented throughout the targeted regions; it includes the following steps: 1. Identification of private sector actors in collaboration with regional Chambers of Commerce; this is an ongoing activity and as the activity grows and entrepreneurs gain awareness, additional entrepreneurs will be identified. 2. Assessment of entrepreneurs' capacities to evaluate the entrepreneur personal details, qualifications, training, etc.), and the business (legal status, products/services delivered, administrative organization, logistics, finance, human resources, expertise and experience, reputation, etc.). Based on the assessment, each entrepreneur's training needs are identified, and a plan is set-forth to be implemented during coaching. 3. Entrepreneur training in basic entrepreneurship, marketing for visibility, basic accounting principles, selling techniques, and stock management and coaching, either individually, or in small homogeneous groups with similar capacity building needs. Where appropriate, Accès will help some of the larger, better-managed businesses, to develop a business plan. · Strengths 1. Endorsement of the market development approach by trade associations who are very committed to facilitating collaboration between Accès and their members; 2. Many entrepreneurs are highly committed to the approach, and have even set up their own sales force, trained by Accès; and, 3. Entrepreneurs have used their own resources to develop prototypes and iterate latrine models whenever necessary. · Challenges	Low-volume for demand in rural areas. 7. Has ACCES been able to fund latrines using Corporate Social Responsibility or remittances?

N°	Questions d'évaluations	Résultats pertinents/réponses partielles trouvés dans les documents	Conclusions and Additional Research Inquiries
		1. Many entrepreneurs found the profit margins for latrine sales to be very low; 2. Entrepreneurs are not interested in low-volume, isolated demand from remote areas, given the perception of a low profit potential; 3. Entrepreneurs have little or no financial capacity, and limited access to financing that would allow them to take on significant demand; 4. Entrepreneurs lack confidence in households' ability to pay; 5. Entrepreneurs must invest about 300.000 FCFA (USD \$600) to acquire the minimum tools and equipment necessary to build latrines; and, 6. Lack of confidence among households/consumers that construction will actually occur once an advance is given to the entrepreneur (this is based on some past experiences where subsidized sanitation projects took household advances and latrines were, for diverse reasons, never built). - Accès Annual Work Plan FY 2018 (October 2017 – September 2018), p. 13-14 Latrine prototype development/selection of new designs is and remains necessary because the existing latrines in Senegal are expensive and difficult for rural households to purchase. The adaptation of two USAID-PEPAM approved latrine prototypes was finalized since March 2017. The adapted prototypes use local materials such as “geobeton” to reduce the costs of the superstructure. The infrastructure is harder to innovate, given the high standards dictated by the Sanitation Directorate and PEPAM. Early in FY 2018, Accès will discuss with the GoS and other sanitation sector partners about the need to explore more cost-effective options for improved infrastructure. - Accès Annual Work Plan FY 2018 (October 2017 – September 2018), p. 13-14 Why concrete rings? The concrete rings (Figure 4) were tested on the hypothesis that the latrine unit price would decrease significantly; however, while there has been some decrease in the cost, it is not as much as had been initially expected. As the volume of orders increases and ring production volumes increase, the latrine price may decrease further. - FY Annual Report 2018, p. 12. Pour les moules, l'approche est par commune. Chaque commune dispose d'un jeux de moule. Et un jeux moule restant qui tourne selon le nombre de commandes. Un jeux de moule est egal a 4 pieces (deux moules d'infiltration, un moule de raccordement et un moule de dalle). Au total 18 communes marche ont reçu. L'appui en moule est fait pour la production en serie de buses, et ce n'est un don. Ils n'appartiennent pas aux entrepreneurs. Les entrepreneurs touches actuellement sont: • Moussa Diop a Bokidiawe, Region de Matam: • Aby Diop a Agnam Civol, Region de Matam : • Lamine Sy a Kidira, Region de Tamba, • Amadou Thiam, Koumpentoum, Region de Tamba • Mamadou, Goudiry, Region de Tamba • Varore a Kolda, Region de Kolda • Emile Sambou Kafountine, Region de Ziguinchor	

N°	Questions d'évaluations	Résultats pertinents/réponses partielles trouvés dans les documents	Conclusions and Additional Research Inquiries
		• Marcel Sadio, Samine, Region de Sedhiou • Alain Balacoun, Goudomp, Region de Sedhiou • Moustapha Camara, Marsassoum, Region de Sedhiou (Email, Fatou Dieng, ACCES/NRCE, 18 December 2018)	
Q2c	Improved provision and management of multiple use water systems	Accès doit aider OFOR à améliorer ses capacités institutionnelles et à développer un système de suivi-évaluation pour gérer les contrats des DSP et une plateforme de collecte des données, Accès SOW p. 26 In FY 2017, Accès tested and characterized the 8 PEPAM boreholes in Ziguinchor, Sédhiou, and Kolda. These activities involved a local drilling contractor, Sara Matériaux. Throughout FY 2018, Accès will support the selected communes in developing plans for mobilizing financial resources in the WASH sector, in collaboration with GOLD. The target for FY 2018 is to build the capacity of at least 100 water service providers. - Accès Annual Work Plan FY 2018 (October 2017 – September 2018), p. 20-22. Risk - Local governments are not able to access commercial financing and the Accès Activity, therefore, cannot influence this result. Accès Annual Work Plan FY 2018 (October 2017 – September 2018), p.41. Through these small water-system repairs and the upcoming construction of water systems at four PEPAM boreholes in Kolda and Sédhiou, ACCES will surpass its target of “30,000 people gained access to an improved drinking-water source” to reach an estimated 43,000 beneficiaries. Moreover, with the completion of the repairs in Matam and Tambacounda, the target of 30,000 beneficiaries has already been achieved. The final report on the inspection, testing and approval of the water-system repairs will be submitted in early FY2019.- FY 2018 Annual Report, p. 18 This component of the project will focus on the sustainability of water systems throughout the targeted regions. Emphasis will be on planning, using a MUS approach, as well as improving the management of the water-supply systems. To ensure the sustainability of investments in water infrastructure, a robust feasibility analysis and cost benefits analyses must be completed for all the new and existing systems in the communities where the project will work before any new construction is implemented. In certain cases, the project will help finance the construction of small to medium-scale water infrastructure and the extension of existing systems to improve their economic viability. The use of various innovative financial mechanisms will be promoted. (Acces Contract p. 24) Year 1-2: ☐ Develop communication and decision making tools to address MUS needs; ☐ Assist the Department of Hydraulics and the Department of Water Management to evaluate the capacity of existing water tables to supply water for productive uses. ☐ Work with communities to develop a water demand management plan for all uses; ☐ Train the agents of the Department of Hydraulics and OFOR, at both the national level and the regional level, in the importance of cost benefit analyses for viability of water systems;	8. A meeting with GOLD would be useful to understand the extent of cooperation on output 3. 9. Need to determine whether local governments have been able to receive financing.

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		☐ Conduct financial feasibility analyses with the service providers for existing systems and with the Department of Hydraulics and OFOR for new water infrastructure systems it may be developing with other donors; ☐ Identify opportunities for public-private partnerships between local government and the private sector that increases access to improved water and sanitation services²⁷; ☐ Procure the construction of 828 medium-sized water systems that remain from USAID/PEPAM; (Acces Contract p. 24-25) Les Groupements de Promotion Féminine (GPF) : Pour mieux s'impliquer dans le processus de développement local et prendre en charge leurs problèmes, les femmes se sont organisées en GPF qui constituent un cadre qui permet aux femmes de mieux participer aux prises de décision. Il existe plusieurs GPF mais les plus dynamiques sont – NIENEDAYE et HERAMAKONO. Ils interviennent dans le secteur de l'agriculture, du maraichage, et la commercialisation des produits agricoles. La faible formalisation, le faible niveau de capacités techniques et organisationnel, le manque de partenaires financiers constituent les goulots d'étranglement de ces OCB (Organisations Communautaires de Base) féminines. (MUS Action Plan Kothiary, p.20) Le plan d'action MUS de la Commune de Kothiary est un instrument de planification décennal (2018-2027). Il constitue un cadre d'intervention dans lequel seront définies toutes les stratégies et actions devant sous tendre un développement harmonieux et équilibré de la commune dans le secteur de l'eau à travers ses usages multiples. Le système des MUS comprend les différents usages de l'eau pour les services de drainage et d'irrigation des terres, les usages domestiques, l'eau pour le bétail, le maraichage et l'eau pour les usages commerciaux et industriels. Le plan d'action MUS vise les objectifs spécifiques suivants : Définir pour un horizon temporel décennal (10) ans les options fondamentales de la politique hydraulique locale ; • Etablir un diagnostic technique portant sur les ressources des eaux souterraines et de surface de la commune ; • Déterminer les caractéristiques physiques, climatiques, données socio-économiques, démographiques, des équipements et infrastructures hydrauliques ; • Mettre en évidence dans une démarche analytique les atouts et les potentialités de la commune en matière hydraulique; • Identifier les contraintes et insuffisances rencontrées. • Elaborer un programme d'investissement participatif et consensuel sur la base des priorités définies par tous les acteurs locaux; • Déterminer les moyens (financiers, humains) nécessaires à la mise en oeuvre du MUS et la forme de participation de chaque acteur (conseil municipal, populations, Etat, partenaires au développement, etc.) ;	

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		• Adopter des mécanismes de suivi évaluation des investissements et de mise en oeuvre du plan d'action MUS. (MUS Action Plan Kothiary, p.10) During FY2019, ACCES plans to complete the achievement of all Output 3 targets, including the construction of four new water systems in Sédhio and Kolda, the production of 15 multiple use water service (MUS) water action plans bringing the total to 38 communes having a MUS action plan and the training of 15 communes to budget for and procure water and sanitation services. We will organize training for seven firms with delegated service contracts from OFOR in Ziguinchor, Sédhio and Kolda to improve the necessary technical, financial and commercial management skills to provide quality delivery services and develop resource mobilization plans. ACCES will continue to collaborate with USAID-GOLD to produce an educational booklet on sanitation and hygiene. By the end of FY2018, a total of 23 MUS Action Plans will have been finalized based on the same approach of fieldwork and consultations. ACCES has made a contractual modification request to reduce the number of completed MUS action plans to 38 from 50. By the end of FY2019, ACCES will complete an additional 15 MUS Action Plans in Kolda and Sédhio regions (Annex B). ACCES has requested a contract modification to change the target to "12 resource mobilization plans for WASH services are developed by 5 targeted communes and 7 enterprises contracted by OFOR with USG assistance". In FY2018, ACCES completed 5 fiscal mobilization plans for 5 communes. ACCES will use the reduction in the target to shift the resources and LOE to water and sanitation advisory services to improve WASH market development. Thus, ACCES will assist seven companies contracted by OFOR to manage potable-water-supply boreholes in the Casamance in terms of planning and improving their financial and commercial skills, as well as developing a resource mobilization plan (See section 2.3.2). – Work Plan 2019 Addendum p. 5-7	
Q2d	Improved enabling environment for equitable delivery of quality WASH systems	La sélection des 48 communes cibles s'est faite de manière participative avec les autorités administratives, les représentants des autres bailleurs, et autres partenaires WASH, Annual report FY17 p. 17 Les activités CLTS (ATPC) ont été menées en collaboration avec la BRH, SRA - 19 de leurs agents ont été formés sur l'approche CLTS et le Sanitation Marketing SanMark, Annual report FY17 p. 23 During the reporting period, ACCES held four coordination meetings with the Sanitation Department (DA), which resulted in: (1) improved harmonization between subsidized and market-based interventions with among different organizations (EU, AGETIP, GRET, ENDA, and others); (2) solving issues identified in the ACCES and EU projects working in parallel at the Gouloumbou site (Tambacounda), (3) presenting the Sagal communication campaign and obtaining feedback; and, (4) conducting a rural subsidy scheme desk review, prepared by ACCES and the EU.- FY 2018 Annual Report, p. 19 - Provision of gender-sensitive governance, such as respect for the law on equality and justice; - Equitable participation of women and men in decision-making, formulation of action plans (at commune level), planning and administration (respecting the legal framework for equality in the instances); - Equality in decision-making in contracts, consulting services and water-system maintenance and operations; - Equal distribution of benefits so that neither men nor women hold a dominant position; and,	10. We need to know the results of this collaboration with the government at various levels. 11. Entrepreneurs seem to be a major source of dissatisfaction with the construction of the latrines. Some have even taken money and then not fulfilled their promise to construct a latrine. Others have not constructed them according to the specs. This is a problem that must be explored in our recommendations. 12. There seems to be significant progress made on gender issues, especially in governance and participation. The Plan d'Action Genre is 4 pages long.

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		Equality in the control of factors of production (integrating the needs of women, young people and those with disabilities who are involved in agriculture, livestock production, or the supply of water).It has been noted that, in general, at ACCES' CLTS sites, women's level of education can be a limiting factor in their ability to grasp the role and responsibilities of the committee. Thus, it is necessary that community-based agents who speak the local language be trained on how to work with women; they must be present during the sessions. FY 2018 Annual Report, p. 24-25 32% (245/755) of all latrines were purchased by women. 33% of all latrine sales have taken place in Ziguinchor, followed by Matam (134/755, or 18%), and Kolda (127/755, or 17%) Average cost of TCM is 140,198. Average cost of LV is 39,394. Average cost of DLV is 64,167. Average cost of all three is 97,501. Only 32 people in total (4%) have purchased an LV. The majority have purchased a DLV 382/755 (51%), followed by TCM 341/755 (45%). Ziguinchor is responsible for 45% of TCM sales (152/341), but also mostly responsible for 56% of LV sales (18/32). Kolda and Ziguinchor are responsible for 54% of all DLV latrine sales (206/382). For those with an épargne the average value is 61,644 – only 82 of 755 latrines were funded in this manner (11%) – however, the excel document also says that 660 were funded with an épargne, and 46 of these 82 (56%) were in Ziguinchor alone and Kafountine is responsible for 93% of these sales (43/46). Only 1 latrine was paid for with remittances. 88 latrines were financed with credit (12%), with an average value of 64,952 – only 1 of these orders complemented credit with an epargne. (Latrines Vendues Communes) December 18 2018 Latrine Sales: 1211 total latrines constructed, of which 38% are DLV, 36% TCM, 12% are semi-améliorée, 10% are LV, 4% Sato-Dalle. 26% of all orders came from women. On average, DLV costs 108,401 CFA. LV costs 48,547 CFA. Sato-Dalles cost 39,094 CFA., TCM costs 166,156 CFA. Semi-améliorée 12,965. 118 (10%) latrines were sold using formal credit (CMS), with an average loan value of 63,127 CFA. 482 individuals (received informal credit (from SILCs or other local groups) to purchase their latrine, with an average loan of 48,937 CFA. 437 (36%) of latrine sales were funded at least partially by savings (épargnes), with an average contribution of 66,539 CFA. Ziguinchor accounts for the plurality of latrine sales (34%), followed by Matam(19%) and Kolda (16%). (Liste des ventes MSI, Fatou Dieng, ACCES/NRCE) There is a need for an explicit focus on governance, institutional strengthening, and evidence-based decision-making to enable local, regional and national government actors to support the provision of quality service delivery in the WASH sector. This is also necessary to enable the private sector to flourish. OFOR will need targeted assistance as they implement the reform in the southern zone. (Acces Contract p. 25) Planning, procurement, management and oversight are basic functions of local governments for any sector. USAID/Senegal is planning to implement a governance integration activity, in four of the six regions where ACCES will be implemented, to increase the capacity of local governments to improve the provision of services at the commune level. The four regions are Kolda, Sedhiou, Kedougou and Tambacounda. The selection of governance integration activity sites will be a coordinated process with the different USAID teams and partners implementing in the same regions. (Acces Contract p. 26) ☐ Support the Coordination Unit of PEPAM (UCP) to improve overall coordination of the water and sanitation sector and assist in developing an umbrella initial environmental examination (IEE) for the sector; ☐ Support the operationalization of OFOR with any necessary studies and/or technical assistance;	

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		☐ Help OFOR identify the most viable areas for private sector management of water production; ☐ Assist OFOR to determine a management model for small-scale water systems; ☐ Assist OFOR to develop a cloud-based data collection and monitoring and evaluation system to manage the performance-based contracts with the private sector; ☐ Advocate for policies to reduce and better target sanitation subsidies; ☐ Advocate for policies to improve the value chain in water and sanitation; (ACCES Contract p. 26) The Contractor shall ensure that activities are responsive to gender considerations, and the assistance provided and results achieved are beneficial to women and girls. Women's participation in decision-making will be enhanced and encouraged in this project. In addition, the Contractor will look for opportunities to develop the capacity of women entrepreneurs to participate in the water, sanitation and hygiene supply chains. This component of the activity has the potential to benefit women and children directly from increased income-generating opportunities. Women's role of educating children to appropriate hygiene behavior makes them primary allies to enroll in various BCC activities. (Acces Contract p. 20). La stratégie genre proposée contribuera à accroître de manière durable l'accès aux services et biens WASH des hommes et femmes dans la zone d'intervention la prise en compte à travers les besoins pratiques et les intérêts stratégiques. Les recommandations portent : Dans le cadre de la mise en œuvre de la stratégie genre 1. Mettre en place le plan d'action genre à partir des cinq axes stratégiques proposés ; 2. Développer des partenariats stratégiques avec les programmes, projets et institutions intervenant dans la zone d'intervention (avec les élus locaux) Au niveau de la gestion du Projet Accès 3. Former l'équipe du projet et ses partenaires aux enjeux spécifiques aux femmes sur les questions de genre dans le WASH ; 4. Promouvoir l'égalité de chance dans les postes de décisions (comité de gestion/ASUFOR, comité de santé, comité d'hygiène etc.). Au niveau des bénéficiaires 5. Implication des femmes et des jeunes dans le choix de sites ; 6. Mise en place de crédits villageois pour les femmes ; Mise en place de bons systèmes marketing de produits WASH (Plan d'Action Genre) Accès collabore avec certaines agences gouvernementales au niveau central et régional, ainsi qu'avec des projets tels que Naatal Mbay, d'autres bailleurs tel que UE, CTB, LuxDev, GRET, ACRA et Croix Rouge, Annual report FY17 pp 14-15	

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Q3	What types of institutions are needed to ensure the sustainability of a WASH market in targeted communities?	Existence of: at least one qualified, motivated and dynamic entrepreneur, masons to engage in latrine and or toilet construction, local savings or commercial groups, and at least one formal financial institution. - FY 2018 Annual Report, p. 11 Le Programme ACCES devra tenir compte du profil de pauvreté des ménages en développant une approche mixte ou hybride fondée sur trois principes : mobiliser-conscientiser-accompagner. L'accompagnement sera sous forme d'appui à l'initiative individuelle ou communautaire via un système de microcrédit pouvant permettre aux ménages de disposer de latrines améliorées Nous recommandons fortement l'approche hybride développée dans le cadre de l'USAID PEPAM. La distance réglementaire de 15 mètres doit être respectée entre les ouvrages d'assainissement et les sources d'eau. Le programme doit former les comités de gestion ATPC sur le plan de gestion de la sécurité sanitaire de l'eau qui permet d'identifier l'ensemble des sources de contamination des points d'eau afin de prendre des mesures et lutter efficacement contre les maladies diarrhéiques. Les ouvrages d'assainissement doivent inclure des bacs à laver pour permettre une gestion des eaux de cuisine et de lessive. Les ouvrages d'assainissement améliorés doivent avoir la capacité de prendre les eaux de douche. (Rapport Final ODF Survey 2016, p. 16). Le recours aux maçons locaux est un gage de pérennisation et de répliquabilité : renforcer les capacités des artisans locaux, organiser les acteurs locaux en les associant dans des entreprises formelles pour capter des marchés dans le domaine de l'assainissement et répondre à la demande (Rapport Final ODF Survey 2016, p. 17). Le secteur privé local est mal organisé et souvent constitué d'individualités formées aux techniques de latrinisation dans des programmes ATPC ou de subvention de latrines. Pour disposer d'un secteur privé pour répondre à la demande que le marketing social génère, nous suggérons un vaste programme de renforcement de capacités des acteurs privés par la mise en oeuvre du processus suivant : ☐ impliquer la chambre des métiers dans le recensement et le processus de capacitation des artisans locaux, ☐ associer et formaliser sur le plan administratif les artisans locaux intervenant de façon éparse. Chaque entreprise devra disposer d'un statut juridique, ☐ former et capaciter les associations d'artisans sur les règles comptables et de gestion d'entreprises, ☐ mettre en place un fonds de garantie pour faciliter l'accès des groupements d'artisans au crédit pour l'équipement et la réalisation des marchés. La génération de la demande devra permettre in fine une meilleure représentation des détaillants (quincaillers dans les différents villages) notamment dans la région de Matam. L'objectif étant de réduire les distances que les clients sont obligés de faire dans des conditions difficiles (impraticabilité des pistes) pour s'approvisionner au niveau des villages centres. Le programme devra mettre en place un dispositif de facilitation pour rapprocher les quincaillers des zones d'achat. Il s'agira principalement de mettre en place des centrales d'achat qui pratiqueraient des prix homologués et qui pourraient bénéficier d'une forme de subvention de la part du programme. Dans chaque région, une analyse fine devra être faite pour l'implantation de ces centrales d'achat en fonction des zones	13. ACCES pays the per diem, transport and lodging for the government entities with whom it has signed MOUs.

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		déficitaires et également par rapport au réseau de voirie existant et des contraintes d'accès à certaines localités en période hivernale. (Etude d'état des lieux du marché de l'assainissement dans les régions de Ziguinchor, Sédhiou, Kolda, Tambacounda, Kédougou et Matam, ADEMAs, p. 69) Recommandation 6 Comme rappelé précédemment, le marché de l'assainissement est noyé dans un grand marché de la construction. Ainsi, toutes les fluctuations des prix notamment dans le secteur de l'immobilier pourraient agir sur le renchérissement des coûts de réalisation des latrines. Aussi, il est de rigueur de constater que les ménages en zone rurale présentent un profil de pauvreté très précaire qui fait que l'assainissement ne soit pas inscrit dans les priorités d'investissement du ménage. Dès lors, pensons-nous fondamentalement qu'il est nécessaire qu'un accompagnement des ménages, particulièrement des ménages les plus vulnérables, soit privilégié par la mise en place d'une centrale d'achat dans les départements ou arrondissements faiblement couverts par les gros quincailliers. Sur le plan opérationnel, des conventions seront signées avec les fabricants de matières premières comme la SOCOIM, les Cimenteries du Sahel et Dangote, la CCS, le groupement des transporteurs, etc. afin de proposer des prix concurrentiels au secteur privé sous forme de subvention et d'obtenir une réduction substantielle des coûts des latrines. Chaque centrale devra être certifiée et agréée et avoir la capacité de fournir tout un arrondissement en intrant sur la base d'un stock d'intrant dimensionné en fonction de la demande locale. Le Ministère en charge du commerce assurera le contrôle des prix pratiqués au niveau des centrales d'achat afin d'éviter toute surenchère pratiquée par les commerçants. (Etude d'état des lieux du marché de l'assainissement dans les régions de Ziguinchor, Sédhiou, Kolda, Tambacounda, Kédougou et Matam, ADEMAs, p. 70) La prise en charge de la DH (per diem, transport, hébergement) de la DH et les DRH (Protocol de Partenariat p. 4) De robustes études de faisabilité et des analyses coût/bénéfice doivent être faites pour tout existant ou nouveau système pour assurer la durabilité des investissements, Accès SOW p. 24	
Q4	What resources are being underutilized by the project, and what other resources do they need to meet their targets at the end of the Activity? What is the ideal mix of resources for the	The Accès Activity bases its financing strategy on existing market mechanisms, including group and community savings and loan services, microfinance institutions (MFIs) and supplier credit... In the peri-urban markets, Accès has identified several micro businesses interested in servicing higher-volume demand for latrine construction. These businesses will, in some cases, require financing in the form of loans to purchase materials, molds, and other tools and inputs. Once businesses have latrine construction orders, demonstrating viability and profitability, they can approach a lender with greater chance of funding success...Some larger businesses have requested guarantees for their loans; the need and availability for a guarantee mechanism will be explored more deeply during the first quarter of FY 2018; this opportunity will depend on market options available for existing guarantees at financial institutions that could potentially be used for SMEs interested in the sanitation sector. During the first quarter of FY 2018, Accès will meet with the Fonds de Garantie des Investissements Prioritaires (FONGIP) and possibly other financial guarantors in the market. Accès has met with WASH-FIN to explore collaboration, however their current financial	14. Access to financing still remains an issue for the project

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	project to have to achieve its targets?	mechanisms and project orientation are not compatible with the needs identified in the rural market. Accès has an available funding line of US\$130K, which may be used in FY 2018 to: (1) develop, adapt, test new financial services or products in collaboration with an MFI; and/or, (2) offset some of the latrine costs during “flash sales” to generate demand (in this scenario, Accès would provide a small subsidy to the mason or entrepreneur to offset the sales price). Accès Annual Work Plan FY 2018 (October 2017 – September 2018), p. 16-17 Accès was conceived with the assumption that savings and lending groups would play an important role in household latrine financing. Savings and lending groups provide valuable financial services to communities including: (1) capital accumulation for investment in income generating activities; (2) savings for future needs like school fees; (3) income smoothing; and, (4) micro-loans to create or increase business activities. To ensure that a group member does not deplete their capital, which is better used for income generation, Accès is encouraging savings and lending groups to: 1. Divert some portion of income generated from business activities to a specific latrine savings account; 2. Borrow against existing savings to purchase a latrine provided that the revenue stream from income generating activities (IGA) is sufficient to cover loan reimbursement; 3. Use the group's shared capital fund (if it exists) as a deposit against a loan from a microfinance institution to provide loans for IGA and to pay for multiple latrines for group members – this could be done several times until all members have a latrine. This strategy would work primarily with mature groups who have accumulated shared capital. This option could also be applied as an income generating activity for the group by purchasing latrines and reselling to group members; and, 4. Innovate internally to find an investment strategy that fits with the groups' goals and by-laws. Accès Annual Work Plan FY 2018 (October 2017 – September 2018), p. 17 In addition to community-based savings and loans groups, Accès is exploring ways to leverage remittances for sanitation investments. In certain communes, like Agniam Civol, Bakel, and Diarwa, which traditionally use remittances for both private and public investments, through community and neighborhood meetings, Accès will explore discussions with mayors and migrant associations regarding opportunities for leveraging these resources. Likewise, during FY 2018, Accès will research and test a financing/subsidy mechanism for the poor by exploring the following ideas: 1. Migrant remittances: work with migrant associations to direct their resources towards the financing of sanitation products and services for the poorest. 2. Corporate social responsibility: work with private sector actors' corporate social responsibility departments to identify potential financial or material contributions that could be used towards subsidizing latrine construction for the poorest of the poor. Other potential contributions could include WASH products or materials, such as soap or cleaning products, that could be used as prizes to incentivize community participation in radio campaigns or WASH community day events. 3. Advocacy: mayors to provide a subsidy in their budget for the poorest households; this could also be linked to remittances channeled through the commune or in collaboration with mayors Accès Annual Work Plan FY 2018 (October 2017 – September 2018), p. 18.	

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		Some of the main challenges facing Accès regarding financing options include: 1. Financial institution's knowledge and understanding of the sanitation sector as a business opportunity – Accès is continuing with meetings between MFIs and businesses to improve this understanding and awareness; 2. Appropriately-priced (affordable) latrine products readily available, which impedes the development of volume demand – Accès has been working to develop affordable and adapted latrine prototypes for a variety of client needs and physical environments and providing sales training to community based agents and masons; 3. Available capital for perceived medium to high-risk lending – while the loan amounts are relatively low, investment loans for rural households with no credit history and limited/sporadic income has a high likelihood of default; and, 4. Lack of financial education of the rural households can limit the MFI interventions. To address these challenges in FY 2018, Accès will: 1. Continue to research and innovate lower-cost latrine options; 2. Test different financial products and non-lending options for latrine purchases; and 3. Launch financial literacy campaign among targeted population. In addition to the above actions and pilot tests, Accès will continue to research and identify potential funders in the WASH sector like WASH FIN and www.water.org to facilitate access to financing for financial service providers interested in the sanitation sector. To this end, Accès will explore the opportunity to organize a national workshop on Financial Services in the WASH sector in the second quarter of FY 2018. This workshop will be an opportunity to bring together all stakeholders in the WASH sector: donors, financial services, industry, NGOs and communities to explore avenues that address the challenges to financing the sanitation sector. Accès Annual Work Plan FY 2018 (October 2017 – September 2018), p. 18. 150,000 people gaining access to an improved sanitation facility, translating to 13,636 latrines, of which 10% are in the lowest poverty quintile.- FY Annual Report 2018 Access to financing remains an issue for entrepreneurs in selected communes, and resulting cash-flow issues that limit their ability to purchase the necessary inputs to build latrines; Many consumers lack enough cash to pay the full price of a latrine in one or two installments; a lower-cost entry-level latrine product offering will be developed. - FY Annual Report 2018, p. 10. One challenge to implementing a market-based service delivery model is access to financing for service suppliers and consumers. This is particularly difficult in rural areas where population density is lower, economic activities are fewer and generate lower margins, and distances greater for provisioning construction materials. Loans to very small, often informal businesses is particularly challenging – the businesses are reluctant to take on debt for very low margin activities until there is sufficient volume to ensure that they can pay back the loan; banks and microfinance institutions analyze debt worthiness based on capacity to repay and are therefore reluctant to loan for low margin activities unless there is proof of	

N°	Questions d'évaluations	Résultats pertinents/réponses partielles trouvés dans les documents	Conclusions and Additional Research Inquiries
		additional revenue streams or a physical guarantee and/or a co-signer on the loan. - FY Annual Report 2018, p. 14. As the private sector in sanitation and water supply is currently limited in Senegal, the activity will offer business development services (BDS), including financial and operational management training, product marketing and planning and other support as identified by the businesses in order to expand the number and quality of actors in the sector. Building on lessons learned from the USAID/PEPAM project, the small rig drilling sector will continue to be supported and further research will be conducted to reduce costs of water supply infrastructure. Due to the intermittent conflict in the Casamance, international and even national level businesses often find it too risky to operate there. Building up the local private sector, such as the rig-drillers, is a way to ensure provision of services, whether in construction of infrastructure or operation of water supply. The Contractor is encouraged to partner with businesses already operating in the water sector in Senegal as much as possible and look for innovative business models to ensure a private sector approach that is sustainable. Limited access to financing for service providers and buyers of services is one need that is already known and will be addressed by the Contractor by working with banks, microfinance institutions (MFIs), local organizations and associations, and local private sector to offer appropriate loans or create, revolving funds or other innovative financing mechanisms. This will enable community members to buy a latrine, shower, and/or hand washing station that suits their needs without having to pay the full cost up-front, and also encourage the growth of the private sector to expand provision of these services. (Acces Contract p. 22) In Year 1 and 2: ☐ Conduct a WASH market and stakeholder analysis to identify existing businesses, their specialties and capacities, and new business opportunities; ☐ Building upon the technologies from USAID/PEPAM to increase efficiencies and reduce cost, conduct research and development of new water infrastructure techniques and materials; ☐ Utilize customer-oriented approaches to develop new and improved sanitation products and services to reduce costs; ☐ Develop partnerships with financial institutions for the development of financial products and services dedicated to the WASH sector; ☐ Provide training to banks so they better understand the water and sanitation sector, and the risks and opportunities for financing; ☐ Test innovative financing mechanisms to increase the purchasing power of consumers, and the operations and expansion of WASH businesses, ASUFORs, and/or service providers; ☐ Work with local associations (i.e. women's groups) to facilitate the creation of savings groups and/or revolving funds and provide them financial management training to manage these thereby increasing their purchasing power for water and/or sanitation products; ☐ Test different approaches for subsidies in order to increase access to sanitation services; ☐ Build the capacity of manual-well drilling operators to provide services in the target regions; (Acces Contract p. 23)	

ANNEX V: DATA COLLECTION INSTRUMENTS

ACCES Mid-Term Performance Evaluation

INTERVIEW WITH USAID/SENEGAL AND DAKAR ACCES STAFF

Interviewer: Please print this guide to facilitate the interview. **Merci d'imprimer ce guide pour faciliter l'entretien.**

Enqueteur :				Langue :	
Date:		Heure debut :		Heure fin :	
Region :		Commune :		Village	

Interviewés:	Noms :				
	Structure:				
	Fonction:				
	Tel :				
	Email :				

Type d'entretien :	Indiv.	ou	Groupé	Autre precision :	
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PRESENTATION

- Thank you for receiving us for this interview. **Merci de nous recevoir pour cette interview.**
- This interview is part of the evaluation of the USAID ACCES project. **Cet entretien fait partie de l'évaluation du projet USAID ACCES.**
- The interview looks to document your experience working with the ACCES project. **L'interview cherche à documenter votre expérience avec le projet ACCES.**
- The interview will take 45 minutes to 1 hour of your time. **L'entretien prendra entre 45 minutes et une heure.**
- We would be grateful if you would allow us to record this interview. Your answers will be used to help us evaluate the ACCES program. These responses will be anonymous. If you do not agree, please tell us. **Nous vous serions reconnaissants de nous autoriser à enregistrer cette interview. Vos réponses seront utilisées pour nous aider à évaluer le programme ACCES. Ces réponses seront anonymes. Si vous êtes d'accord on peut démarrer l'entretien.**

A. QUESTION 1: HOW WELL IS ACCES PERFORMING? WHAT IS WORKING AND WHAT IS NOT WORKING? AND WHY? Dans quelle mesure ACCES est-il performant? Qu'est-ce qui fonctionne et ce qui ne fonctionne pas? Et pourquoi?

1. To what extent is ACCES accomplishing the project's main objective of "sustainable access to quality water and sanitation increased and improved hygiene practices adopted in targeted communities"? **Dans quelle mesure ACCES est en train de réaliser l'objectif principal du projet - "l'augmentation de l'accès qualitatif et durable à l'eau et à l'assainissement et adoption de meilleures pratiques d'hygiène des communautés ciblées"?**
2. What have been the most significant results achieved by the project? Why? **Quels ont été les résultats les plus significatifs obtenus par le projet? Pourquoi?**
3. What are the strengths of the project and how can they be further strengthened? **Quels sont les points forts du projet et comment peuvent-ils être encore renforcés?**
4. In what areas have significant results been most limited? Why is this the case? **Dans quels domaines les résultats importants ont-ils été les plus limités? Pourquoi est-ce le cas?**
5. What are the weaknesses of the project and how can they be reversed or minimized? **Quelles sont les faiblesses du projet et comment peuvent-elles être inversées ou minimisées?**
6. Are there additional obstacles that need to be overcome and how should they be resolved? **Y a-t-il d'autres obstacles qui doivent être surmontés et comment devraient-ils être résolus?**
7. Are there additional opportunities that the project can leverage to accomplish its objectives? **Y a-t-il d'autres opportunités que le projet peut exploiter pour atteindre ses objectifs?**

B. QUESTION 2: WHAT IS THE VALUE ADDED OF ACCES IN THE FOUR OUTPUT AREAS, SPECIFICALLY: (A) DEMAND GENERATED FOR WASH PRODUCTS AND SERVICES; (B) INCREASED MARKET-BASED PROVISION OF WASH PRODUCTS AND SERVICES; (C) IMPROVED PROVISION AND MANAGEMENT OF MULTIPLE USE WATER SYSTEMS; (D) IMPROVED ENABLING ENVIRONMENT FOR EQUITABLE DELIVERY OF QUALITY WASH SYSTEMS?

8. What was the state of WASH across Senegal before ACCES began implementation? **Quel a été l'état de référence du WASH au Sénégal avant le démarrage de ACCES?**
9. How has that changed since the arrival of ACCES? **Comment cela a-t-il changé depuis l'arrivée de ACCES?**
10. How has ACCES added value to each of the four output areas? (A, B, C and D above) **Comment ACCES a-t-il ajouté de la valeur à chacun des quatre domaines de production? (A, B, C et D ci-dessus)**
11. To what extent has the project reinforced the financial and technical capacity of beneficiaries and clients? **Dans quelle mesure le projet a-t-il renforcé la capacité financière et technique des bénéficiaires et des clients?**
12. Has ACCES passed actual cost savings to consumers? How? If not, why not? How much cost savings, on average, have households realized? **ACCES a-t-il transmis les économies de coûts réelles aux consommateurs? Comment? Si non pourquoi pas Combien d'économies de coûts, en moyenne, les ménages ont-ils réalisées?**

C. QUESTION 3: WHAT TYPES OF INSTITUTIONS/ACTORS ARE NEEDED TO ENSURE THE SUSTAINABILITY OF A WASH MARKET IN TARGETED COMMUNITIES? Quels types d'institutions/acteurs sont nécessaires pour assurer la durabilité du marché WASH dans les zones cibles?

- 13.** Which specific institutions are most likely to improve the sustainability prospects of the ACCES project? **Quelles institutions spécifiques sont les plus probables pour assurer de meilleures perspectives de durabilité pour le projet?**
- 14.** How can ACCES optimize cooperation with these institutions to leverage their benefits? **Comment le projet peut-il optimiser sa coopération avec ces institutions pour maximiser les avantages?**
- 15.** What should ACCES start, continue, or stop doing to increase the chances of sustainability of the WASH market? **Que devrait commencer, continuer ou cesser ACCES pour augmenter les chances de durabilité du marché WASH?**
- 16.** Which gaps have been identified as weaknesses in service provision that can disrupt the sustainability of the WASH market after the project closes? **Quelles sont les faiblesses identifiées dans la fourniture de services qui peuvent affecter la durabilité du marché WASH après la fin du projet?**

D. QUESTION 4: WHAT RESOURCES ARE BEING UNDERUTILIZED BY THE PROJECT, AND WHAT OTHER RESOURCES DO THEY NEED TO MEET THEIR TARGETS AT THE END OF THE ACTIVITY? WHAT IS THE IDEAL MIX OF RESOURCES FOR THE PROJECT TO HAVE TO ACHIEVE ITS TARGETS? Quelles ressources sont sous-utilisées par le projet et quelles autres ressources sont nécessaires pour atteindre les objectifs à la fin des activités (avant la fin du projet)?

- 17.** What resources are being underutilized by the project? **Quelles ressources sont sous-utilisées par le projet?**
- 18.** What additional resources does ACCES need to accomplish its objectives by the end of the project? **Quelles autres ressources sont nécessaires pour atteindre les objectifs à la fin des activités (avant la fin du projet)?**
- 19.** What are the financial, physical, organizational, institutional, intellectual, and technological assets that project has used to accomplish its objectives? **Quels sont les atouts (actifs) financiers, physiques, organisationnels, institutionnels, intellectuels et technologiques que le projet a mis en œuvre pour atteindre ses objectifs?**
- 20.** How efficiently were these resources utilized during the project implementation? **Dans quelle mesure les ressources ont été utilisées de manière efficiente pendant la mise en œuvre du projet?**

E. ADDITIONAL QUESTIONS FOR UNIQUE ACTORS QUESTIONS SUPPLÉMENTAIRES POUR DES ACTEURS UNIQUES

ACCES Sagal Communications Lead: What are the components of the Sagal communications campaign? How do you measure the success of the communications campaign? What are the weaknesses of the campaign, and how can these be minimized? What additional resources do you need to improve the success of the communications campaign? **Quelles sont les composantes de la campagne de communication Sagal? Comment mesurez-vous le succès de la campagne de communication? Quelles sont les faiblesses de la campagne et**

comment peuvent-elles être minimisées? De quelles ressources supplémentaires avez-vous besoin pour améliorer le succès de la campagne de communication?

ACCES Disapora Funding Lead: What is the main objective of securing funding from the Senegalese diaspora? How will you go about finding these diaspora members? Do you have any lessons learned or results to share? **Quel est l'objectif principal d'obtenir un financement de la diaspora sénégalaise? Comment allez-vous trouver ces membres de la diaspora? Avez-vous des leçons apprises ou des résultats à partager?**

ACCES Technical Expert in Ziguinchor (Baboukar): What was the cost of latrines in Ziguinchor before ACCES arrived? Do you have documentation to prove this? Has ACCES passed actual cost savings to consumers? How? If not, why not? How much cost savings, on average, have households realized between the time before ACCES and now? **Quel était le coût des latrines à Ziguinchor avant l'accès à ACCES? Avez-vous de la documentation pour le prouver? ACCES a-t-il transmis les économies de coûts réelles aux consommateurs? Comment? Si non pourquoi pas Combien d'économies de coûts, en moyenne, les ménages ont-ils réalisées entre le temps avant ACCES et maintenant ?**

ACCES Mid-Term Performance Evaluation

INTERVIEW WITH SERVICE PROVIDERS – ENTREPRENEURS, QUINCAILLERIES, MASONS, CEMENT RING PRODUCERS, SATOPAN IMPORTER – AND SALES AGENTS AND BUSINESS COACHES

Interviewer: Please print this guide to facilitate the interview. **Merci d'imprimer ce guide pour faciliter l'entretien.**

Enqueteur :		Langue :	
Date:		Heure debut :	
Region :		Commune :	
		Village	

Interviewés:	Noms :					
	Structure:					
	Fonction:					
	Tel :					
	Email :					

Type d'entretien :	Indiv.	ou	Groupé	Autre precision :	
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PRESENTATION

- Thank you for receiving us for this interview. **Merci de nous recevoir pour cette interview.**
- This interview is part of the evaluation of the USAID ACCES project. **Cet entretien fait partie de l'évaluation du projet USAID ACCES.**
- The interview looks to document your experience working with the ACCES project. **L'interview cherche à documenter votre expérience avec le projet ACCES.**
- The interview will take 45 minutes to 1 hour of your time. **L'entretien prendra entre 45 minutes et une heure.**
- We would be grateful if you would allow us to record this interview. Your answers will be used to help us evaluate the ACCES program. These responses will be anonymous. If you do not agree, please tell us. **Nous vous serions reconnaissants de nous autoriser à enregistrer cette interview. Vos réponses seront utilisées pour nous aider à évaluer le programme ACCES. Ces réponses seront anonymes. Si vous êtes d'accord on peut démarrer l'entretien.**

A. QUESTION 1: HOW WELL IS ACCES PERFORMING? WHAT IS WORKING AND WHAT IS NOT WORKING? AND WHY? Dans quelle mesure ACCES est-il performant? Qu'est-ce qui fonctionne et ce qui ne fonctionne pas? Et pourquoi?

1. What is your role? What services do you provide the sanitation market? **Quel est votre rôle? Quels services offrez-vous sur le marché de l'assainissement?**
2. What has been the most significant result that you have seen because of the market that you and ACCES created? Why? **Quel a été le résultat le plus significatif que vous avez remarqué grâce au marché que vous et ACCES avez créé? Pourquoi?**
3. What are the benefits of working with the ACCES project? Are there any additional benefits you would like to see? **Quels sont les avantages de travailler avec le projet ACCES? Y a-t-il des avantages supplémentaires que vous aimeriez voir?**
4. What are the downsides of working with ACCES? How can these be reduced? **Quels sont les inconvénients de travailler avec ACCES? Comment peut-on les réduire?**
5. What are the difficulties that you have faced in your job? **Quels sont les difficultés que vous avez rencontrées?**
6. How has your life changed now that you are working with the ACCES project? **Comment votre vie économique a-t-elle changé maintenant que vous travaillez avec le projet ACCES? Autre changement grâce au projet?**
7. How can the project better utilize your skills to improve the sanitation market? **Comment le projet peut-il mieux utiliser vos compétences pour améliorer le marché de l'assainissement?**
8. What pitfalls should the project avoid to improve the sanitation market? **Quelles difficultés le projet devrait-il éviter pour améliorer le marché de l'assainissement?**

B. QUESTION 2: WHAT IS THE VALUE ADDED OF ACCES IN THE FOUR OUTPUT AREAS, SPECIFICALLY: (A) DEMAND GENERATED FOR WASH PRODUCTS AND SERVICES; (B) INCREASED MARKET-BASED PROVISION OF WASH PRODUCTS AND SERVICES; (C) IMPROVED PROVISION AND MANAGEMENT OF MULTIPLE USE WATER SYSTEMS; (D) IMPROVED ENABLING ENVIRONMENT FOR EQUITABLE DELIVERY OF QUALITY WASH SYSTEMS?

9. What was the state of WASH across Senegal before ACCES began implementation? **Quel était l'état de référence du WASH dans votre commune/localité/village avant le démarrage d'ACCES?**
10. How has that changed since you started working with ACCES? **Comment cela a-t-il changé depuis que vous avez commencé à travailler avec ACCES?**
11. Has the project provided you technical training to help you do your job? Was that training of high quality? What about the training you received would you change? **Le projet vous a-t-il fourni une formation technique pour vous aider à faire votre travail? Cette formation était-elle de haute qualité? Qu'est-ce que vous aimiez voir changé?**
12. Has the project provided you financial training to help you do your job? Was that training of high quality? What about the training you received would you change? **Le projet vous a-t-il fourni une formation financière**

pour vous aider à faire votre travail? Cette formation était-elle de haute qualité? Qu'est-ce que vous aimeriez voir changé?

- 13.** Has ACCES passed actual cost savings to consumers? How? If not, why not? How much cost savings, on average, have households realized? **ACCES a-t-il transmis les économies de coûts réelles aux consommateurs? Comment? Si non pourquoi pas Combien d'économies de coûts, en moyenne, les ménages ont-ils réalisées?**

C. QUESTION 3: WHAT TYPES OF INSTITUTIONS/ACTORS ARE NEEDED TO ENSURE THE SUSTAINABILITY OF A WASH MARKET IN TARGETED COMMUNITIES? Quels types d'institutions/acteurs sont nécessaires pour assurer la durabilité du marché WASH dans les zones cibles?

- 14.** Does ACCES pay you for the services you provide? If so, for what services? **ACCES vous paie-t-il pour les services que vous fournissez? Si oui, pour quels services? Combien?**
- 15.** When ACCES is closed, will you continue to work in the sanitation market? **Une fois ACCES est terminé, continuerez-vous à travailler sur le marché de l'assainissement?**
- 16.** How can ACCES support you now so that you will continue to work in the sanitation market after the project closes? **Comment ACCES peut-il vous aider maintenant pour que vous puissiez continuer à travailler sur le marché de l'assainissement à la fin du projet?**
- 17.** What recommendations do you have for building a bigger sanitation market in Senegal? **Quelles recommandations avez-vous pour la construction d'un plus grand marché de l'assainissement dans votre localité?**

D. QUESTION 4: WHAT RESOURCES ARE BEING UNDERUTILIZED BY THE PROJECT, AND WHAT OTHER RESOURCES DO THEY NEED TO MEET THEIR TARGETS AT THE END OF THE ACTIVITY? WHAT IS THE IDEAL MIX OF RESOURCES FOR THE PROJECT TO HAVE TO ACHIEVE ITS TARGETS? Quelles ressources sont sous-utilisées par le projet et quelles autres ressources sont nécessaires pour atteindre les objectifs à la fin des activités (avant la fin du projet)?

- 18.** Do you think that ACCES needs more individuals like yourself working in the sanitation market? If so, in what role? **Pensez-vous qu'ACCES a besoin de plus de personnes comme vous travaillant sur le marché de l'assainissement? Si oui, dans quel rôle?**
- 19. (Not for business coaches and sales agents)** Have you received access to credit? If so, how has it helped you? If not, why? **Avez-vous eu accès au crédit? Si oui, comment cela vous a-t-il aidé? Si non, pourquoi?**
- 20. (Not for business coaches and sales agents)** What can ACCES do to help you receive credit? **Que peut faire ACCES pour vous aider à obtenir du crédit?**
- 21. (Only for business coaches):** USAID has said that business coaches are an essential part of this project. What other resources do you need to be successful? **USAID a déclaré que les coachs d'affaires sont une partie essentielle de ce projet. De quelles autres ressources avez-vous besoin pour réussir?**
- 22. (Only for sales agents):** USAID has said that sales agents are an essential part of this project. What other resources do you need to be successful? **USAID a déclaré que les agents commerciaux sont une partie essentielle de ce projet. De quelles autres ressources avez-vous besoin pour réussir?**

E. ADDITIONAL QUESTIONS FOR UNIQUE ACTORS QUESTIONS SUPPLÉMENTAIRES POUR DES ACTEURS UNIQUES

Satopan Importer: How can the ACCES project more efficiently order satopans from you in the future? Are there other ways to improve the way in which ACCES places orders? Is there another importer that you currently work with in Senegal that could be used to import satopans? **Comment le projet ACCES peut-il commander plus efficacement vos satopans à l'avenir? Existe-t-il d'autres moyens d'améliorer la manière dont ACCES passe ses commandes? Travaillez-vous actuellement au Sénégal avec un autre importateur qui pourrait importer des satopans?**

Possible Cement Ring Producer (if one is identified): No questions yet.

ACCES Mid-Term Performance Evaluation

INTERVIEW WITH THE GOVERNMENT OF SENEGAL

Interviewer: Please print this guide to facilitate the interview. **Merci d'imprimer ce guide pour faciliter l'entretien.**

Enqueteur :		Langue :	
Date:		Heure debut :	
		Heure fin :	
Region :		Commune :	
		Village	

Interviewés:	Noms :			
	Structure:			
	Fonction:			
	Tel :			
	Email :			

Type d'entretien :	Indiv.	ou	Groupé	Autre precision :	
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PRESENTATION

- Thank you for receiving us for this interview. **Merci de nous recevoir pour cette interview.**
- This interview is part of the evaluation of the USAID ACCES project. **Cet entretien fait partie de l'évaluation du projet USAID ACCES.**
- The interview looks to document your experience working with the ACCES project. **L'interview cherche à documenter votre expérience avec le projet ACCES.**
- The interview will take 45 minutes to 1 hour of your time. **L'entretien prendra entre 45 minutes et une heure.**
- We would be grateful if you would allow us to record this interview. Your answers will be used to help us evaluate the ACCES program. These responses will be anonymous. If you do not agree, please tell us. **Nous vous serions reconnaissants de nous autoriser à enregistrer cette interview. Vos réponses seront utilisées pour nous aider à évaluer le programme ACCES. Ces réponses seront anonymes. Si vous êtes d'accord on peut démarrer l'entretien.**

A. QUESTION 1: HOW WELL IS ACCES PERFORMING? WHAT IS WORKING AND WHAT IS NOT WORKING? AND WHY? Dans quelle mesure ACCES est-il performant? Qu'est-ce qui fonctionne et ce qui ne fonctionne pas? Et pourquoi?

1. What has been your office's collaboration with ACCES? **Quel a été votre collaboration avec ACCES?**
2. What have been the most significant results achieved by the ACCES project? Why? **Quels ont été les résultats les plus significatifs obtenus par le projet? Pourquoi?**
3. In what areas have significant results been most limited? Why is this the case? **Dans quels domaines les résultats importants ont-ils été les plus limités? Pourquoi est-ce le cas?**
4. Are there additional obstacles that need to be overcome and how should they be resolved? **Y a-t-il d'autres obstacles qui doivent être surmontés et comment devraient-ils être résolus?**
5. Are there additional opportunities that the project can leverage to accomplish its objectives? **Y a-t-il d'autres opportunités que le projet peut exploiter pour atteindre ses objectifs?**
6. Do you use the WASH platform to coordinate the various actors at the regional level? **Vous utilisez le plateforme WASH pour coordonner les activités des différents acteurs au niveau régional?**

B. QUESTION 2: WHAT IS THE VALUE ADDED OF ACCES IN THE FOUR OUTPUT AREAS, SPECIFICALLY: (A) DEMAND GENERATED FOR WASH PRODUCTS AND SERVICES; (B) INCREASED MARKET-BASED PROVISION OF WASH PRODUCTS AND SERVICES; (C) IMPROVED PROVISION AND MANAGEMENT OF MULTIPLE USE WATER SYSTEMS; (D) IMPROVED ENABLING ENVIRONMENT FOR EQUITABLE DELIVERY OF QUALITY WASH SYSTEMS?

7. What was the state of WASH across Senegal before ACCES began implementation? **Quel a été l'état de référence du WASH au Sénégal avant le démarrage d'ACCES?**
8. How has that changed since the arrival of ACCES? **Comment cela a-t-il changé depuis l'arrivée d'ACCES?**
9. How much do ACCES latrines cost? How much did they cost before? **Combien coûte les latrines d'ACCES? Combien ont-ils coûté avant?**
10. How did ACCES enable families to realize savings on the latrines? **Comment ACCES a-t-il permis aux ménages de réaliser des économies sur les coûts des latrine?**

C. QUESTION 3: WHAT TYPES OF INSTITUTIONS/ACTORS ARE NEEDED TO ENSURE THE SUSTAINABILITY OF A WASH MARKET IN TARGETED COMMUNITIES? Quels types d'institutions/acteurs sont nécessaires pour assurer la durabilité du marché WASH dans les zones cibles?

11. How is the Government of Senegal supporting the market-based approach to sanitation that the ACCES project promotes? **Comment le gouvernement du Sénégal appuie-t-il l'approche d'assainissement fondée sur le marché que le projet est en train de mettre en oeuvre?**
12. In what ways can the Government of Senegal improve its support of the ACCES market-based sanitation model? **De quelle manière le gouvernement du Sénégal peut-il améliorer son soutien au modèle d'assainissement basé sur le marché que le projet est en train de mettre en oeuvre?**
13. How can the Government of Senegal help to improve the overall sustainability prospects of the ACCES project? **Comment le gouvernement du Sénégal peut-il aider à améliorer la durabilité des activités mises en oeuvre par le projet ACCES?**

- 14.** How can ACCES improve cooperation with the Government of Senegal at the commune, regional and national levels? **Comment ACCES peut-il améliorer la coopération avec le gouvernement du Sénégal aux niveaux communal, régional et national?**

D. QUESTION 4: WHAT RESOURCES ARE BEING UNDERUTILIZED BY THE PROJECT, AND WHAT OTHER RESOURCES DO THEY NEED TO MEET THEIR TARGETS AT THE END OF THE ACTIVITY? WHAT IS THE IDEAL MIX OF RESOURCES FOR THE PROJECT TO HAVE TO ACHIEVE ITS TARGETS? Quelles ressources sont sous-utilisées par le projet et quelles autres ressources sont nécessaires pour atteindre les objectifs à la fin des activités (avant la fin du projet)?

- 15.** What, if any, government resources are being underutilized by the project? **Quelles ressources gouvernementales, si ça existe, sont sous-utilisées par le projet?**
- 16.** What additional resources does the government have that can be leveraged to support the ACCES project? **Quelles ressources supplémentaires le gouvernement peut-il mobiliser pour soutenir le projet ACCES?**

ACCES Mid-Term Performance Evaluation

INTERVIEW WITH DONOR-FUNDED PROJECTS (PTF) SUBSIDIZED AND NON-SUBSIDIZED

Interviewer: Please print this guide to facilitate the interview. **Merci d'imprimer ce guide pour faciliter l'entretien.**

Enqueteur :		Langue :	
Date:		Heure debut :	
Region :		Commune :	
		Village	

Interviewés:	Noms :				
	Structure:				
	Fonction:				
	Tel :				
	Email :				

Type d'entretien :	Indiv.	ou	Groupé	Autre precision :	
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PRESENTATION

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- This interview is part of the evaluation of the USAID ACCES project. **Cet entretien fait partie de l'évaluation du projet USAID ACCES.**
- The interview looks to document your experience working with the ACCES project. **L'interview cherche à documenter votre expérience avec le projet ACCES.**
- The interview will take 45 minutes to 1 hour of your time. **L'entretien prendra entre 45 minutes et une heure.**
- We would be grateful if you would allow us to record this interview. Your answers will be used to help us evaluate the ACCES program. These responses will be anonymous. If you do not agree, please tell us. **Nous vous serions reconnaissants de nous autoriser à enregistrer cette interview. Vos réponses seront utilisées pour nous aider à évaluer le programme ACCES. Ces réponses seront anonymes. Si vous êtes d'accord on peut démarrer l'entretien.**

A. QUESTION 1: HOW WELL IS ACCES PERFORMING? WHAT IS WORKING AND WHAT IS NOT WORKING? AND WHY? Dans quelle mesure ACCES est-il performant? Qu'est-ce qui fonctionne et ce qui ne fonctionne pas? Et pourquoi?

B. QUESTION 2: WHAT IS THE VALUE ADDED OF ACCES IN THE FOUR OUTPUT AREAS, SPECIFICALLY: (A) DEMAND GENERATED FOR WASH PRODUCTS AND SERVICES; (B) INCREASED MARKET-BASED PROVISION OF WASH PRODUCTS AND SERVICES; (C) IMPROVED PROVISION AND MANAGEMENT OF MULTIPLE USE WATER SYSTEMS; (D) IMPROVED ENABLING ENVIRONMENT FOR EQUITABLE DELIVERY OF QUALITY WASH SYSTEMS?

1. What is the purpose of your project? **Quel est le but de votre projet et quel est votre role?**

C. QUESTION 3: WHAT TYPES OF INSTITUTIONS/ACTORS ARE NEEDED TO ENSURE THE SUSTAINABILITY OF A WASH MARKET IN TARGETED COMMUNITIES? Quels types d'institutions/acteurs sont nécessaires pour assurer la durabilité du marché WASH dans les zones cibles?

2. What is the state of the relationship between ACCES and your project? Why? **Quel est l'état de la relation entre ACCES et votre projet? Pourquoi?**
3. What have been the areas of greatest agreement between ACCES and your project? The areas of greatest contention? **Quels sont les domaines où vous rencontrez le plus de succès dans votre collaboration avec ACCES? Les zones les plus controversées?**
4. How can the relationship between ACCES and your project be improved? **Comment améliorer la relation entre ACCES et votre projet?**
5. Some people believe that subsidies from other projects are an existential threat to the market approach. What do you think? **Certaines personnes pensent que les subventions provenant d'autres projets constituent une menace existentielle à l'approche marché. Qu'en pensez-vous?**
6. (Only for subsidized projects) How can both projects best work together to defuse the issue of subsidies? **Comment les deux projets peuvent-ils collaborer au mieux pour minimiser l'effet des subventions? Quels sont les axes de collaboration?**
7. With what additional institutions or actors would you recommend that ACCES work in order to leverage the benefits of cooperation? **Avec quels autres institutions ou acteurs recommanderiez-vous qu'ACCES collabore afin de tirer parti des avantages de la coopération?**
8. What are your most important lessons learned from your project that you would like to pass on to ACCES staff? **Quelles sont les leçons les plus importantes de votre projet que vous voudriez partager avec ACCES?**

D. QUESTION 4: WHAT RESOURCES ARE BEING UNDERUTILIZED BY THE PROJECT, AND WHAT OTHER RESOURCES DO THEY NEED TO MEET THEIR TARGETS AT THE END OF THE ACTIVITY? WHAT IS THE IDEAL MIX OF RESOURCES FOR THE PROJECT TO HAVE TO ACHIEVE ITS TARGETS? Quelles ressources sont sous-utilisées par le projet et quelles autres ressources sont nécessaires pour atteindre les objectifs à la fin des activités (avant la fin du projet)?

ACCES Mid-Term Performance Evaluation

INTERVIEW WITH FINANCIAL INSTITUTIONS

Interviewer: Please print this guide to facilitate the interview. **Merci d'imprimer ce guide pour faciliter l'entretien.**

Enqueteur :		Langue :	
Date:		Heure debut :	
		Heure fin :	
Region :		Commune :	
		Village	

Interviewés:	Noms :			
	Structure:			
	Fonction:			
	Tel :			
	Email :			

Type d'entretien :	Indiv.	ou	Groupé	Autre precision :	
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PRESENTATION

- Thank you for receiving us for this interview. **Merci de nous recevoir pour cette interview.**
- This interview is part of the evaluation of the USAID ACCES project. **Cet entretien fait partie de l'évaluation du projet USAID ACCES.**
- The interview looks to document your experience working with the ACCES project. **L'interview cherche à documenter votre expérience avec le projet ACCES.**
- The interview will take 45 minutes to 1 hour of your time. **L'entretien prendra entre 45 minutes et une heure.**
- We would be grateful if you would allow us to record this interview. Your answers will be used to help us evaluate the ACCES program. These responses will be anonymous. If you do not agree, please tell us. **Nous vous serions reconnaissants de nous autoriser à enregistrer cette interview. Vos réponses seront utilisées pour nous aider à évaluer le programme ACCES. Ces réponses seront anonymes. Si vous êtes d'accord on peut démarrer l'entretien.**

A. QUESTION 1: HOW WELL IS ACCES PERFORMING? WHAT IS WORKING AND WHAT IS NOT WORKING? AND WHY? Dans quelle mesure ACCES est-il performant? Qu'est-ce qui fonctionne et ce qui ne fonctionne pas? Et pourquoi?

1. How does CMS work with ACCES to provide credit for sanitation? **Comment CMS travaille-t-il avec ACCES pour fournir des crédits pour l'assainissement?**
2. What have been the most significant results achieved by the synergy between ACCES and CMS? Why? **Quels ont été les résultats les plus significatifs obtenus entre ACCES et CMS? Pourquoi?**
3. What are the major challenges in providing credit for ACCES clients and entrepreneurs? **Quels sont les principaux défis à relever pour fournir du crédit aux clients et entrepreneurs d'ACCES?**
4. What recommendations do you have to improve the ability for ACCES entrepreneurs to access credit in Senegal? **Quelles recommandations avez-vous pour améliorer la capacité des entrepreneurs d'ACCES à accéder au crédit dans cette région?**
5. Are there additional credit opportunities that the project can leverage to accomplish its objectives? **Y a-t-il d'autres opportunités de crédit que le projet peut exploiter pour atteindre ses objectifs?**

B. QUESTION 2: WHAT IS THE VALUE ADDED OF ACCES IN THE FOUR OUTPUT AREAS, SPECIFICALLY: (A) DEMAND GENERATED FOR WASH PRODUCTS AND SERVICES; (B) INCREASED MARKET-BASED PROVISION OF WASH PRODUCTS AND SERVICES; (C) IMPROVED PROVISION AND MANAGEMENT OF MULTIPLE USE WATER SYSTEMS; (D) IMPROVED ENABLING ENVIRONMENT FOR EQUITABLE DELIVERY OF QUALITY WASH SYSTEMS?

6. What was the state of WASH credit across Senegal before ACCES began implementation? **Est-ce que vous avez eu un accord des crédits de WASH avant l'arrivée d'ACCES en 2015? Si oui, combien?**
7. How has that changed since the arrival of ACCES? **Comment cela a-t-il changé depuis l'arrivée d'ACCES?**

C. QUESTION 3: WHAT TYPES OF INSTITUTIONS/ACTORS ARE NEEDED TO ENSURE THE SUSTAINABILITY OF A WASH MARKET IN TARGETED COMMUNITIES? Quels types d'institutions/acteurs sont nécessaires pour assurer la durabilité du marché WASH dans les zones cibles?

8. How can access to credit be sustained once the ACCES project closes? **Comment l'accès au crédit peut-il être maintenu une fois le projet ACCES termine?**
9. What actions should ACCES take to improve the sustainability of access to credit? **Quelles actions ACCES devrait-il entreprendre pour améliorer la durabilité de l'accès au crédit?**

D. QUESTION 4: WHAT RESOURCES ARE BEING UNDERUTILIZED BY THE PROJECT, AND WHAT OTHER RESOURCES DO THEY NEED TO MEET THEIR TARGETS AT THE END OF THE ACTIVITY? WHAT IS THE IDEAL MIX OF RESOURCES FOR THE PROJECT TO HAVE TO ACHIEVE ITS TARGETS? Quelles ressources sont sous-utilisées par le projet et quelles autres ressources sont nécessaires pour atteindre les objectifs à la fin des activités (avant la fin du projet)?

10. Are there additional financial resources that the project can use? **Existe-t-il des ressources financières supplémentaires que le projet peut utiliser?**

ACCES Mid-Term Performance Evaluation

INTERVIEW WITH ACCES CLIENTS – HOUSEHOLDS AND OTHERS

Interviewer: Please print this guide to facilitate the interview. **Merci d'imprimer ce guide pour faciliter l'entretien.**

Enqueteur :		Langue :	
Date:		Heure debut :	
		Heure fin :	
Region :		Commune :	
		Village	

Interviewés:	Noms :			
	Structure:			
	Fonction:			
	Tel :			
	Email :			

Type d'entretien :	Indiv.	ou	Groupe	Autre precision :	
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PRESENTATION

- Thank you for receiving us for this interview. **Merci de nous recevoir pour cette interview.**
- This interview is part of the evaluation of the USAID ACCES project. **Cet entretien fait partie de l'évaluation du projet USAID ACCES.**
- The interview looks to document your experience working with the ACCES project. **L'interview cherche à documenter votre expérience avec le projet ACCES.**
- The interview will take 45 minutes to 1 hour of your time. **L'entretien prendra entre 45 minutes et une heure.**
- We would be grateful if you would allow us to record this interview. Your answers will be used to help us evaluate the ACCES program. These responses will be anonymous. If you do not agree, please tell us. **Nous vous serions reconnaissants de nous autoriser à enregistrer cette interview. Vos réponses seront utilisées pour nous aider à évaluer le programme ACCES. Ces réponses seront anonymes. Si vous êtes d'accord on peut démarrer l'entretien.**

A. QUESTION 1: HOW WELL IS ACCES PERFORMING? WHAT IS WORKING AND WHAT IS NOT WORKING? AND WHY? Dans quelle mesure ACCES est-il performant? Qu'est-ce qui fonctionne et ce qui ne fonctionne pas? Et pourquoi?

1. Do you know the project ACCES? **Connaissez-vous le projet ACCES?**
2. What did you purchase from the ACCES project? **Qu'avez-vous acheté du projet ACCES?**
3. How has this improved your quality of life? Why? **Comment cela a-t-il amélioré votre qualité de vie? Pourquoi? Si non, pourquoi?**
4. How satisfied are you with your new latrine? Very unhappy, unhappy, neither happy nor unhappy, happy, or very happy? Why? **Quel est votre niveau de satisfaction avec votre nouvelle latrine? Très insatisfait, insatisfait, ni satisfait ni insatisfait, satisfait ou très satisfait? Pourquoi?**
5. How could the latrine be improved so that you could be more satisfied? **Comment pourrait-on améliorer les latrines pour que vous soyez plus satisfait?**
6. How satisfied are you with the honesty and professionalism of the person who sold you the latrine? Very unhappy, unhappy, neither happy nor unhappy, happy, or very happy? Why? **Dans quelle mesure êtes-vous satisfait avec l'honnêteté et le professionnalisme de la personne qui vous a vendu la latrine? Très insatisfait, insatisfait, ni satisfait ni insatisfait, satisfait ou très satisfait? Pourquoi?**
7. How can his/her performance improve? **Comment sa performance peut-elle s'améliorer?**
8. How happy are you with the quality of the work of the masons that constructed the latrine? Very unhappy, unhappy, neither happy nor unhappy, happy, or very happy? Why? **Dans quelle mesure êtes-vous satisfait de la qualité du travail des maçons qui ont construit la latrine? Très insatisfait, insatisfait, ni satisfait ni insatisfait, satisfait ou très satisfait? Pourquoi?**
9. How can the masons improve to make you happier? **Comment les maçons peuvent-ils s'améliorer pour vous rendre plus satisfait?**

B. QUESTION 2: WHAT IS THE VALUE ADDED OF ACCES IN THE FOUR OUTPUT AREAS, SPECIFICALLY: (A) DEMAND GENERATED FOR WASH PRODUCTS AND SERVICES; (B) INCREASED MARKET-BASED PROVISION OF WASH PRODUCTS AND SERVICES; (C) IMPROVED PROVISION AND MANAGEMENT OF MULTIPLE USE WATER SYSTEMS; (D) IMPROVED ENABLING ENVIRONMENT FOR EQUITABLE DELIVERY OF QUALITY WASH SYSTEMS?

10. What was your sanitation situation like before you purchased a new latrine? **Quelle était votre situation en matière d'assainissement avant l'achat d'une nouvelle latrine?**
11. How has your situation changed since your purchase? **Comment votre situation a-t-elle changé depuis votre achat?**
12. How much did you pay for the latrine? **Combien avez-vous payé pour la latrine?**
13. Do you believe the price that you paid was fair? **Pensez-vous que le prix que vous avez payé était juste?**
14. Did you compare prices with other people before making the purchase? **Avez-vous comparé les prix avec d'autres personnes avant de faire l'achat?**
15. How did you pay for the latrine? Why did you pay this way? **Comment avez-vous payé les latrines? Pourquoi avez-vous payé comme ça?**

16. If you had the power, how would you change the way you paid for the latrine? **Si vous aviez les moyens, comment changeriez-vous la façon dont vous avez payé les latrines?**
17. If you wanted to buy a latrine in the past, before the arrival of the person who sold it to you, how much would it have cost? **Combien les latrines ont coûté avant l'arrivée de l'agent commercial qui vous a vendu cette latrine?**
18. If you were speaking to another family in this community, would you recommend that they buy a latrine from the same person that sold it to you? Why or why not? **Si vous parliez à une autre famille de cette communauté, recommanderiez-vous qu'elle achète une latrine à la même personne que celle qui vous l'a vendue? Pourquoi ou pourquoi pas?**
19. Was the purchase of the latrine fair and transparent? **L'achat des latrines était-il juste?**
20. Were the terms of the contract equitable and transparent? Why? **Les termes du contrat étaient-ils équitables et transparents? Pourquoi?**
21. Do you know anyone that was cheated or did not have a good experience? Why? **Connaissez-vous quelqu'un qui a été trompé ou qui n'a pas eu une bonne expérience? Pourquoi?**
22. In what ways can the process – price, installation, payment method, professionalism, etc. – be improved so that people like you are happy with their purchase? **De quelle manière le processus (prix, installation, mode de paiement, professionnalisme, etc.) peut-il être amélioré?**

C. QUESTION 3: WHAT TYPES OF INSTITUTIONS/ACTORS ARE NEEDED TO ENSURE THE SUSTAINABILITY OF A WASH MARKET IN TARGETED COMMUNITIES? Quels types d'institutions/acteurs sont nécessaires pour assurer la durabilité du marché WASH dans les zones cibles?

This section is for Water System Beneficiaries and ATPC beneficiaries. **Cette section est réservée aux bénéficiaires de système d'eau et d'ATPC.**

23. (For Water System Beneficiaries) What repairs did the ACCES project complete to the water system? **Quelles réparations le projet ACCES a-t-il effectuées sur le système d'eau?**
24. (For Water System Beneficiaries) How satisfied are you with these repairs? **Dans quelle mesure êtes-vous satisfait de ces réparations?**
25. (For Water System Beneficiaries) How has your life changed as a result of these repairs? **Comment votre vie a-t-elle changé à la suite de ces réparations?**
26. (For Water System Beneficiaries) Is there a plan in place to maintain the MUS after the project closes? **Un plan est-il en place pour maintenir le MUS après la clôture du projet?**
27. (For Water System Beneficiaries) Do you have any recommendations for improving the way that ACCES repaired the water system? **Avez-vous des recommandations pour améliorer la manière dont ACCES a réparé le système d'eau?**
28. (For Water System Beneficiaries plus MUS plans) How satisfied are you with the MUS plan that you wrote? **Dans quelle mesure êtes-vous satisfait du plan MUS que vous avez écrit?**

- 29.** (For Water System Beneficiaries plus MUS plans) How can the planning process used by ACCES be improved? **Comment le processus de planification utilisé par ACCES peut-il être amélioré?**
- 30.** (For Water System Beneficiaries plus MUS plans) How will these plans be implemented? **Comment ces plans seront-ils mis en œuvre?**
- 31.** (For ATPC Beneficiaries) What training did you receive from the ACCES project? **Quelle formation avez-vous reçue du projet ACCES?**
- 32.** (For ATPC Beneficiaries) How satisfied are you with the training received? **Dans quelle mesure êtes-vous satisfait de la formation reçue?**
- 33.** (For ATPC Beneficiaries) What are the principal lessons learned from the training? **Quels sont les principaux enseignements de la formation?**
- 34.** (For ATPC Beneficiaries) How has your quality of life changed as a result of this training? **Comment votre qualité de vie a-t-elle changé à la suite de cette formation?**
- 35.** (For ATPC Beneficiaries) How can the training be improved in the future to improve your quality of life? **Comment la formation peut-elle être améliorée à l'avenir pour améliorer votre qualité de vie?**

D. QUESTION 4: WHAT RESOURCES ARE BEING UNDERUTILIZED BY THE PROJECT, AND WHAT OTHER RESOURCES DO THEY NEED TO MEET THEIR TARGETS AT THE END OF THE ACTIVITY? WHAT IS THE IDEAL MIX OF RESOURCES FOR THE PROJECT TO HAVE TO ACHIEVE ITS TARGETS? Quelles ressources sont sous-utilisées par le projet et quelles autres ressources sont nécessaires pour atteindre les objectifs à la fin des activités (avant la fin du projet)?

ACCES Mid-Term Performance Evaluation

FOCUS GROUP WITH ACCES CLIENTS – MARKET APPROACH, WATER AND ATPC

Interviewer: Please print this guide to facilitate the focus group. **Merci d'imprimer ce guide pour faciliter le groupe de discussion.**

Enqueteur :		Langue :	
Date:		Heure debut :	
Region :		Commune :	
		Village	

Interviewés:	Noms :				
	Structure:				
	Fonction:				
	Tel :				
	Email :				

Type d'entretien :	Indiv.	ou	Groupé	Autre precision :	
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PRESENTATION

- Thank you for receiving us for this focus group. **Merci de nous recevoir pour ce groupe de discussion.**
- This focus group is part of the evaluation of the USAID ACCES project, which has provided services to this commune. **Ce groupe de discussion fait partie de l'évaluation du projet USAID ACCES.**
- The focus group looks to document your experience working with the ACCES project. **Le groupe de discussion cherche à documenter votre expérience avec le projet ACCES.**
- The focus group session will take 45 minutes to 1 hour of your time. **La session de group de discussion prendra entre 45 minutes et une heure.**
- We would be grateful if you would allow us to record this interview. Your answers will be used to help us evaluate the ACCES program. These responses will be anonymous. If you do not agree, please tell us. **Nous vous serions reconnaissants de nous autoriser à enregistrer cette interview. Vos réponses seront utilisées pour nous aider à évaluer le programme ACCES. Ces réponses seront anonymes. Si vous êtes d'accord, on peut démarrer l'entretien.**
- Please sign the attendance sheet with your name, village and phone number. **Veuillez signer la feuille de présence avec votre nom, votre village et votre numéro de téléphone.**

A. QUESTION 1: HOW WELL IS ACCES PERFORMING? WHAT IS WORKING AND WHAT IS NOT WORKING? AND WHY? Dans quelle mesure ACCES est-il performant? Qu'est-ce qui fonctionne et ce qui ne fonctionne pas? Et pourquoi?

1. Do you know the project ACCES? **Connaissez-vous le projet ACCES?**
2. What did you purchase from the ACCES project? **Quels sont les services offert par le project?**
3. How has this improved your quality of life? Why? **Comment cela a-t-il amélioré votre qualité de vie? Pourquoi? Si non, pourquoi non?**
4. How could the latrine be improved so that you could be more satisfied? **Comment pourrait-on améliorer les latrines pour que vous soyez plus satisfait?**
5. How can the masons improve to make you happier? **Comment les masons peuvent-ils s'améliorer pour mieux vous satisfaire?**

B. QUESTION 2: WHAT IS THE VALUE ADDED OF ACCES IN THE FOUR OUTPUT AREAS, SPECIFICALLY: (A) DEMAND GENERATED FOR WASH PRODUCTS AND SERVICES; (B) INCREASED MARKET-BASED PROVISION OF WASH PRODUCTS AND SERVICES; (C) IMPROVED PROVISION AND MANAGEMENT OF MULTIPLE USE WATER SYSTEMS; (D) IMPROVED ENABLING ENVIRONMENT FOR EQUITABLE DELIVERY OF QUALITY WASH SYSTEMS?

This section is only for chefs de ménage. **Cette section est réservée aux chefs de ménage et les groupe de femmes SILC (Savings and Loans Committees).**

6. How much did you pay for the latrine? How much did this cost before the arrival of the sales agent? **Combien avez-vous payé pour la latrine? Combien les latrines coutaient avant?**
7. How did you pay for the latrine? Why did you pay this way? **Comment avez-vous payé les latrines? Pourquoi avez-vous payé comme ça?**
8. If you had the power, how would you change the way you paid for the latrine? **Si vous aviez les moyens, comment changeriez-vous la façon dont vous avez payé les latrines?**
9. Were the terms of the contract equitable and transparent? Why? **Les termes du contrat étaient-ils équitables et transparents? Pourquoi?**

This section is for everyone. **Cette section est pour tous.**

10. Do you know anyone that was cheated or did not have a good experience? Why? **Connaissez-vous quelqu'un qui a été trompé ou qui n'a pas eu une bonne expérience? Pourquoi?**
11. In what ways can the process – price, installation, payment method, professionalism, etc. – be improved so that people like you are happy with their purchase? **De quelle manière le processus (prix, installation, mode de paiement, professionnalisme, etc.) peut-il être amélioré?**

This section is for Water System Beneficiaries and ATPC beneficiaries. **Cette section est réservée aux bénéficiaires de système d'eau et d'ATPC.**

12. (For Water System Beneficiaries) What repairs did the ACCES project complete to the water system? **Quelles réparations le projet ACCES a-t-il effectuées sur le système d'eau?**

13. (For Water System Beneficiaries) How satisfied are you with these repairs? **Dans quelle mesure êtes-vous satisfait de ces réparations?**
14. (For Water System Beneficiaries) How has your life changed as a result of these repairs? **Comment votre vie a-t-elle changé à la suite de ces réparations?**
15. (For Water System Beneficiaries) Is there a plan in place to maintain the MUS after the project closes? **Un plan est-il en place pour maintenir le MUS après la clôture du projet?**
16. (For Water System Beneficiaries) Do you have any recommendations for improving the way that ACCES repaired the water system? **Avez-vous des recommandations pour améliorer la manière dont ACCES a réparé le système d'eau?**
17. (For Water System Beneficiaries plus MUS plans) How satisfied are you with the MUS plan that you wrote? **Dans quelle mesure êtes-vous satisfait du plan MUS que vous avez écrit?**
18. (For Water System Beneficiaries plus MUS plans) How can the planning process used by ACCES be improved? **Comment le processus de planification utilisé par ACCES peut-il être amélioré?**
19. (For Water System Beneficiaries plus MUS plans) How will these plans be implemented? **Comment ces plans seront-ils mis en œuvre?**
20. (For ATPC Beneficiaries) What training did you receive from the ACCES project? **Quelle formation avez-vous reçue du projet ACCES?**
21. (For ATPC Beneficiaries) How satisfied are you with the training received? **Dans quelle mesure êtes-vous satisfait de la formation reçue?**
22. (For ATPC Beneficiaries) What are the principal lessons learned from the training? **Quels sont les principaux enseignements de la formation?**
23. (For ATPC Beneficiaries) How has your quality of life changed as a result of this training? **Comment votre qualité de vie a-t-elle changé à la suite de cette formation?**
24. (For ATPC Beneficiaries) How can the training be improved in the future to improve your quality of life? **Comment la formation peut-elle être améliorée à l'avenir pour améliorer votre qualité de vie?**

C. QUESTION 3: WHAT TYPES OF INSTITUTIONS/ACTORS ARE NEEDED TO ENSURE THE SUSTAINABILITY OF A WASH MARKET IN TARGETED COMMUNITIES? Quels types d'institutions/acteurs sont nécessaires pour assurer la durabilité du marché WASH dans les zones cibles?

D. QUESTION 4: WHAT RESOURCES ARE BEING UNDERUTILIZED BY THE PROJECT, AND WHAT OTHER RESOURCES DO THEY NEED TO MEET THEIR TARGETS AT THE END OF THE ACTIVITY? WHAT IS THE IDEAL MIX OF RESOURCES FOR THE PROJECT TO HAVE TO ACHIEVE ITS TARGETS? Quelles ressources sont sous-utilisées par le projet et quelles autres ressources sont nécessaires pour atteindre les objectifs à la fin des activités (avant la fin du projet)?

ANNEX VI: SOURCES OF INFORMATION

- ACF International. 2016. Manuel sur la gouvernance de l'eau et de l'assainissement appliquée aux projets humanitaires et de développement.
- ADEMAS & MDK Partners. s. d. « Rapport de l'Etat des Lieux du marché de l'assainissement dans les régions de Ziguinchor, Sédhiou, Kolda, Tambacounda, Kédougou, et Matam ».
- ANSD. 2016. « Situation Economique et Sociale du Sénégal en 2013 ».
- ANSD. 2018. « Situation Economique et Sociale du Sénégal en 2015 ».
- ANSD. 2018. « Enquête Démographique et de Santé (EDS – Continue) 2017 ».
- Banque Mondiale. 2017. « Rapport de Démarrage de l'Evaluation Technique du Programme pour les résultats (PPR) - Eau et Assainissement des Zones Rurales de la Zone du Centre du Sénégal ».
- CARITAS Sénégal. 2018. « Rapport mensuel d'activité Projet USAID/ACCES ».
- Dieng, Fatou. 2017. « Evaluation genre dans les régions de Kédougou, Kolda, Matam, Sédhiou, Tambacounda et Ziguinchor ».
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- NRCE. 2018. « ACCES Quarterly Report- Q1-Q2, FY 2018 (October 1, 2017 to March 31, 2018) ».
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- NRCE. 2018. « ACCES Annual Workplan FY2019 (October 1, 2018 to September 30, 2019) final ».
- NRCE. 2018. « ACCES Activity Monitoring, Evaluation and Learning Plan ».
- NRCE. 2018. « ACCES Annual Report FY 2018 (October 2017 to September 2018) ».
- NRCE. 2018. « ACCES Annual Workplan FY2019 (October 1, 2018 to September 30, 2019) addendum final ».
- NRCE. 2018. « Annual report FY 2018 (October 1, 2017 to September 30, 2018) ».
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ANNEX VII: DISCLOSURE OF CONFLICTS OF INTEREST

200 12th Street South, Suite 1200
Arlington, VA 22202 USA



Personal Conflict of Interest Non-Disclosure Agreement

As an employee, I have been entrusted with certain information regarding the operations and work of Management Systems International, (hereinafter referred to as MSI). MSI is committed to protecting the confidentiality of our clients, including the U.S. Government, with business data entrusted to its care. As it pertains to my relationship with MSI, I agree and acknowledge the following:

Confidential and Proprietary Information

For purposes of this Agreement, "Confidential Information" is defined as all information and materials, in whatever form, whether tangible or intangible, disclosed by MSI or any of its authorized representatives. All MSI proprietary information that is not known generally to the public is considered as "Confidential Information."

The following are deemed Confidential, but should not be considered exhaustive:

- Information about MSI projects/programs not available to the public;
- Ideas for research and development;
- Computer records and software (including software that is proprietary to third parties);
- Any other information which MSI must keep confidential as a result of contractual requirements;
- Information regarding the administration of components of certification programs;
- Information on MSI personnel not available publicly;
- Item content, characteristics, development or other aspects of assessments or evaluations and their development, maintenance and administration;
- Identities of MSI candidates, customers, suppliers, or third party contractors, including without limitation any media, advertising, or public relations firms, unless that information exists in the public domain;
- MSI's e-mail distribution list(s) and its database information;
- Information submitted in the investigation of complaints or involving ethics cases;
- MSI's financial data;
- Any other information to which employees may have access while involved in MSI work.

Non-Disclosure

I agree to maintain the confidentiality of all Confidential Information. I agree not to misuse, misappropriate, disclose or divulge in writing, orally or by electronic means, any Confidential Information, directly or indirectly, to any other person or use them in any way, either during the term of this Agreement or at any other time thereafter, except as is required in the course of service to MSI. I also agree not to, without prior written consent from MSI, utilize any Confidential Information for future use unrelated to present activity. In no event shall I use Confidential Information in a manner that is in any way detrimental to MSI or others.

I acknowledge and agree that all Confidential Information and similar items maintained in hard copy, electronically or online relating to MSI's business, shall remain exclusively the property of MSI and shall only be used by myself for the purpose(s) permitted by MSI.

Personal Conflict of Interest

I shall avoid personal and professional conflicts of interest in all matters pertaining to MSI's programs. Conflicting interests may include but are not limited to such areas as financial, personal relationships, and/or professional relationships. If a situation arises where it is unclear as to whether a conflict of interest exists, I shall discuss the issue with the Director of Human Resources.

Certification

Violation of this Agreement could be grounds for termination of service with MSI. Except as provided herein, I am prohibited from disclosing or using any Confidential Information in all circumstances, including but not limited to subsequent engagements or employment with third parties.

I acknowledge that a violation of the terms of this Agreement may cause damage and harm to MSI and that any such damage or harm will be difficult if not impossible to calculate in monetary terms and will be irreparable to MSI. I agree that, upon notice from MSI declaring a breach of this Agreement, I shall immediately cease all further activities which are, or are claimed by MSI to be, a breach of this Agreement.

Name (Last, First, Middle Initial): Daniel E Cogeland

Signature: [Signature] Date: 29/10/2018

MSI Position/Title: Evaluation Methodologist

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Name (Last, First, Middle Initial): Sadio Coulibaly

Signature: [Signature] Date: 26/11/18

MSI Position/Title: USA ID MP Senegal DCoP

I acknowledge and agree that all Confidential Information and similar items maintained in hard copy, electronically or online relating to MSI's business, shall remain exclusively the property of MSI and shall only be used by myself for the purpose(s) permitted by MSI.

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Name (Last, First, Middle Initial): Abdoulaye FAVE

Signature: [Signature] Date: 15/11/2018

MSI Position/Title: Sanitation Specialist

I acknowledge and agree that all Confidential Information and similar items maintained in hard copy, electronically or online relating to MSI's business, shall remain exclusively the property of MSI and shall only be used by myself for the purpose(s) permitted by MSI.

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Name (Last, First, Middle Initial): GUEYE Ndato

Signature: [Signature] Date: 03/12/2018

MSI Position/Title: Enumerator

I acknowledge and agree that all Confidential Information and similar items maintained in hard copy, electronically or online relating to MSI's business, shall remain exclusively the property of MSI and shall only be used by myself for the purpose(s) permitted by MSI.

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Name (Last, First, Middle Initial): Safiyata Diallo

Signature: [Signature]

Date: 26-11-2018

MSI Position/Title: HR Manager

I acknowledge and agree that all Confidential Information and similar items maintained in hard copy, electronically or online relating to MSI's business, shall remain exclusively the property of MSI and shall only be used by myself for the purpose(s) permitted by MSI.

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Name (Last, First, Middle Initial): TOUNKARA Aly

Signature: [Signature]

Date: 31.10.2018

MSI Position/Title: Water Export - Consultant

I acknowledge and agree that all Confidential Information and similar items maintained in hard copy, electronically or online relating to MSI's business, shall remain exclusively the property of MSI and shall only be used by myself for the purpose(s) permitted by MSI.

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Name (Last, First, Middle Initial): Amande' MANE

Signature: [Signature]

Date: 03/12/2018

MSI Position/Title: Enquêteur

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Name (Last, First, Middle Initial): Aminata Pinina Sow

Signature: [Signature]

Date: 03 décembre 2018

MSI Position/Title: Enquêteur

ANNEX VIII: WORK PLAN



USAID
FROM THE AMERICAN PEOPLE

ASSAINISSEMENT, CHANGEMENT DE COMPORTEMENT ET EAU POUR LE SENEGAL (ACCES) MIDTERM PERFORMANCE EVALUATION

WORK PLAN

November 2018

This publication was produced for review by the United States Agency for International Development. It was prepared by Management Systems International, a Tetra Tech Company, for the USAID/Senegal Monitoring and Evaluation Project.

SUMMARY

Work Plan Title	Assainissement, Changement de Comportement et Eau pour le Sénégal (ACCES) Midterm Performance Evaluation
USAID POCs	Arvil Gonzalez
Senegal Monitoring and Evaluation Project (MEP) Supervisor	Sadio Coulibaly
Evaluation Start Date	o/a October 29, 2018
Evaluation End Date	o/a February 15, 2019
Evaluation Period of Performance	March 16, 2016 to September 1, 2018
Geographic Coverage	3 of 6 ACCES regions and 9 of 50 ACCES communes
Evaluation Deliverables	Work Plan, Findings and Conclusions Presentation/Datawalk, Recommendations Workshop, Draft and Final Reports, Abstract and One-page fact sheet for decision makers
Data Collection Methods	• Interviews with USAID, ACCES, and other IPs • Interviews with Government of Senegal • Interviews with Service Providers and local partners • Focus Group Discussions and interviews with Beneficiaries and Clients

INTRODUCTION AND PURPOSE

The USAID/Senegal ACCES (*Assainissement, Changement de Comportement et Eau pour le Sénégal*) Activity is part of USAID/Senegal's Water, Sanitation and Hygiene (SENWASH) portfolio to comprehensively address water, sanitation and hygiene (WASH) topics. The overall goal of the Activity is to significantly increase sustainable access to improved water and sanitation services and adoption of hygiene practices in targeted communities to improve their health and nutritional status, particularly of women and children. It uses an innovative market-based approach in six regions: Ziguinchor, Sédhiou, Kolda, Kédougou, Tambacounda and Matam.

ACCES provides five types of interventions to provide and sustain WASH services to the chronically underserved in Senegal. They are:

Output 1: Local demand generated for WASH products and services designed to significantly improve sanitation, hygiene and infant nutrition practices.

Output 2: Replicable and scalable business models developed for sustainable WASH products and services.

Output 3: Environmentally sustainable provision and management of multiple use water systems.

Output 4: Responsive and accountable governance framework is operational at county government level that ensures sustainable and equitable provision of water and sanitation.

Cross-Cutting: Monitoring, evaluation, and gender aspects.

The purpose of this midterm performance evaluation is (1) to determine how well ACCES is meeting its intended objectives halfway through its implementation period and to make recommendations on approaches and management for the final years of the project; (2) to contribute to learning that will have a positive impact on project implementation; (3) to provide lessons learned that can be shared with other WASH projects in Senegal and across the globe; and (4) to supply timely feedback that will support USAID design of future activities.

The evaluation team will investigate to what extent the goals of the project were achieved and determine if there are other exogenous factors that have impacted achievements that USAID and/or ACCES did not foresee. The evaluation will provide specific conclusions and recommendations to support maintaining momentum and improving implementation and sustainability of the project.

The intended use of the evaluation is to support future project implementation and possible follow-on activities. The audience is primarily the USAID/Senegal WASH team in the Economic Growth Office (EGO). Other key interested parties include Senegal's Ministère de l'Hydraulique et de l'Assainissement (MHA) and USAID/Washington's Office of Water and Sanitation.

BACKGROUND

WASH in Senegal

An unsafe water supply, inadequate sanitation, and poor hygiene contribute to more than 88% of the cases of diarrheal diseases internationally, according to World Health Organization (WHO) estimates. In recent years, diarrhea mortality has fallen sharply, thanks in part to the increased use of oral rehydration therapy (ORT), as well as new vaccines against rotavirus and cholera. However, diarrheal diseases remain the second leading cause of death in children under the age of five, killing an estimated 1.87 million children each year. Diarrheal diseases are caused by over 50 known pathogenic agents that live in human and animal feces. These agents are primarily spread through ingestion—either directly through contaminated hands or indirectly through contaminated drinking water, soil, utensils, food, or flies.

In Senegal, it is estimated that diarrheal diseases are responsible for 7% of all deaths of children under the age of five. Diarrhea can lead also to malnutrition, cognitive deficiencies, and long-term chronic illness. Poor hygiene practices and limited access to sanitation and clean drinking water are the major factors responsible for diarrhea. It is for this reason that the United States Government, through the United States Agency for International Development (USAID), is focused on increasing access to safe drinking water and sanitation and promoting safe hygiene practices through the Paul Simon Water for the Poor Act, and the USAID Strategy for Water and Development.

In Senegal, water and sanitation access and coverage rates are limited by a challenging enabling environment for the WASH sector. Key issues affecting the enabling environment include: (1) an underdeveloped private sector, (2) weak governance and management capacity, and (3) policies that do not support sustainability. Despite these headwinds, the Government of Senegal (GOS) has made great

strides in providing access to safe drinking water and sanitation services. Senegal is close to achieving the 2015 Millennium Development Goals (MDGs) of reducing by half the number of people who do not have sustainable access to safe drinking water and basic sanitation infrastructure. However, while Senegal has achieved the goals for water and sanitation in urban areas, rural areas access rates are still below the target. For water, Senegal is close to achieving the MDG – 59% of the population has sustainable access – but is farther away from the goal for sanitation, with only 39% having access to basic sanitation infrastructure. These national statistics mask the regional disparities where access varies greatly. Despite significant investments by USAID and other donors, as well as the GOS in providing access to water and sanitation and promoting hygienic practices, much work remains to improve the sustainability of access, the quality of service and overall coverage rates.

ACCES Senegal

The ACCES activity includes the Southern and Eastern regions of Senegal and seeks to create synergies with USAID's Feed the Future initiative and democracy, human rights, governance and peace and health programming, and to target areas in Senegal with the lowest coverage of water and sanitation services. ACCES is concentrating efforts in 50 communes in six targeted regions: Ziguinchor, Sédhiou, Kolda, Kédougou, Tambacounda and Matam.

Activity implementation is spearheaded by Natural Resources Consulting Engineers, Inc. (NRCE) as ACCES's prime implementing partner. The other consortium members include Catholic Relief Services (CRS); Caritas; Population Services International (PSI); Agence pour le Développement du Marketing Social (ADEMAS); MWH Global; and IMPAQ International.

ACCES is working closely with the GOS to reach at least 500,000 underserved people with WASH services. It aims to achieve the following goals:

- 50% decrease in **open defecation rates** in the six targeted regions;
- 200,000 people gain access to an **improved toilet** (World Health Organization (WHO)/UNICEF Joint Monitoring Programme (JMP) definition);
- 50 **businesses established** for WASH products;
- 30,000 people gain access to an **improved water supply** (JMP definition);
- 350 **water service providers** are trained in the sustainable operation and management of water supply services;
- 50 local governments have a **Multiple Use Water Services (MUS)** Action Plan.

EVALUATION QUESTIONS

The Theory of Change that underlies ACCES is that (1) if access to an improved drinking water source is improved; (2) if access to an improved sanitation facility is improved; and (3) if access to a dedicated hand washing station with soap and water present is improved, then sustainable access to improved water and sanitation services and adoption of hygiene practices in targeted communities in the six target regions to improve the health and nutritional status, especially of women and children, will increase significantly.

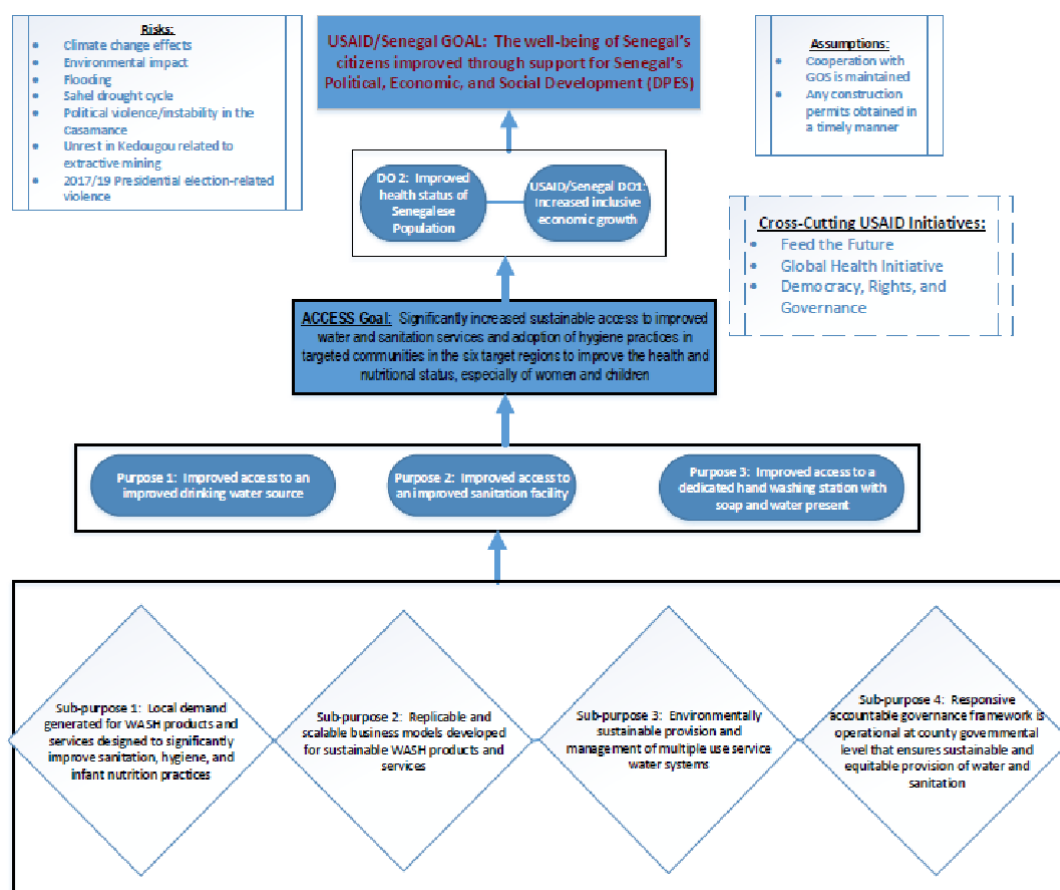
The main assumptions are that:

- The situation in Casamance is stable enough to implement activities;

- More human and financial resources are provided to the regional technical services, especially the Sanitation Department to implement the Sanitation Action Plan;
- Ministry of Hydraulics will establish a regulatory framework for the implementation of the reform of the rural water sector;
- OFOR will be up and running and able to receive technical assistance;
- OFOR will be able to issue and negotiate contracts in a timely manner to generate revenue;
- GOS will be able to continue repairs and maintenance of the rural water system in zones where OFOR is not yet operating;
- Decentralization policies will allow for some devolution to local governments;
- The capacity of enough WASH private sector operators can be improved to change the supply of services;
- Private sector operators are willing to change their management and operational practices;
- Efficiency gains in service chain can be achieved;
- Banks will lend with a loan guarantee and continue after the project ends;
- Consumers will be willing to take out loans for water and sanitation, despite other donor projects operating nearby;
- Communities are willing to mobilize funds and inputs for connections and other infrastructure;
- Donor Coordination sufficient for effective policy dialog and delivery of essential TA/training to GOS;
- Donors/GOS reduce subsidies for WASH; and
- Mobile technology platform and infrastructure exists.

The results framework shown below guides ACCES's approach to implementing USAID's vision for the project, linked directly to two USAID Development Objectives (DOs): Increased inclusive economic growth (DOI) and Improved health status of the Senegalese population (DO2).

Figure: ACCES Results Framework



Based on this hypothesis and on discussions with USAID, MEP hopes to answer the following four questions:

1. How well is ACCES performing? What is working and what is not working, and why?
2. What is the value added of ACCES in the four output areas; specifically:
 - i. Demand generated for WASH products and services;
 - ii. Increased market-based provision of WASH products and services;
 - iii. Improved provision and management of multiple use water systems; and
 - iv. Improved enabling environment for equitable delivery of quality WASH systems
3. What types of institutions are needed to ensure the sustainability of a WASH market in targeted communities?
4. What resources are being underutilized by the project, and what other resources do they need to meet their targets at the end of the Activity? What is the ideal mix of resources for the project to have to achieve its targets?

DATA ANALYSIS PLAN

The ACCES midterm performance evaluation will answer the four evaluation questions jointly developed by USAID and Senegal MEP. This data analysis plan will discuss each of the four questions at length with the goal of outlining (1) the way in which the evaluation team interprets the question, and (2) the analytical methods that they will use to answer the question.

MEP ANALYTICAL APPROACH TO THE EVALUATION QUESTIONS (EQs)

1. How well is ACCES performing? What is working and what is not working, and why?

The question is broad in scope and therefore prone to generalization. To avoid this, the evaluation team has refined the question into its component parts. The following sub-questions constitute the core elements of this question:

- (a) To what extent is ACCES accomplishing the project's main objective of "sustainable access to quality water and sanitation increased and improved hygiene practices adopted in targeted communities"?
- (b) What have been the most significant results achieved by the project?
- (c) What are the strengths of the project and how can they be further strengthened?
- (d) In what areas have significant results been most limited? Why is this the case?
- (e) What are the weaknesses of the project and how can they be reversed or minimized?
- (f) Are there additional obstacles that need to be overcome and how should they be resolved?
- (g) Are there additional opportunities that the project can leverage to accomplish its objectives?

Sub-questions (b) through (f) are best answered with a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. A SWOT analysis can identify and prioritize project strengths and opportunities and help to understand (and therefore limit) weaknesses and threats. This strategic planning technique can help ACCES to better achieve its objectives.

2. What is the value added of ACCES in the four output areas; specifically:

- i. **Demand generated for WASH products and services;**
- ii. **Increased market-based provision of WASH products and services;**
- iii. **Improved provision and management of multiple use water systems;**
- iv. **Improved enabling environment for equitable delivery of quality WASH systems.**

The question asks about the "value added" of the project's four vital components (these are the Intermediate Results in the Activity Results Framework). To determine the value added to the output areas, the evaluation team will determine the extent to which the project:

- (a) Leverages its processes to scale operations and create systematic efficiencies;
- (b) Passes value and cost savings directly to clients and consumers in the form of price reductions, practical services and benefits, and troubleshooting when problems inevitably arise;
- (c) Innovates and improves upon the traditional provision of WASH services;
- (d) Coordinates with donors and other actors/activities to create synergies and limit duplication of effort; and
- (e) Develops a market-based WASH approach that is not reliant on subsidies.

The evaluation team will develop data collection instruments that explicitly address each of the four project components. Because much of the project's added value will not necessarily be quantifiable, the evaluation will collect significant qualitative data to support the findings and conclusions. However, the evaluation team will quantify results to the extent possible, especially relating to consumer prices.

Finally, the evaluation team defines “equitable delivery of quality WASH systems” as the project's provision of services to women and children. Women and children, therefore, will be the focus of the response to this question. Data collection instruments will be tailored to incorporate equity elements.

Additional sub-questions for this EQ include:

- (a) What was the state of WASH across Senegal before ACCES began implementation, and how has that changed since the arrival of ACCES?
- (b) To what extent has the project strengthened the financial and technical capacity of beneficiaries and clients?

3. What types of institutions are needed to ensure the sustainability of a WASH market in targeted communities?

ACCES works with a plethora of institutions that provide information, support and services that are essential for the sustainability of the project. This evaluation will not interview all ACCES's partners, but rather will identify the types of partners that are essential for sustainability and provide recommendations for specific institutions that are most likely to improve the likelihood of ACCES's sustainability. More specifically, this question has three principal aims: (1) identify what the necessary services are for sustainability of a WASH market through an analysis of the implementation that is currently underway; (2) identify those institutions - either currently working with ACCES or that should be - that would be best suited to provide those essential services, and (3) gather data from these select institutions about how they can ensure the sustainability of the WASH market after the project closes.

Sustainability: To assess the promotion of sustainability of a WASH market, the evaluation team will focus on five domains (i.e. relevant factors and conditions) that are likely to influence continuation of the WASH market once the project ends: **policy, participation and ownership, management and organization, technical training, and finances.** In addition, sustainability is more likely when an activity, action or behavior is valued by the recipient. A beneficiary assessment from the KIIs will provide insights into beneficiaries' perceptions of the value of results. It is worth noting that the sustainability of initiatives can only be verified ex-post, so this performance evaluation will only assess factors that theoretically would contribute to the sustainability of the initiatives.

Targeted Communities: The evaluation team interprets “targeted communities” as the six, regions of Senegal in which the project operates, with a special emphasis on WASH service provision for women and children, whose health and wellbeing are most adversely affected by the lack of clean drinking water and sanitation facilities. As mentioned above, data collection instruments will be tailored to incorporate equity elements relating to women and children.

Additional sub-questions for this EQ include:

- (a) Which specific institutions are most likely to improve the sustainability prospects of the ACCES project?
- (b) How can ACCES optimize cooperation with these institutions to leverage their benefits?

- (c) Which gaps have been identified as weaknesses in service provision that can disrupt the sustainability of the WASH market after the project closes?

4. What resources are being underutilized by the project, and what other resources do they need to meet their targets at the end of the Activity? What is the ideal mix of resources for the project to have to achieve its targets?

This question aims to answer why some resources have not been used effectively and to recommend ways in which those resources can be mobilized and deployed more effectively in the future.

Resources: the evaluation team defines resources as the (1) **financial** (funding leverage, not overall spending), (2) **physical** (WASH infrastructure and associated capital), (3) **organizational** (staff, grantees, local providers), (4) **institutional** (non-governmental organizations, government entities and international organizations, communities), (5) **intellectual** (strategies, methods, operations), and (6) **technological** (innovations), and assets that the project can utilize to accomplish their objectives. In the scope of this evaluation, the evaluation team will analyze each resource category to determine the extent to which the project is optimizing its performance. Time will be considered an additional resource to examine to determine whether it is being used efficiently, as well as to help explain why certain project targets were not met during the first two years of implementation.

In addition, the evaluation team will determine the additional resources needed to help the project reach its targets. This analysis does not constitute a data-quality assessment (DQA). While the evaluation team will review ACCES's progress towards indicator completion as a necessary component of the performance evaluation, the evaluation team will not verify the veracity or completeness of these data. Instead, the evaluation team will use the data collected as one dimension among many for assessing the overall performance of the project as it relates to this evaluation question.

Sub questions for this question include:

- (a) What were the financial, physical, organizational, institutional, intellectual, and technological assets that project has used to accomplish its objectives?
- (b) How efficiently were these resources utilized during the project implementation?

ANALYTICAL METHODS

The qualitative data analysis methods that will be used for this evaluation are **daily interpretive analysis** and **content analysis**.

DAILY INTERPRETATIVE ANALYSIS

At the end of each day of fieldwork, evaluation team members will review their interview notes or recordings and document, against each evaluation question, what they deem to be the most important information and insights gained from the research conducted that day. This approach serves three analytical purposes:

- It allows the researcher to record, contemporaneously, their insights and understanding from the interview with full consideration of the context of the discussion so that this information will not be lost.

- Recording this information acts as a valuable learning tool prompting the researcher to reflect on what has been learned. Such reflections will positively inform subsequent interviews that are carried out.
- The regular documentation of key information facilitates faster and more efficient data analysis at the conclusion of the fieldwork.

At the conclusion of each week of fieldwork, the evaluation team will review the evidence collected to identify potential data gaps and avenues for deeper consideration and exploration in subsequent research. This process will also allow the evaluation team to summarize observations into conceptual categories, reevaluate them as fieldwork continues, and gradually refine them and link them to other conceptual categories.

CONTENT ANALYSIS

Content analysis, which is the most common approach for extracting patterns from qualitative data, will be used to identify themes and trends relevant to each EQ and to better understand the meaning of and context in which statements were made. This will primarily supplement the daily interpretative analysis as it provides more in-depth analysis of specific themes identified during the fieldwork. The team will summarize responses related to each theme and include quotations from respondents to illustrate key findings. This will include highlighting “outlier” responses and experiences, such that the range of responses will be captured in the summary write-up.

Because content analysis can only provide insight on the available text, it can sometimes produce findings that are ambiguous or imprecise; findings of this nature will need to be explored and clarified through conversations with key informants and through triangulation of the various lines of evidence.

TRIANGULATION OF EVIDENCE

To answer the evaluation questions, the evaluation team will draw together data collected from all “lines of evidence” described above that relate to particular questions. The answers that each line of evidence provides will be compared to the others to determine whether they converge or diverge. Where they converge, the team will be able to report answers based on reasonably strong evidence. Where answers from different lines of evidence diverge, the team will examine the strength of the evidence associated with each line of evidence and absent a strong preponderance of credible evidence for one line, will present both as findings of the research.

ANALYSIS PROCESS

At the end of each week of fieldwork, the evaluation team will collectively assess the evidence that has been collected to date against each of the evaluation questions to assess where evidence is lacking and to identify common evidentiary themes. In addition, the team will conduct qualitative data analysis, where all interview notes and transcripts are coded using MAXQDA. The team will triangulate coded segments and perform analysis of findings to inform conclusions and recommendations.

GENDER-DIFFERENTIATED APPROACH

The evaluation team will examine the way gender is taken into account in the project design and implementation. The evaluation team will also assess the effectiveness of the strategies used to address women-specific water and sanitation issues.

DESCRIPTIVE STATISTICS

Descriptive statistics provide simple summaries about the sample and the frequency with which variables are present within that sample. Descriptive statistics can only be applied to measurable data, and will not be used for the vast majority of qualitative data. For quantitative data, descriptive methods of analysis will be preferred given the nature of the information. Representations in the form of tables, graphs and graphics will be made to better illustrate the analyzed data.

DATA COLLECTION METHODS

The data collection methodology to be used by the team will consist of two data collection phases: the Secondary Data Collection Phase, which includes a document and data review, and a Primary Data Collection Phase, which constitutes the qualitative field research. The following section describes the data collection methods in more detail.

PHASE 1: SECONDARY DATA COLLECTION – DOCUMENT AND DATA REVIEW

Prior to fieldwork, the evaluation team will conduct a desk review of available key ACCES documents and undertake content analysis of all available data relevant to the evaluation. This document review will permit the evaluation team to better understand where ACCES is allocating resources and where existing gaps in information need to be filled through field data collection. The desk review will serve also to increase understanding of ACCES activities and implementation progress to inform contextual understanding, to identify activity achievements and bottlenecks, and to establish the extent to which ACCES is able to implement water and sanitation changes in the six key regions in which it operates. After the document review, the evaluation team will follow up with ACCES and USAID with additional questions to clarify any issues. Finally, the evaluation team will review quantitative project data from the SurveyCTO data collection system.

Secondary data include: project-related documents provided by USAID and ACCES, including quarterly and annual reports, work plans, the M&E Plan, the project contract, project beneficiary, client and infrastructure data (including GIS data where possible), the Project Appraisal Document, Memoranda of Understanding (MOUs), and outside studies and reports (“state of the literature”) including recently conducted WASH market studies as a benchmarking approach;

In addition, other relevant data sources identified during fieldwork, such as market analyses, government data sources, and studies completed by other implementing partners and USAID may be used to provide additional qualitative (and perhaps quantitative) measures to the evaluation. Annex 2 contains the list of documents and data to be reviewed in Phase 1.

The findings of the recent OFOR assessment will also be used to build upon or increase AID's understanding of the overall WASH system reform going on in Senegal.

PHASE 2: PRIMARY DATA COLLECTION – QUALITATIVE FIELD RESEARCH

The evaluation team will utilize Key Informant Interviews (KIIs) and Group Discussions (GDs) as the primary qualitative data collection methodologies. To gather these data, the evaluation team will be required to travel to the eastern and southern parts of Senegal. To the extent possible, MEP Senegal will arrange all logistics for fieldwork. The evaluation team will need ACCES to provide introductory communications and possible follow-up to schedule meetings with ACCES staff members at the national

and local levels. MEP Senegal staff and team members will make all other necessary appointments. The following section describes the data collection methods to be used in Phase 2.

KEY INFORMANT INTERVIEWS

The evaluation team will conduct face-to-face in-depth interviews with a range of ACCES stakeholders at the national, regional, commune and village levels, including individuals who have knowledge of and direct involvement with the ACCES activities. The purpose of these interviews is to gain a qualitative understanding of the perspectives, experiences, and opinions from various ACCES stakeholders concerning the relevance of the strategies, underlying interactions, and contributions of ACCES. The semi-structured nature of the interviews will maintain a balance between keeping the interviewee on the topic of interest and allowing sufficient scope for a free-flowing discussion to take place. Semi-structured interviews will primarily rely on open-ended questions but may include some closed-ended questions. Information derived from semi-structured interviews will be used to address all the evaluation questions. While KIs will be conducted face-to-face, the evaluation team may conduct interviews with select informants remotely, as needed.

The evaluation team designed KI guides linked to the EQs and respondent categories. This process consisted in first creating an evaluation framework where research questions were derived from each EQ. From those research questions, sub-questions and themes were defined. Then the different respondent category types were linked to the sub-questions. This results in KI guides that cover key themes that answer each EQ and ensures that multiple information sources are linked to each EQ. The KI guides were then prepared for each respondent category type, covering the relevant themes from the evaluation framework.

The qualitative data collection instruments can be found in Annex 3. A detailed plan that includes the quantity of KIs to be conducted and the individual stakeholders to be interviewed is outlined in section 10 of this work plan.

FOCUS GROUP DISCUSSIONS

In addition to semi-structured interviews, the evaluation team will collect data through group discussions where the key objective of the research is to identify *why* classes of respondents espouse a specific view and to explore group norms. GDs will mainly be used to understand the effects on beneficiaries and clients supported by ACCES and its affiliated service providers. GDs allow respondents to reflect upon and make sense of a shared experience, as well as allowing them to probe one another's understanding in a setting that will allow the evaluation team to develop an in-depth understanding of the key drivers and barriers behind the impacts that have been experienced. These group approaches will also allow the evaluation team to validate evidence obtained through other sources, such as KIs and ACCES document review. Women will be interviewed separately from men to understand their issues around access to water and sanitation services

GDs will be led or facilitated by two members of the evaluation team, who will ensure that key areas of interest are covered and fully documented while allowing discussion to flow freely, intervening when required to ensure all participants have an opportunity to voice their opinions. The evaluation team prepared semi-structured GD guides that cover key discussion topics that are found in Annex 3.

EVALUATION LIMITATIONS

MEP has identified several evaluation limitations that may affect evaluation results and suggests below mitigation measures to ensure high evaluation standards.

Inability to Demonstrate Attribution: Since the evaluation will not include a comparison group as part of an experimental or quasi-experimental design, the findings will not support strong causal inference. Thus, it will not be able to rigorously determine causality for identified outcomes.

Assessing Sustainability: Since the sustainability of initiatives can only be verified ex-post, the methods proposed to assess sustainability will use factors that theoretically would contribute to the sustainability of the initiatives. The answer to EQ3 will describe the likelihood of sustainability, based on evidence collected by the evaluation team and the literature regarding sustainability for interventions of this nature.

Respondent Bias: Key informants will constitute the primary source of information in answering all evaluation questions. Although the evaluation team will triangulate as much of the data as possible, interview data are subject to cognitive biases, including recall bias. The validity and reliability of findings will be ensured through use of systematic triangulation of interview and document sources, and appropriate selection of a range of ACCES stakeholders at the national, regional, and commune levels. This will reduce the potential for bias across the research.

Non-representative sample: Because of the restrictions of time and budget allotted for this evaluation, a representative sample of villages will not be possible. However, the evaluation compensates for this with a selection of regions and communes that cover a significant amount of the territory in which ACCES operates, as described below

GETTING TO ANSWERS MATRIX

The following presents the “Getting to Answers” (G2A) matrix that outlines the most important components of the data analysis plan.

Evaluation Questions	Type of Answer/ Evidence Needed (Check one or more, as appropriate)		Methods for Data Collection, e.g., Records, Structured Observation, Key Informant Interviews, Mini-Survey		Sampling or Selection Approach, (if one is needed)	Data Analysis Methods, e.g., Frequency Distributions, Trend Analysis, Cross-Tabulations, Content Analysis
			Data Source(s)	Method		
How well is ACCÈS performing? What is working? What is not working?		Yes/No	Document review USAID, ACCES, ADEMAs, CRS, PSI, NRCE, IMPAQ, Caritas, Stantec, EU, USAID GOLD project, OFOR, Direction Régionale de l'hydraulique, Direction de l'assainissement, DRH, BSH, SNEIPS, SNH, ARD, Local organizations and, associations including women's group, Service providers, Local government, Households, ASUFOR, GRET, USAID Kawolor, plateforme WASH	Desk review Key Informant Interviews and Group Discussions SWOT	Purposeful sample based on USAID interest in three regions: Ziguinchor, Kédougou and Matam. Ces régions ont des niveaux de réalisation et d'appropriation différents. For example, Accès has more success in Matam and Ziguinchor, than Kédougou. The commune and village selection process was based on the following criteria: • Package of services implemented in the municipality • The accessibility of the municipality, taking into account the number of days in each region Security. Some areas in the Ziguinchor region deemed insecure will be removed from the sample.	Trend Analysis, Content Analysis, possibly frequency distribution if quantitative data is sufficient, SWOT analysis
	X	Description				
		Comparison				
	X	Explanation				
What is the value added of ACCÈS in the four output areas? Specifically, - Demand generated for WASH products and services - Increased market-based provision of		Yes/No	Document review USAID, ACCES, ADEMAs, CRS, PSI, NRCE, IMPAQ, Caritas, Stantec, EU, USAID GOLD project, OFOR, Direction Régionale de l'hydraulique, Direction de l'assainissement, DRH, BSH, SNEIPS, SNH, ARD, Local organizations and, associations including women's group, Service providers, Local government, Households, ASUFOR, GRET, USAID Kawolor, plateforme WASH, CMS, Cauri Microfinance	Desk review Key Informant Interviews and Group Discussions	Purposeful sample based on USAID interest in four regions: Ziguinchor, Tambacounda, Kédougou and Matam. The commune and village selection process was based on the following criteria: • Package of services implemented in the municipality • The accessibility of the municipality, taking into account the number of days in each region	Trend Analysis, Content Analysis, possibly frequency distribution if quantitative data is sufficient
	X	Description				
		Comparison				
	X	Explanation				

Evaluation Questions	Type of Answer/ Evidence Needed (Check one or more, as appropriate)		Methods for Data Collection, e.g., Records, Structured Observation, Key Informant Interviews, Mini-Survey		Sampling or Selection Approach, (if one is needed)	Data Analysis Methods, e.g., Frequency Distributions, Trend Analysis, Cross-Tabulations, Content Analysis
			Data Source(s)	Method		
WASH products and services - Improved provision and management of multiple use water systems - Improved and enabling environment for equitable delivery of quality WASH systems					Security. Some areas deemed insecure will be removed from the sample.	
What institutions are needed to ensure the sustainability of a WASH market in targeted communities?		Yes/No	Document review	Desk review Key Informant Interviews and Group Discussions	All institutions that work with ACCES will be interviewed.	Trend Analysis, Content Analysis, possibly frequency distribution if quantitative data is sufficient
	X	Description	USAID, ACCES, ADEMAs, CRS, PSI, NRCE, IMPAQ, Caritas, Stantec, EU, USAID GOLD project, OFOR, Direction Régionale de l'hydraulique, Direction de l'assainissement, DRH, BSH, SNEIPS, SNH, ARD, ASUFOR, GRET, USAID Kawolor, plateforme WASH			
		Comparison				
	X	Explanation				
What resources are being underutilized by the project, and what other resources do they need to meet their targets at the end of the Activity?		Yes/No	Document review, USAID, OFOR, ACCES, ADEMAs, Direction de l'hydraulique, Direction de l'assainissement, CRS, PSI, NRCE, IMPAQ, MWH, Caritas, Stantec, CLM., SNEIPS, UNICEF, SNH, ARD	Desk review Key Informant Interviews and Group Discussions	The main contractor, NRCE, all sub-contractors and USAID staff will be interviewed.	Trend Analysis, Content Analysis, possibly frequency distribution if quantitative data is sufficient

EVALUATION FIELDWORK SITES

ACCES works in fifty communes in the following six regions of Senegal that have some of the more significant unmet need for sanitation and potable water: Ziguinchor, Sédhiou, Kolda, Kédougou, Matam, and Tambacounda.

As agreed with USAID, the goal of the performance evaluation fieldwork is to record and analyze the perceptions of key stakeholders across a wide range of geographies. Because of the restrictions of time and budget allotted for this evaluation, a representative sample of villages will not be possible. However, the evaluation compensates for this with a selection of regions and communes that cover a significant amount of the territory in which ACCES operates, as described below.

The evaluation team will conduct key informant interviews and group discussions in three of the six regions, with visits to their respective regional capitals. The team selected these regions based on their integrality to ACCES's performance and USAID feedback.

In addition, the evaluation team will visit nine communes across these regions, with a minimum of two communes visited per region. This represents 50% of regions and 18% of communes in which ACCES works. The team purposively selected these communes based on three criteria: diversity of **rural and urban** sites; type of **ACCES implementation**; and **strategic importance** of these communes to ACCES's overall implementation goals.

Half of these communes will be in urban or semi-urban areas and half will be in rural areas to capture perceptions that may differ due to urbanization effects, or lack thereof. The team will also select communes based on the type of ACCES implementation activity, defined as the following:

1. **“ATPC”** (community-led total sanitation) sites: implementation is done directly with all households in villages and communes chosen by ACCES implementers;
2. **“AM”** (Marketing Approach) communes: implementation is being done through a “market-based” approach on communes chosen by ACCES, and where there will be no direct implementation with villages or households in these communes;
3. A **mix** of ATPC and AM implementation.

Finally, the evaluation team will conduct fieldwork in 18 villages, with at least one village visit per commune. USAID will approve the locations of these site visits before starting fieldwork and will also approve replacement villages and communes when necessary due to logistical or security concerns. The team has adjusted all communes and villages based on USAID priority and logistical concerns.

The table below shows a summary of the regions and communes to be visited during fieldwork.

Table: Geographic Distribution of Fieldwork Summary

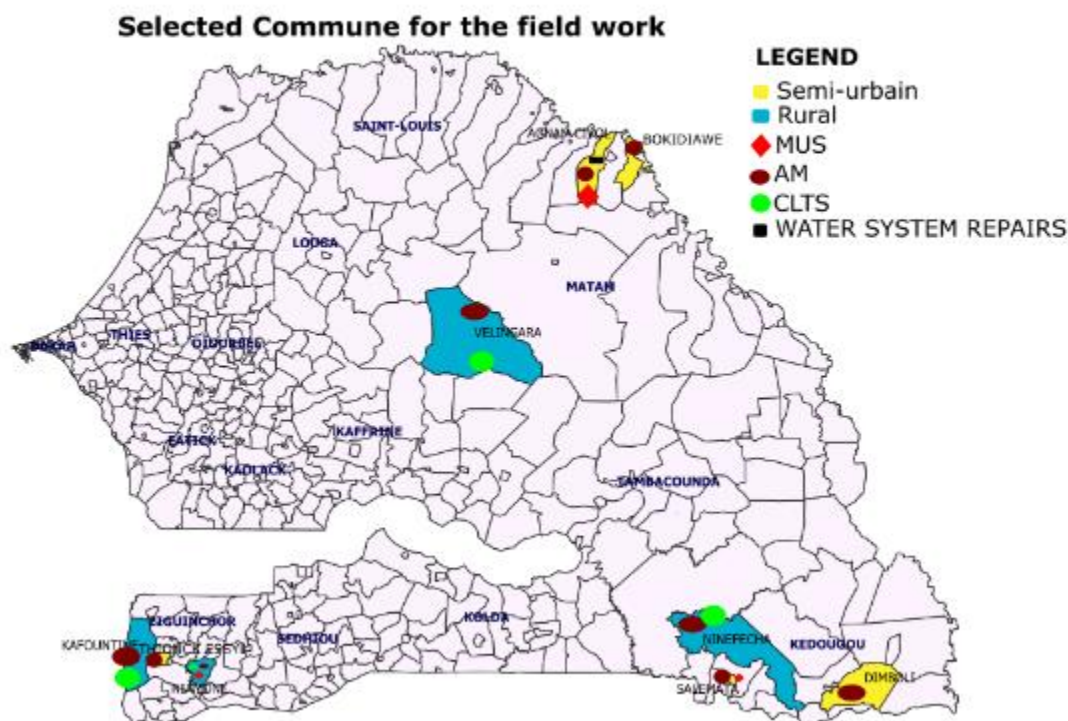
ACCES Region	Total ACCES Communes	Evaluation Sample	
		Communes	Regional Capital
Ziguinchor	10	3	Ziguinchor
Sédhiou	6	0	N/A

ACCES Region	Total ACCES Communes	Evaluation Sample	
		Communes	Regional Capital
Kolda	8	0	N/A
Kédougou	6	3	Kédougou
Matam	8	3	Matam
Tambacounda	10	0	N/A
Total	50	9	3

The following table shows a summary of the communes and villages in which the evaluation will conduct fieldwork, with a balance between rural and semi-urban areas and ATPC or AM implementation.

Table: Detailed Fieldwork Geography

ACCES Region	Communes	Rural, Semi-Urban	Activities
Ziguinchor	Niamone	Rural	CLTS, MUS, MA
	Thionk Essyl	Semi-urbain	MA
	Kafountine	Rural	MA, CLTS
Kédougou	Nenefesha	Rural	CLTS, MA
	Kedougou	Semi-urbain	MA
	Salémata	Semi-urbain	MA, MUS
Matam	Agnam Civol	Semi-urbain	MA, MSU, Water system repair
	Vélingara Ferlo	Rural	CLTS, MA
	Boki Diawe	Semi-urbain	MA



EVALUATION INTERVIEWEE SELECTION

The evaluation team will conduct interviews with a comprehensive group of project stakeholders to collect data that will be used to answer the evaluation questions. The following stakeholders will be interviewed:

- **USAID Representatives** – including the ACCES COR, the EGO office, and other USAID project heads and project CORs with whom ACCES cooperates;
- **GOS Officials (local, regional, and national)** – GOS officials who work directly with the ACCES project, including mayors, with a special focus on the six entities that have signed Memoranda of Understanding (MOUs) with the project: National Hygiene Service (SNH), Association of Mayors of Senegal (AMS), Hydraulics Department (DH), Sanitation Department (DA), and OFOR.
- **ACCES Staff** – including the COP, DCOP, technical leads, and M&E staff in Dakar, the US, and in field offices as necessary;
- **Clients** – defined as any individuals or households, or groups of individuals or households, that have purchased goods or services provided by either ACCES or its private sector stakeholders;
- **Beneficiaries** – defined as any individuals or households, or groups of individuals or households, that have received goods or services provided by either ACCES or its private sector stakeholders free of charge;
- **Service Providers** – Private sector institutions working with ACCES to provide sanitation and health services;
- **Consortium Partners** – other institutions working alongside NRCE to implement the ACCES project;

- **Financial Institutions** – Banks, cooperatives and other companies that work with ACCES to loan money to ACCES clients;
- **Other Donors** - Other donors implementing WASH services to get a sense of their use of business models;
- **USAID Activities** - including GOLD and Kawolor that collaborate with ACCES in certain activities.

KEY INFORMANT INTERVIEWS

The evaluation team will complete 26 **national** KIIs with USAID, national government officials, ACCES staff, and consortium partners; 21 **regional** interviews with government officials (4 per region) USAID Representatives, ACCES field staff and financial institutions; 21 KIIs at the **commune level** with regional government officials (probably the mayor and local health and sanitation officials), and local service providers; and two interviews per **village** with either local clients or local beneficiaries, for a total of 86 KIIs. Because of the project's focus on women and children, at least 10 of the 18 local beneficiaries and clients interviewed (55%) must be women. The table below outlines the distribution of KIIs. **Note:** the final KIIs will be approved by USAID. The number of interviews may fluctuate depending on the actual number of interviewees available at the time of sampling.

Table: Key Informant Interviews Distribution

Stakeholder Category	National	Regional	Commune	Village	Total
USAID Representatives	3	4	-	-	7
Government Officials	7	12	9	-	28
ACCES Staff	7	3	3	-	13
Clients	-	-	-	9	18
Beneficiaries	-	-	-	9	18
Service Providers	-	-	9	-	9
Financial Institutions	-	2	-	-	2
Consortium Partners	6	-	-	-	6
USAID Activities	2	-	-	-	2
Other donors	1	-	-	-	1
Total	26	21	21	18	86

The evaluation team selected each KII respondent based on a thorough review of ACCES documents, as well as the respondent's knowledge of themes related to the evaluation questions and ACCES activities. In addition, the evaluation team consulted with ACCES and USAID to identify the most relevant respondents. The list of respondents was approved by USAID prior to beginning fieldwork. The evaluation team will provide USAID with a list of **project stakeholders** that will be interviewed once the workplan is finalized.

FOCUS GROUP DISCUSSIONS

In addition to key informant interviews, the evaluation team will conduct 24 **focus group discussions**, two per **commune**, to collect data on client or beneficiary perceptions of water and sanitation services provided by ACCES service providers. Focus groups enable the evaluation team to hear a wide variety of opinions in a short timeframe. Each GD will include between 6 and 12 participants, for a total of 144-288 individuals interviewed. At least 14 of the 24 focus groups (58%) will be comprised solely of women, where possible.

TEAM COMPOSITION

The evaluation team will be led by a WASH specialist knowledgeable about the current water and sanitation reforms underway in Senegal, Ms. Sadio Savané Coulibaly. Ms. Savané currently serves as the Deputy Chief of Party for the MEP Senegal and will serve as team leader for this task. Her previous experience includes designing and managing M&E and performance measurement systems for WASH initiatives in Senegal including the Millennium Drinkable Water and Sanitation Program or *Programme d'eau potable et d'assainissement du Millénaire* (PEPAM) and the Wula Nafaa Program. Dan Copeland, an evaluation methodologist with ten years' experience working in evaluations, will support Ms. Savané. He will be responsible for ensuring that the evaluation follows a rigorous process of data collection and analysis. Mr. Copeland will work closely with Ms. Savané to develop narrative analysis in English with Ms. Savané working on the French narrative. The evaluation team will also include a Senegalese sanitation specialist, Abdoulaye Faye and a Senegalese water specialist, Aly Tounkara. A MEP M&E Manager, Safyatou Diallo, will support administration of the evaluation and will accompany the team in the field. Three enumerators will support the qualitative fieldwork. All team members will provide a signed statement attesting that they have no conflict of interest or, as required, a statement describing any existing conflict of interest. MEP Senegal's Technical Director, Deborah Orsini, will review the findings, conclusions and recommendations matrix as well as the draft and final reports for technical quality. The timeline for implementation is presented below.

EVALUATION TIMELINE

Dates	Tasks/Deliverables
October 1-19	Recruitment of team and request for travel and rate approvals
October 29-November 2	Desk review and completing answering questions with secondary data
November 14	Initial phone call with EG Office
November 6-15	Development of workplan and tools
November 19	Submit workplan to EG Office for approval

Dates	Tasks/Deliverables
November 21	Submit the data collection tools
November 23	Approval of workplan and tools by EG Office
November 5-23	Confirm appointments and field schedule
November 24	Arrival of Evaluation Specialist in Dakar
November 26	Team Planning Meeting and discussion with USAID/EGO staff
November 27- 30	Interviews with USAID/Senegal staff, and Dakar-based stakeholders
December 3	Train enumerators
December 4	Depart to regions
December 5-11	Regional interviews and community-based interviews with Activity field agents
December 12	Return from regions
December 13-18	Preliminary data analysis and development of findings, and conclusions table
December 19	Data walk with USAID/EG Office (initial findings and presentation)
December 20	Presentation of initial findings with Accès and partners
December 13-20	Preparation of the Recommendations Workshop
December 21	Recommendations Workshop
December 21	Evaluation Specialist departs Senegal
December 24-31	Finalize the data analysis
TBD	Presentation to Mission
January 7-11	Development of draft report

Dates	Tasks/Deliverables
January 21	Submission of draft report
February 1	Feedback from USAID on report
February 15	Revisions to report and develop abstract and infographic
February 28	Submission of final report, infographic and abstract

DELIVERABLES

The following is a description of the evaluation deliverables:

- **Work Plan:** The detailed work plan will include the evaluation methodology, data analysis framework, data collection methods, fieldwork selection and interviewee selection methodology, description of the evaluation team, timeline and explanation of deliverables. The work plan will be submitted to the MEP Contracting Officer's Representative (COR) and EGO point of contact (POC) for feedback and approval prior to fieldwork.
- **Data collection instruments and interviewee list:** These will be delivered to USAID within one week of work plan submission. USAID must approve all deliverables prior to beginning fieldwork.
- **Data Walk/Preliminary Findings Presentation:** A PowerPoint presentation in French and English to the EGO team; no longer than 30 minutes leaving at least 30 minutes for full discussion and Q&A. The evaluation team will make additional presentations as required to key MHA officials and ACCES staff.
- **Recommendations Workshop:** A workshop with USAID/EGO/WASH staff, ACCES staff and to develop, discuss, and validate the recommendations based on the findings of the evaluation. This recommendations co-generation approach will facilitate a clear road forward for the Activity, the stakeholders, AOR and EGO in terms of revisions to the Activity's approach.
- **Final Presentation:** A PowerPoint presentation in French to the USAID Mission; no longer than 20 minutes leaving at least 40 minutes for full discussion and Q&A.
- **Draft Evaluation Report:** The team will submit a draft report to the MEP COR and EGO POC who will provide consolidated comments for revision and finalization of the report ten working days following the draft submission.
- **Final Evaluation Report and Evaluation Documentation:** An electronic document that includes a table of contents, methodology, findings, conclusions and recommendations. The final report will be submitted in English (and later translated into French) and will include:

- i. Clear discussion of the data and evidence based on the evaluation questions, the subsequent findings prompted by analysis of the data and evidence, conclusions driven by the findings, and recommendations generated from the conclusions and based on the recommendations workshop.
- ii. A five-page executive summary that provides a brief discussion of the evaluation purpose, basic methodology, findings, conclusions, and recommendations.
- iii. Standard USAID branding requirements and will be formally submitted to the DEC upon approval. Additional copies of the final report in French will be made available to all stakeholders participating in the initial findings briefings. Copies in English will be shared with relevant USG offices.
- iv. Annexes including primary data and other pertinent evaluation documentation.
- v. A one-page evaluation fact sheet (infographic) highlighting key lessons learned from the evaluation, target findings for decision-making. These fact sheets will respond to the question: Who needs to know what, and by when?

The table below summarizes the expected deliverables:

Deliverable	Estimated Due Date
1. Work Plan	November 19
2. Data Collection Instruments and Interviewee List	November 21
3. Data Walk/Initial Findings Presentation	December 19
4. Recommendations Workshop	December 21
5. Draft Evaluation Report	January 21
6. Final Evaluation Report and abstract and Evaluation Documentation	February 28
7. One-page fact sheet	March 30

ANNEX IX: ACCES COMMUNES AND VILLAGES

The following table shows the current list of 48 selected communes in each of the six ACCES regions, the shaded communes are those with CLTS sites. Two additional communes will be selected in the next six months, to bring the total to 50 communes under the ACCES Activity.

REGION		COMMUNES	REGION		COMMUNES
Tambacounda	1	Sinthiou Malem	Kédougou	1	Salemata
	2	Goudiry		2	Saraya
	3	Koumpentoum		3	Bandafassi
	4	Kidira		4	Kédougou
	5	Bakel		5	Nenefecha
	6	Kothiary		6	Bembou
	7	Diawara			
	8	Sinthiou Bocar Aly			
	9	Sinthiou Mamadou Boubou			
	10	Koussanar			
Ziguinchor	1	Adeane	Kolda	1	Kolda
	2	Thionk Essyl		2	Velingara
	3	Niamone		3	Medina Yoro Foula
	4	Coubalang		4	Sare Yoba Diaga
	5	Karthiak		5	Kounkane
	6	Diouloulou		6	Patta
	7	Sindian		7	Badion
	8	Kafountine		8	Bignarabé
	9	Kataba			
	10	Djinaky			
Matam	1	Ranerou	Sédhiou	1	Sédhiou
	2	Boki Diawe		2	Samine
	3	Dabia		3	Marsassoum
	4	Agnam Sivol		4	Tanaff
	5	Matam		5	Kandion Mangana
	6	Kanel		6	Djinany
	7	Oudalay			
	8	Velingara Ferlo			

The table below shows the communes in each region with CLTS. There is a total of 200 CLTS villages in 17 different communes.

Region	Commune	Village	
Ziguinchor	Adeane	1	Diagno
	Niamone	1	Diengue
	Sindian	1	Silick
		2	Lefeu
		3	Ounioc
		4	Tankorong
		5	Diagongue
		6	Kourouck
		7	Kakene
	Kafountine	1	Saloulou
		2	Boune
		3	Hillole
		4	Couba
		5	Haer
		6	Colomba /Kafountine
		7	Hitou
	Kataba	1	Bandji Kaki
		2	Darou Khayri
		3	Koubanak
		4	Dimbaya Senegal
		5	Mahamouda Diola
		6	Macouda
		7	Kataba 2
		8	Koulandiang
		9	Bourome
		10	Tambacounda Kataba
		11	Madina Birassou
		12	Touba
		13	Katak
		14	Koudioubé
		15	Kataba 1
		16	Darou salam

Region	Commune	Village	
	Djinaky	1	Mahamouda Cherif
		2	Mongone
		3	Karongue
		4	Djinoudie
		5	Kateum Teum
		6	Kacare
		7	Birkamading
		8	Djinone
		9	Baline
		10	Wangaran
		11	Diounoung
		12	Essom Silathiaye
		13	Baranlir
		14	Katipeu
		15	Balanguine
		16	Koussabel
		17	Tendine Djinaky
		18	Kariaye
Kolda	Badion	1	Sare Deme
		2	Sinthiang Poulo
		3	Sare Pathe Hawa
		4	Kondiala
		5	Sare Moussayel
		6	Sare Yero Bamby
		7	Sambarde
		8	Medina Ndiobo
		9	Piyaye Boure
		10	Boido Maly
		11	Sare Ndoumbe
		12	Velingara Diouhe
		13	Hacounde Moundiourou
		14	Dioulangel Banta
		15	Badion
		16	Foumiara

Region	Commune	Village	
	Bignarabe	1	Sare Hamidou Diaw
		2	Galouyel Dembaba
		3	Santankoye
		4	Sossouto
		5	Sare Sawadi
		6	Sare Gueladio
		7	Boussoura Sori I
		8	Daybatou Bacor
		9	Sare Omar Kande
Sédhiou	Kandion Mangana	1	Sindialon
		2	Faraba
		3	Kita Kandion
		4	Kamindia
		5	Kamboussema
		6	Sankandy
		7	Kandion Mangana
		8	Koboyel
		9	Tambacounda
		10	Kansamandiang
		11	Faranding
		12	Soucoutoto
		13	Dassilame
		14	Sare Tening
	Djinany	1	Badiocounda
		2	Mansabang
		3	Sare Doulo
		4	Djankandy
		5	Djinany
		6	Bandoumba Diouka
		7	Bandoumba Hamet
		8	Gassikon Manding
		9	Kambaleba
		10	Bandoumba Mamadou
		11	Kerewane

Region	Commune	Village	
Tambacounda	Sinthiou Bocar Aly	1	Malem
		2	Sinthiou Diery
		3	Ndiayebé
		4	Boké
		5	Thiodordé
		6	Panhanghedji
		7	Sinthiou Madoumbé
		8	Diaobé
		9	Dinndedji
		10	Sinthiou Bocar Aly
		11	Madjié
		12	Kaldem
	Sinthiou Mamadou Boubou	1	Dendoudi Seydi
		2	Mbailadji
		3	Thiasky
		4	Sinthiou Oumar Havoy
		5	Boula
		6	Belel 2
		7	Sinthiou Tafsirou
		8	Yawouroudji
		9	Wouro Singha
		10	Seno Bodé
		11	Ndia
		12	Guina
		13	Doubel beydi
		14	Diaré maboudé
		15	Boki maboubé
		16	Galoyabé
		17	Binguel
		18	Toulékedé
		19	Ngary Aly
		20	Loridji
		21	Woyndou Coly
		22	Ndiakone

Region	Commune	Village	
		23	Lewa Hamad
		24	Civiyabé
		25	Diaré Mbolo
		26	Guewol
		27	Gonghedji
		28	Boulel
		29	Boki Guilé
		30	Birom digué I
		31	Mayel Wambabé
	Koussanar	1	Sinthiou Sadio Aliou
		2	Sinthiou Dawady
		3	Bohé Baledjie
		4	St Balla Malsine
		5	Sinthiou Siré Kane
		6	Sèno Samba Yabé
		7	Sinthiou Sambarou
Kédougou	Nenefecha	1	Matakossi
		2	Ouroudié
		3	Afia Pont
		4	Assoni
		5	Namèl
		6	Angoussaka
		7	Dongol
		8	Thiarmalel
		9	Ndebou
		10	Nénéfécha
		11	Ethiess Haut Et Bas
		12	Hamdalay
		13	Baya
		14	Afia Magasin
	Bembou	1	Pondala
		2	Sansamba
		3	Bambaji
		4	Dioulafoundou

Region	Commune	Village	
		5	Sanéla
		6	Bounsakhoba
		7	Barabiri
		8	Kondokhou
		9	Badioula
		10	Gareboureya
		11	Moussala Mahinamine
Matam	Oudalay	1	Naouré
		2	Kodé Diaré
		3	Naoure Central
		4	Wouro dikourou
		5	Beli Laebé
		6	Barkadou
		7	Beli Seno
		8	Bouli Fari
		9	Dialé Dendi
		10	Mboki Leliki
		11	Sodor
		12	Toukagal
	Velingara Ferlo	1	Boundou Mbaba Berkedji
		2	Loumbi Paté Jibél
		3	Kaoune
		4	Ndianoy
		5	Boundou Mbaba Sinthiou
		6	Adja
		7	Rèwane
		8	Dayane Gssel 1
		9	Dayan Kojolél
		10	Mbokindar
		11	Dayane Gassel 2
		12	Darou Salam Loumbi
		13	Woydou Ali

ANNEX X: COMPLETE INTERVIEW LIST

Table: Full Data Collection Summary

Category	# of Individual Interviews	# of Group Interviews	# of Focus Groups	Female Interviewees (%)	Female Focus Group Participants (%)
ACCES Staff	19	4	-	11 (33%)	-
USAID/Senegal	6	1	-	-	-
USAID Other Activities	1	1	-	2 (50%)	-
Government of Senegal	16	7	-	1 (3%)	-
ASUFOR	1	-	-	1 (100%)	-
Donor-Funded Programs	3	1	-	-	-
Clients – Market Approach	9	1	4	8 (62%)	10 (50%)
Clients – Women’s Savings and Internal Lending Communities (SILCs)	1	-	2	1 (100%)	36 (100%)
Clients – Water Beneficiaries	3	-	1	1 (33%)	8 (100%)
Clients – CLTS Beneficiaries	5	1	5	3 (38%)	23 (57%)
Service Providers – Entrepreneurs	3	-	-	1 (33%)	-
Service Providers – Masons	7	-	-	-	-
Service Providers – Hardware Stores	1	-	-	-	-
Sales Agents	11	-	-	8 (73%)	-
Crédit Mutuel du Sénégal	3	1	-	-	-
TOTAL	89	17	12	37 (44%)	77 (63%)

Table: Data Collection Summary Dakar

Category	# of Individual Interviews	# of Group Interviews	# of Focus Groups	Female Interviewees (%)	Female Focus Group Participants (%)
ACCES Staff	13 ³⁷	2 ³⁸	-	7 (39%)	-
USAID Other Activities	-	1	-	2 (67%)	-
USAID/Senegal	4	1	-	-	-
Government of Senegal	3	1	-	-	-
Donor-Funded Programs	3	1	-	-	-
TOTAL	24	7	-	9 (43%)	-

Table: Data Collection Summary Ziguinchor

Category	# of Individual Interviews	# of Group Interviews	# of Focus Groups	Female Interviewees (%)	Female Focus Group Participants (%)
ACCES Staff	-	1	-	3	-
USAID/Senegal	1	-	-	-	-
Government of Senegal	5	1	-	-	-
ASUFOR	1	-	-	1	-
Clients – Market Approach	3	-	1	1	-
Clients – Women’s Savings and Internal Lending Communities (SILCs)	-	-	2	-	36 (100%)
Clients – CLTS Beneficiaries	2	1	1	3	4 (57%)
Service Providers – Entrepreneurs	2	-	-	1	-
Service Providers – Masons	2	-	-	-	-

³⁷ The evaluation team conducted a second individual interview with the ACCES Dakar M&E/Gender Specialist.

³⁸ The evaluation team conducted a second group interview with the ACCES Dakar leadership team.

Category	# of Individual Interviews	# of Group Interviews	# of Focus Groups	Female Interviewees (%)	Female Focus Group Participants (%)
Sales Agents	3	-	-	3	-
Crédit Mutuel du Sénégal	1	-	-	-	-
TOTAL	20	3	4	12 (57%)	40 (93%)

Table: Data Collection Summary Matam

Category	# of Individual Interviews	# of Group Interviews	# of Focus Groups	Female Interviewees (%)	Female Focus Group Participants (%)
ACCES Staff	2	1	-	-	-
Government of Senegal	4	1	-	-	-
Clients – Market Approach	3	-	1	3	8 (89%)
Clients – CLTS Beneficiaries	1	-	2	-	14 (56%)
Service Providers – Entrepreneurs	1	-	-	-	-
Service Providers – Masons	2	-	-	-	-
Service Providers – Hardware Stores	1	-	-	-	-
Sales Agents	2	-	-	1	-
Crédit Mutuel du Sénégal	1	1	-	-	-
TOTAL	17	3	3	4 (80%)	22 (64%)

Table: Data Collection Summary Kédougou

Category	# of Individual Interviews	# of Group Interviews	# of Focus Groups	Female Interviewees	Female Focus Group Participants
ACCES Staff	4	-	-	1	-
USAID/Senegal	1	-	-	-	-

Category	# of Individual Interviews	# of Group Interviews	# of Focus Groups	Female Interviewees	Female Focus Group Participants
USAID Other Activities	1	-	-	-	-
Government of Senegal	4	3	-	1	-
Clients – Market Approach	3	1	2	4	2 (15%)
Clients – Women’s Savings and Internal Lending Communities (SILCs)	1	-	-	1	-
Clients – Water Beneficiaries	3	-	1	1	8 (100%)
Clients – CLTS Beneficiaries	2	-	2	-	5 (28%)
Service Providers – Masons	3	-	-	-	-
Sales Agents	6	-	-	4	-
Crédit Mutuel du Sénégal	1	-	-	-	-
TOTAL	29	4	5	12 (39%)	15 (38%)

Table: Data Collection Summary Tambacounda

Category	# of Individual Interviews	# of Group Interviews	# of Focus Groups	Female Interviewees (%)	Female Focus Group Participants (%)
Government of Senegal	-	1	-	-	-
TOTAL	-	1	-	-	-

Table: List of Key Informant Interviewees

Category	Region	Commune	Name	Responsibility	Date	Individual or Group Interview	Transcription (Y/N)
ACCES Staff	Dakar	Dakar	Kristina Nickie Sène	ACCES/CRS Head of Programs	11/27/18	Individual	Y
ACCES Staff	Dakar	Dakar	Kelsey Dudziak	ACCES/NRCE Water Specialist	11/28/18	Individual	Y
Government of Senegal	Dakar	Dakar	Lamine Ka	OFOR Director of Planning and Studies	11/27/18	Individual	Y
ACCES Staff	Dakar	Dakar	Gabriel Regalet	ACCES/NRCE Chief of Party	11/27/18	Individual	Y
ACCES Staff	Dakar	Dakar	Ann Wessling	ACCES/NRCE Deputy Chief of Party (Acting COP)	11/27/18	Individual	Y
ACCES Staff	Dakar	Dakar	Fadel Thiam	ACCES/CRS WASH Expert	11/27/18	Individual	Y
ACCES Staff	Dakar	Dakar	Seydou Koita	ACCES/ADEMAS Business Marketing Advisor	11/28/18	Individual	Y
ACCES Staff	Dakar	Dakar	Jim Malster	ACCES/PSI Technical Director	11/28/18	Individual	Y
ACCES Staff	Dakar	Dakar	Dr. Cheikh Saad-BouSarr	ACCES/ADEMAS CEO	11/28/18	Group	Y
			Mansour Ndiath	ACCES/ ADEMAS M&E			
ACCES Staff	Dakar	Dakar	Gladys Uwase	ACCES/Finance Specialist	11/28/18	Individual	Y
ACCES Staff	Dakar	Dakar	Justin Malik Mbengue	ACCES/Caritas Coordinator	11/28/18	Group	Y
			Jean Pierre Ndiaye	ACCES/Caritas Deputy Financial Manager			
			Madeleine Pascale Sène Diadhieu	ACCES/Caritas Financial Manager			
USAID/Senegal	Dakar	Dakar	Arvil Gonzalez	USAID/EGO ACCES COR	11/29/18	Individual	N

Category	Region	Commune	Name	Responsibility	Date	Individual or Group Interview	Transcription (Y/N)
USAID/Senegal	Dakar	Dakar	William Bradley	USAID ACCES ACOR	11/29/18	Group	N
			Xavier Preciado	USAID/EGO Deputy Director			
USAID/Senegal	Dakar	Dakar	Abdoulaye Boly	USAID/EGO WASH Specialist	11/29/18	Individual	N
Government of Senegal	Dakar	Dakar	Moustapha Kane	Service National d'Hygiène, Chef de Division, Hygiène Education	11/29/18	Individual	Y
Donor-Funded Programs	Dakar	Dakar	Jean Marie Ily	GRET, Project Coordinator	11/30/18	Individual	Y
ACCES Staff	Dakar	Dakar	David Scharre	ACCES/Stantec (UHL and Associates) Project Manager	11/30/18	Individual	Y
Donor-Funded Programs	Dakar	Dakar	Laurent Fremolle	UE	11/30/18	Group	N
			Daouda Touré				
Government of Senegal	Dakar	Dakar	Dib Thiam	Service National Education et Information pour la Santé (SNEIPS) Financial Manager	12/3/18	Group	N
			Ousseynou Sy	Service National Education et Information pour la Santé (SNEIPS) Platform Manager	12/3/18		
ACCES Staff	Dakar	Dakar	Lucy Cutting	ACCES/IMPAQ	12/3/18	Individual	N
ACCES Staff	Dakar	Dakar	Fatou Dieng	ACCES/NRCE M&E and Gender Specialist	12/3/18	Individual	Y
ACCES Staff	Dakar	Dakar	Gary Merkley	ACCES/NRCE Technical Director	12/3/18	Individual	Y
Government of Senegal	Dakar	Dakar	Moustapha Guèye	Direction de l'Assainissement	14/3/2018	Individual	Y

Category	Region	Commune	Name	Responsibility	Date	Individual or Group Interview	Transcription (Y/N)
ACCES Staff	Dakar	Dakar	Samba Ba	Institutional Development Advisor	14/3/2018	Individual	Y
USAID/Senegal	Dakar	Dakar	Seydou Kane	PF USAID (Kolda et Sédhiou)	18/3/2018	Individual	N
USAID/Senegal	Dakar	Dakar	Tanor Ndao	PF USAID (Matam and Saint Louis)	19/3/2018	Individual	N
Donor-Funded Programs	Dakar	Dakar	Oumar Diallo	World Bank	19/12/2018	Individual	Y
USAID Other Activities	Dakar	Dakar	Massiré Karé	WASH Specialist WASHFIN	19/12/2018	Group	N
			Dieynaba Thiam Ka	Country Team Leader WASHFIN			
			Seynabou Dia Thiam	Finance Specialist WASHFIN			
Donor-Funded Programs	Dakar	Dakar	Moussa Seck	WASH Specialist OXFAM	19/12/2018	Individual	N
ACCES Staff	Matam	Matam	Raphael Biagui	Marketing Coordinator	5/12/18	Individual	N
ACCES Staff	Matam	Matam	Mamadou Cisse	Business Coach	5/12/18	Individual	Y
ACCES Staff	Matam	Matam	Francis Manga	WASH BCC	7/12/18	Group	N
			Sémou Diouf	Microfinance Assistant			
Government of Senegal	Matam	Matam	Demba Mbow	Division Régionale de l'Hydraulique	5/12/18	Individual	N
Government of Senegal	Matam	Matam	Abdourahmane Touré	M&E Specialist ARD	5/12/18	Group	Y
			Mamadou Ndao	WASH Specialist ARD			
Government of Senegal	Matam	Matam	Mei Fall	Brigade Régionale de l'Hygiène	5/12/18	Individual	N

Category	Region	Commune	Name	Responsibility	Date	Individual or Group Interview	Transcription (Y/N)
Service Providers - Entrepreneur	Matam	Matam	Abdou Yaya Sy	Entrepreneur	5/12/18	Individual	Y
Service Providers – Hardware Store	Matam	Ourossogui	Allasane Sy	Quincallier	5/12/18	Individual	Y
Crédit Mutuel du Sénégal	Matam	Matam	Abdoul Diop	CMS	5/12/18	Group	Y
			Tidiane Bra Thiene				
Government of Senegal	Matam	Vélingara Ferlo/ Vélingare Diao	Cheikh Mamadou Mbow	Mayor	6/12/18	Individual	N
Clients – CLTS Beneficiaries	Matam	Vélingara Ferlo/ Vélingare Diao	Galo Boubacar Dia	Client – CLTS Beneficiary	6/12/18	Individual	Y
Service Providers – Masons	Matam	Bokidiawé	Moussa Diop	Mason	7/12/18	Individual	Y
Service Providers – Masons	Matam	Bokidiawé	Moussa Barry	Mason	7/12/18	Individual	Y
Clients – Market Approach	Matam	Bokidiawé	Houlèye Daouda Talla	Client - Market Approach	7/12/18	Individual	Y
Sales Agents	Matam	Bokidiawé	Alassane Barry	Sales Agent	7/12/18	Individual	Y
Sales Agents	Matam	Bokidiawé	Mariam Ndianor	Sales Agent	7/12/18	Individual	Y
Crédit Mutuel du Sénégal	Matam	Bokidiawé	Tidiane Ba	CMS	7/12/18	Individual	Y
Clients – Market Approach	Matam	Bokidiawé	Dienaba Dia	Client - Market Approach (Présidente du groupement Pelital)	7/12/18	Individual	Y

Category	Region	Commune	Name	Responsibility	Date	Individual or Group Interview	Transcription (Y/N)
Government of Senegal	Matam	Bokidiawé	Baba Diawara	Adjoint au maire	7/12/18	Individual	Y
Clients – Market Approach	Matam	Bokidiawé	Diandio Dieng	Client - Market Approach	7/12/18	Individual	Y
USAID/Senegal	Ziguinchor	Ziguinchor	Moussa Sow	USAID FP	5/12/18	Individual	Y
ACCES Staff	Ziguinchor	Ziguinchor	Mamadou Mactar Diallo	Market Developer	5/12/18	Group	Y
			Jeanne Margot Sambou	Business Coach			
			Dominique Mandiamy	Microfinance Officer			
			Philippe Correa	WASH Officer			
			Rose Diaw	Marketing Coordinator			
			Reine Marie Dasylva	South Coordinator			
Government of Senegal	Ziguinchor	Ziguinchor	Baboucar Dième	Division Régionale de l'Hydraulique	5/12/18	Individual	Y
Government of Senegal	Ziguinchor	Ziguinchor	Alassane SOW	Service Régional de l'Assainissement	5/12/18	Individual	Y
Government of Senegal	Ziguinchor	Ziguinchor	Ibrahima Sané	Brigade Régionale de l'Hygiène	5/12/18	Individual	Y
Service Providers - Entrepreneur	Ziguinchor	Ziguinchor	Ndèye Marie Sagna Lecaer	Entrepreneur	5/12/18	Individual	Y
Government of Senegal	Ziguinchor	Kafountine	Nfansou Victor Diatta	Mayor	6/12/18	Individual	Y
Crédit Mutuel du Sénégal	Ziguinchor	Kafountine	M. Keita	Chef d'agence CMS	6/12/18	Individual	Y

Category	Region	Commune	Name	Responsibility	Date	Individual or Group Interview	Transcription (Y/N)
Service Providers - Entrepreneur	Ziguinchor	Kafountine	Emile Sambou (BTP)	Entrepreneur	6/12/18	Individual	Y
Service Providers – Masons	Ziguinchor	Kafountine	Landing Traoré	Mason	6/12/18	Individual	Y
Service Providers – Masons	Ziguinchor	Kafountine	Malang Demba	Mason	6/12/18	Individual	Y
Sales Agents	Ziguinchor	Kafountine	Elisabeth Djiba	Sales Agent	6/12/18	Individual	Y
Sales Agents	Ziguinchor	Kafountine	Gnara Diabang	Sales Agent	6/12/18	Individual	Y
Clients – CLTS Beneficiaries	Ziguinchor	Kafountine/Djiemdemb	Mbemba Sané	Client – CLTS Beneficiary	6/12/18	Individual	Y
Government of Senegal	Ziguinchor	Thionk-Essyl	Souleymane Diatta	Deputy Mayor	7/12/18	Individual	Y
Clients – Market Approach	Ziguinchor	Thionk-Essyl	Malick Badji	Client - Market Approach	7/12/18	Individual	Y
Sales Agents	Ziguinchor	Thionk-Essyl	Awa Cheikh Diatta	Sales Agent	7/12/18	Individual	Y
Government of Senegal	Ziguinchor	Niamone	Daouda Sow	Secrétaire Municipal	7/12/18	Group	N
			Pierre Fiacre Coly	Chargé de l'Etat-Civil			
Clients – Market Approach	Ziguinchor	Niamone	Adama Ba	Clients – Market Approach	7/12/18	Individual	Y
ASUFOR	Ziguinchor	Niamone/Diengue	Ndèye Sophie Camara	Vice-présidente	7/12/18	Individual	Y
Clients – CLTS Beneficiaries	Ziguinchor	Niamone/Diengue	Aissatou Cissé	Trésorière CSV	7/12/18	Group	N
			Ansoumana Coly	Secrétaire Administratif CSV			
			Fatou Sanou	Secrétaire comptable CSV			
Clients – CLTS Beneficiaries	Ziguinchor	Niamone/Diengue	Suzanne Badji	Client – CLTS Beneficiary	7/12/18	Individual	N

Category	Region	Commune	Name	Responsibility	Date	Individual or Group Interview	Transcription (Y/N)
Clients – Market Approach	Ziguinchor	Niamone/Diengue	Sana Coly	Clients – Market Approach	7/12/18	Individual	Y
USAID Other Activities	Kédougou	Kédougou	Mamadou Lamarana Barry	Manager composante 1 & 2 GOLD	9/12/18	Individual	Y
Government of Senegal	Kédougou	Salémata	Mamadou Bailo	1er adjoint au maire	10/12/18	Group	Y
			Kamassy Camara				
Sales Agents	Kédougou	Salémata	Dalanda Diallo	Sales Agent	10/12/18	Individual	Y
Clients – Water Beneficiaries	Kédougou	Salémata	Abdourahmane Diallo	Clients – Water Beneficiaries	10/12/18	Individual	Y
Clients – Water Beneficiaries	Kédougou	Salémata	Lamine Diallo	ASUFOR President	10/12/18	Individual	N
Clients – Water Beneficiaries	Kédougou	Salémata	Amadou Oury Diallo	Clients – Water Beneficiaries	10/12/18	Individual	Y
Clients – Women’s Savings and Internal Lending Communities (SILCs)	Kédougou	Salémata	Fatoumata Diallo	Présidente groupe SILC	10/12/18	Individual	Y
Government of Senegal	Kédougou	Nénéficha	Ediègne Samoura	Secrétaire Municipal	10/12/18	Group	Y
			Dondo Keita	Mayor			
Clients – CLTS Beneficiaries	Kédougou	Nénéficha/Hamdalaye Thiokhoye	Abdoul Ba	Secrétaire Général CSV	10/12/18	Individual	Y
Sales Agents	Kédougou	Nénéficha/Hamdalaye Thiokhoye	Sory Kébé	Sales Agent	10/12/18	Individual	N

Category	Region	Commune	Name	Responsibility	Date	Individual or Group Interview	Transcription (Y/N)
Sales Agents	Kédougou	Nénéficha/ Hamdalaye Thiokhoye	Souhaibou Diallo	Sales Agent	10/12/18	Individual	N
Service Providers – Masons	Kédougou	Nénéficha/ Hamdalaye Thiokhoye	Mamadou Diallo	Mason	10/12/18	Individual	N
Clients – CLTS Beneficiaries	Kédougou	Nénéficha/ Ndébou	Ousmane Dlalio	Client – CLTS Beneficiary	10/12/18	Individual	Y
Clients – Market Approach	Kédougou	Nénéficha/Mb aya	Aliou Camara	Clients – Market Approach	10/12/18	Individual	N
USAID/Senegal	Kédougou	Kédougou	Massamba Diop	USAID Focal Point	10/12/18	Individual	Y
ACCES Staff	Kédougou	Kédougou	Mady Dramé	Business Coach	10/12/18	Individual	Y
ACCES Staff	Kédougou	Kédougou	Ladji Dabo	Business Coach	10/12/18	Individual	Y
ACCES Staff	Kédougou	Kédougou	Ambroise Diatta	WASH BCC	10/12/18	Individual	Y
ACCES Staff	Kédougou	Kédougou	Fatimetou Zahra Thiongane	Microfinance Assistant	10/12/18	Individual	Y
Government of Senegal	Kédougou	Kédougou	Babacar Diallo	Chef de service de la division régionale de l'hydraulique	11/12/18	Individual	Y
Government of Senegal	Kédougou	Kédougou	Khalidou Clssokho	Agence Régionale de Développement	11/12/18	Individual	N
Government of Senegal	Kédougou	Kédougou	Capitaine Salifou Danfakha	Chef de service de la Brigade Régionale de l'hygiène	11/12/18	Individual	N
Government of Senegal	Kédougou	Kédougou	Abdoulaye Doucoure	Secrétaire Général	11/12/18	Group	N
			Astou Dlagne Cissé	1 ^{ère} Adjointe au maire			

Category	Region	Commune	Name	Responsibility	Date	Individual or Group Interview	Transcription (Y/N)
Crédit Mutuel du Sénégal	Kédougou	Kédougou	Marou Kane	CMS	11/12/18	Individual	N
Service Providers – Masons	Kédougou	Kédougou	Mamadou Sidibé	Mason	11/12/18	Individual	Y
Service Providers – Masons	Kédougou	Kédougou	Mamadou Lamine Diallo	Mason	11/12/18	Individual	Y
Clients – Market Approach	Kédougou	Kédougou	Dienaba Cissokho	Client - Market Approach	11/12/18	Individual	N
Sales Agents	Kédougou	Kédougou	Fatoumata Kanté	Sales Agent	11/12/18	Individual	Y
Sales Agents	Kédougou	Kédougou	Binta Keita	Sales Agent	11/12/18	Individual	Y
Clients – Market Approach	Kédougou	Kédougou	Ndogo Coulibaly	Client - Market Approach	11/12/18	Group	Y
			Fatou Touré				
			Delphine Epine Boubane				
			Cheikhou Danfakha				
Government of Senegal	Kédougou	Bandafassi	Saifoulaye Diallo	Secrétaire Municipal	11/12/18	Individual	Y
Clients – Market Approach	Kédougou	Bandafassi	Leontine Keita	Client - Market Approach	11/12/18	Individual	Y
Sales Agents	Kédougou	Bandafassi	Jacqueline Nianou Keita	Sales Agent	11/12/18	Individual	Y
Government of Senegal	Tambacounda	Koussanar	Mamadou Kane	Gérant Forages de Koussanar (SOGES)	12/12/18	Group	Y
			Bassirou Ba	Mairie			

ANNEX XI: COMPLETE FOCUS GROUP LIST

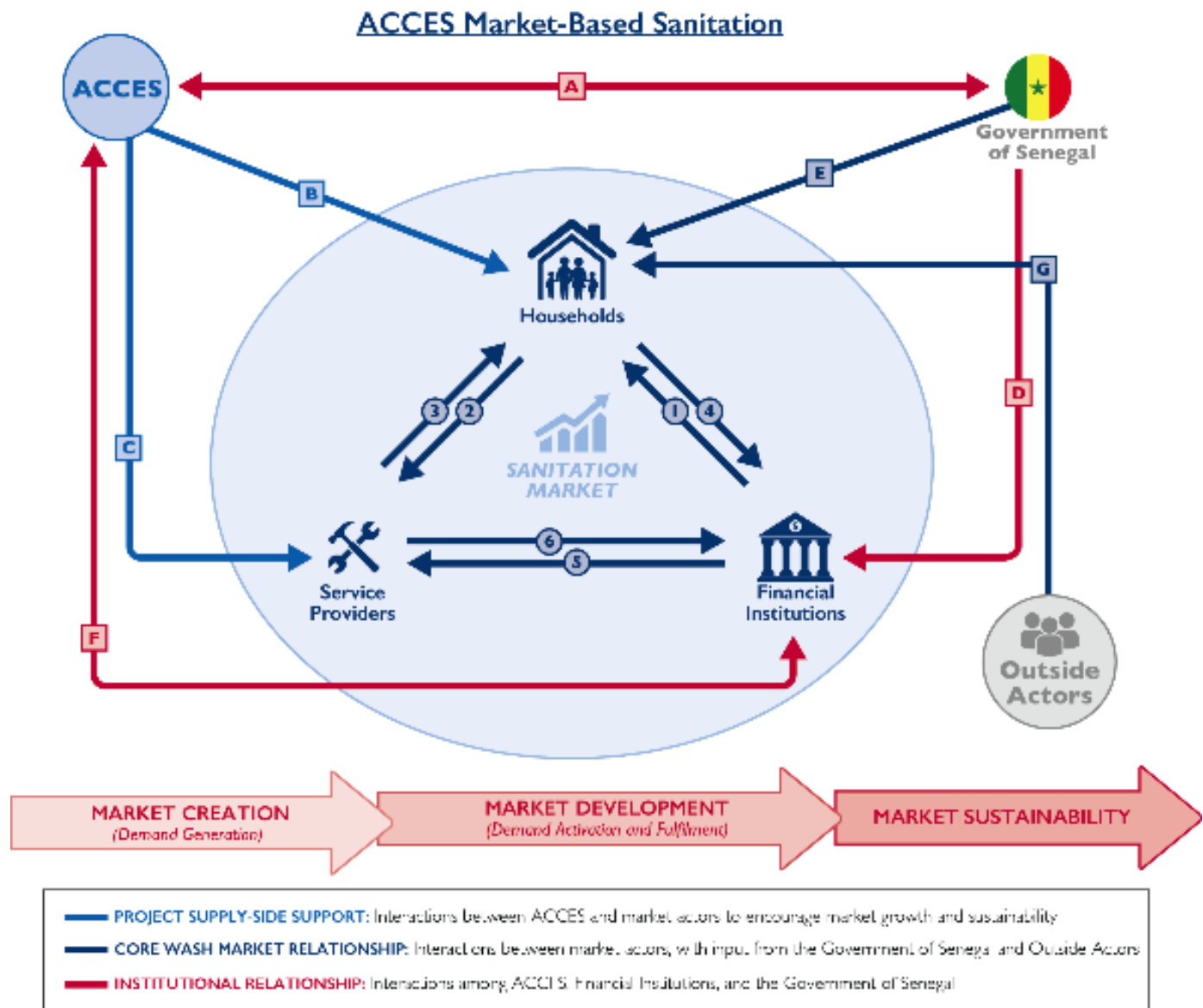
Table: List of Focus Group Interviewees

Type of Focus Group	Village and Commune	Region	# of Male Participants	# of Female Participants	Date	Transcription (Y/N)
Clients – Market Approach	Bokidiawé/Doulol	Matam	1	8	06/12/2018	Y
Clients – CLTS Beneficiaries	Vélingara Ferlo/ Velingara Ndiao	Matam	5	9	06/12/2018	Y
Clients – CLTS Beneficiaries	Vélingara Ferlo/Boki Ndar	Matam	6	5	06/12/2018	Y
Clients – Market Approach	Thionk Essyl/Thionk Essyl	Ziguinchor	7	-	07/12/2018	Y
Clients – Women's Saving and Loan Communities (SILCs)	Diengue/Niamone	Ziguinchor	-	21	07/12/2018	Y
Clients – Women's Saving and Loan Communities (SILCs)	Diengue/Niamone	Ziguinchor	-	15	07/12/2018	Y
Clients – CLTS Beneficiaries	Djiemdiemb/ Kafountine	Ziguinchor	3	4	06/12/2018	Y
Clients – Market Approach	Salémata/Salémata	Kédougou	5	1	10/12/2018	Y
Clients – Market Approach	Bandafassi/Bandafassi	Kédougou	6	1	11/12/2018	Y
Clients – CLTS Beneficiaries	Nénéficha/Ndébou	Kédougou	4	3	10/12/18	N
Clients – CLTS Beneficiaries	Nénéficha/Hamdalaye Thiokoye	Kédougou	9	2	10/12/2018	N
Clients – Water Beneficiaries	Koulouba/Salémata	Kédougou	0	8	10/12/2018	Y
TOTAL			46	77		

ANNEX XII: LIST OF INTERVIEW CODES

Interview codes, like A01, U04, MA08, etc. are used in place of personally identifiable information, like first and last names. This is done in order to protect the personal information and confidentiality of respondent statements. MEP will maintain an electronic copy of this list, and USAID/Senegal and others that receive USAID/Senegal approval may have access to that document if requested.

ANNEX XIII: MARKETPLACE CONNECTIONS



Interaction A: Partnership between ACCES and the GOS Technical Services:

- Support from Technical Services for implementation of the CLTS approach.
- Financial support from ACCES for fieldwork per diem and transportation.

Interaction B: Behavior Change Communication & Marketing

- ACCES conducts awareness training with households to achieve ODF status. Sales agents conduct follow-up marketing with households.
- **Limitations:** Neglect of households or lack of verification can increase chances of returning to open defecation; competition from subsidy-based projects.

Interaction C: Capacity-Building of Service Providers

- ACCES identifies and trains service providers (masons, entrepreneurs and hardware store owners) in business management and marketing. ACCES also furnishes some entrepreneurs with cement ring molds.
- **Limitations:** Attrition of trained masons due to low client demand; low profit margins.

Interaction D: Financial Regulation

- The relevant government entities regulate financial institutions.

Interaction E: Municipal Subsidy

- Municipalities subsidize latrines for the poorest households.
- **Limitations:** Lack of municipal budget allocated for sanitation subsidies.

Interaction F: Agreements with Financial institutions

- ACCES enters into agreements with financial institutions to facilitate financing of market actors (households, masons, entrepreneurs, hardware stores, etc.)
- **Limitations:** Financial institutions lack confidence in entrepreneurs because a history of lack of repayment. Lack of guarantee offered by ACCES to financial institutions increases their risk.

Interaction G: Outside Actor Subsidies

- Corporations, the diaspora, and other outside actors support latrine construction.
- **Limitations:** Sponsors prove difficult to mobilize.

Interaction 1: Financial Flow 1

- The financial institution provides credit to households to finance latrines.
- **Limitations:** Many financial institutions are unwilling to finance sanitation services; interest rate too high for clients to pay; household defaults without a guarantee from ACCES; low savings capacity of SILC members.

Interaction 2 : Financial Flow 2

- The household orders a latrine and pays the mason for the construction of the latrine.
- The mason purchases some or all of the materials from a supplier or uses locally sourced materials.
- **Limitations:** Non-payment of households due to lack of income or credit.

Interaction 3 : Latrine Delivery

- The entrepreneur delivers latrine materials. Mason constructs the latrine.
- **Limitations:** Lack of solvency among masons; work suspended due to non-payment.

Interaction 4 : Financial Flow 4

- The household (or group) repays the credit according to the terms and conditions defined in the loan agreement.
- **Limitations:** Low repayment capacity of households (or groups); no ACCES guarantee; high interest rates.

Interaction 5: Financial Flow 3

- The financial institution grants a loan to the mason for equipment and working capital.
- **Limitations:** Lack of ACCES guarantees in case of non-repayment from entrepreneur.

Interaction 6: Financial Flow 5

- The entrepreneur fully repays his loan and is eligible for a new loan if needed.
- **Limitations:** High interest rate; lack of ACCES guarantee.

ANNEX XIV: RECOMMENDATIONS FROM THE FIELD

I. How well is ACCES performing? What is working, what is not working, and why?

Innovative Ideas

- Work closely with the city council to use its sanitation budget for latrine construction.
- Find innovative ways to reduce cement, labor and transportation costs to help entrepreneurs stay in business.
- Continue to reduce the cost of latrines to further generate demand, especially for latrines that are the most sought after (DLVs and TCMs). This is especially meaningful for a large swath of the population that does not have the means to buy latrines, even at the current reduced prices.
- Implement a lottery scheme on Facebook. Users can input their personal information to win a latrine. Facebook will collect their data, then the project can dispatch entrepreneurs to target those clients who have already expressed interest in a latrine.
- Use of ArborLoo, a technology that can be installed with a latrine to create orchards of high value crops with human excrement as fertilizer.

Improving Access to Credit

- Sign a formal agreement with CMS and regional branches.
- Put a system in place for monitoring loan repayments.
- Establish a guarantee fund to assuage CMS fears of non-repayment.
- Explore the possibility of a product that allows hardware stores to access credit for themselves (for the distribution of SatoPans, cement rings, and other materials), and even for hardware stores to provide lines of credit to masons who come to purchase materials.
- Improve the relationship with ASUFOR, as they can be a helpful bridge for access to credit and are a long-term community stakeholder.

Reducing Attrition for Entrepreneurs

- More training for entrepreneurs to strengthen business skills, including training on maintaining a clear balance sheet of expenditures vs income.
- Foster closer collaboration between contractors and masons.
- Help entrepreneurs hold clients accountable for late payments and enable clients to pay in installments instead of all at once.

Facing Threats

- Work with the relevant government actors to improve current WASH policy concerning the transition from a demand-side subsidy to a supply-side subsidy. There needs to be a realization that the transition is not working as planned and that projects using two competing models are fighting. The government needs to take a more definitive position on the role of subsidies in the sanitation sector moving forward. ACCES should ally itself with the government and show them the success of the project so that they act as advocates for the market approach.
- GRET recommends creating and facilitating a framework for coordination and knowledge sharing between the different projects to de-conflict geographical areas and activity overlap as much as possible.

2. What is the value added of ACCES in the four output areas?

a) Demand generated for WASH Products and Services

Communications

- Strengthen communications strategies to further increase demand. Make this a permanent fixture until the end of the program. Use additional visual tools, especially at the mayor's offices and in high-traffic areas.
- Prepare for a marketing and sales push at the end of the harvest period when clients have more disposable income.

b) Increased Market-Based Provision of WASH Products and Services

Masons

- Improve technical training for masons by developing modules that are more hands-on and skills-focused in order to reduce the frequency of errors during construction and improve perceptions of the product.
- Select master masons to deliver refresher courses or run their own latrine construction courses to rapidly expand the number of working masons.

c) Improved Provision and Management of Multiple Use Water Systems

Water System Repairs

- Training of community leaders to identify water infrastructure problems and do small repairs.
- Ask communes to finance a private sector operator to take on repairs at the 9 sites and 4 water system sites when something needs repair after the project closes.
- Convene a steering committee for transfer of responsibility of repairs of these systems to other actors, like OFOR, pump operators, mayors, health clinics, and the private sector.

MUS Plans

- Other projects, like KOWLOR, should take up the mantle for completing the MUS plans. A plan should be developed and launched to find a dedicated funder and implementer, much like ACCES was tasked with completing 4 water system rehabilitations that were left over from a previous project.

d) Improved Enabling Environment for Equitable Delivery of Quality WASH Systems

Children

- Add a focus on schools to further improve equitable delivery for children.

3. What types of institutions are needed to ensure the sustainability of a WASH market in targeted communities?

Market Role

- Develop a sustainability plan, one that ramps up supply-side subsidies in the short term while maintaining a clear, long term strategy to eventually wean market actors off of all outside subsidies.
- ACCES could consider breaking the cement ring bottleneck by buying cement rings (and even cement slabs) in bulk at preferential prices and then distributing them to entrepreneurs at the bulk cost, which would likely be lower than the cost of just purchasing several cement rings at a time.

Subsidies

- Find a way to reduce the subsidies for cement rings before the project ends. Make it a goal to have a few entrepreneurs apply for credit to access steel molds.
- Develop a plan for entrepreneurs to absorb the cost of the sales agents and incorporate this into the training for all entrepreneurs so that they are aware of ACCES expectations. One entrepreneur has already had success with this approach.

Investments

- Provide more cement rings to more entrepreneurs to lower the production cost of cement rings and make the business more profitable for masons, who sometimes purchase the rings.

4. What resources are being underutilized by the project, and what other resources do they need to meet their targets at the end of the Activity?

Additional ACCES Resources

- Hire regional ACCES coordinators to be a single focal point for activities and interaction with government entities.
- Hire and retain sales agents through the end of the project.
- Business coaches should be given more broadly defined powers to incentivize sales agents to hit sales targets, and to fire those that are not performing and rapidly hire new agents.

Government Resources and Collaboration

- Train DH and ASUFOR agents to ensure better monitoring of latrines and water infrastructure.
- Support the renewal of the WASH Platform at the regional level.
- Greater involvement of BRH in the implementation of the market approach. ACCES should take advantage of BRH's offer to provide ACCES with its human and material resources.
- Develop a regional document on the market approach and share it with Technical Services so that the government better understands ACCES's objectives.
- Develop closer ties with mayors so that they become champions of latrine construction to serve as a marketer for latrines and possibly as a purchaser of latrines for his/her commune.

Religious Resources

- Religious leaders could help to spread the message about WASH practices and ACCES products with a religious lens.

Time

- Consider additional time for the project. Any additional time should be combined with exponential growth targets, not linear ones.

ANNEX XV: REFERENCE FOR ADS CHAPTER 20I

MANDATORY REFERENCE FOR ADS CHAPTER 20I

CRITERIA TO ENSURE THE QUALITY OF THE MEPUATION REPORT

Pursuant to 20I.3.5.17, draft evaluation reports must undergo a peer review organized by the office managing the evaluation. The following criteria should serve as the basis against which the report is reviewed. To help ensure a high-quality evaluation report, these criteria must be included in the evaluation SOW to communicate to evaluators USAID's quality criteria.

Evaluation reports should represent a thoughtful, well-researched, and well-organized effort to objectively evaluate the strategy, project, or activity.

Evaluation reports should be readily understood and should identify key points clearly, distinctly, and succinctly.

The Executive Summary of an evaluation report should present a concise and accurate statement of the most critical elements of the report.

Evaluation reports should adequately address all evaluation questions included in the SOW, or the evaluation questions subsequently revised and documented in consultation and agreement with USAID.

Evaluation methodology should be explained in detail and sources of information properly identified.

Limitations to the evaluation should be adequately disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.).

Evaluation findings should be presented as analyzed facts, evidence, and data and not based on anecdotes, hearsay, or simply the compilation of people's opinions.

Findings and conclusions should be specific, concise, and supported by strong quantitative or qualitative evidence.

If evaluation findings assess person-level outcomes or impact, they should also be separately assessed for both males and females.

If recommendations are included, they should be supported by a specific set of findings and should be action-oriented, practical, and specific.

U.S. Agency for International Development
1300 Pennsylvania Avenue, NW
Washington, DC 20523