

WASH CATALYSTS

2014-17

FINAL REPORT



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Canada



WASH Catalysts is a non-profit, non-governmental organisation based in Malawi. This report highlights our strategy and work between 2014-2017. Throughout this time period, WASH Catalysts has been a venture of Engineers Without Borders Canada.



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WASH
catalysts

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CONTEXT

For those countries like Malawi that are among the poorest in the world, and therefore the most resource-constrained, the story is too often the same. A community that does not have access to a safe source of drinking water is identified, and a new borehole or hand pump is installed. In many cases, a water point committee consisting of community members is trained over a few days in finance management and basic maintenance. After a period of months or years, a 'handover' of the facility follows and then the project moves on to the next destination.

Now let's fast forward one, two, or five years. At some point, that once-new borehole will break down. When it does, who will fix it? Even if the breakdown is something the committee was trained to deal with, many individuals will have either left the committee or naturally do not remember how to fix a specific problem that they learned about several years ago. Some districts set up Hand Pump Mechanic networks, but many communities simply don't know who these mechanics are or do not trust them to conduct repairs.

This leaves the local government, which is mandated to provide support to communities in cases of dysfunctional waterpoints. However, local government water offices systematically lack the resources and capacity to provide community support, to conduct complicated repairs, or to even monitor where such interventions are needed.

As a result, a breakdown puts the community back to square one. They either resort to using an unsafe water source, resulting in rampant disease spread, or they are forced to walk very long distances to the closest functioning water point.

In the WASH sector, there is typically emphasis on building new infrastructure and providing new training, but very little attention is paid to ensuring that the infrastructure and services last. During the course of their projects, NGOs often take on responsibilities that duplicate those of the government and inject resources that simply will not be available once the NGO leaves. **This "projectized" approach to water development is wasteful, inefficient, and ultimately fails to provide safe water access to communities in the long-term.**

MALAWI FACTS



One of the least developed countries in the world, with a HDI rank of 170 and a GDP per capita of 372 USD compared to the regional average of 1,594 USD for Sub-Saharan Africa

85% of Malawians live in rural areas and primarily engage in subsistence agriculture

Water coverage is estimated at 80%, but with a 70% functionality rate, real coverage has stagnated at under 60%, meaning that more than 10 million people don't have regular access to safe water

Rural water sector financing is extremely inadequate, representing only 0.4% of all the funds devolved to district level

Community Based Management is the official approach for maintenance of waterpoints

ABOUT

WASH Catalysts

Like many NGOs in the sector, WASH Catalysts (a venture of Engineers Without Borders Canada) is working to help achieve the UN Sustainable Development Goal number 6, specifically ensuring access to safe water to all people. However, we do not drill boreholes or train water point committees to maintain them. We look at all the systemic obstacles to long term maintenance and repairs that people face. Our goal is to ensure **institutional sustainability** of development gains, meaning that once projects finish, the local stakeholders have the necessary skills, capabilities, as well as human and financial resources to maintain waterpoints.

We focus on outcomes with permanent institutions, such as local government and community structures, because we understand that the ultimate responsibility to ensure water access lays with them. We must look at who are the key permanent actors involved in the processes of water service delivery, how do they interact, and do they have the capacities and long-term resources to effectively perform their roles.

We understand and consider the reality of contexts where we work above all else. We strive to avoid injecting additional resources to prop up processes that we know could not exist otherwise. Instead, we find practical ways to effectively leverage existing resources and stakeholder networks to 'do more with less'.

We believe that to achieve universal access, the WASH Sector must learn to think in systems and about how permanent institutions can be strengthened to sustain them in a self-sufficient manner. Often the biggest hurdle to sustainability is how actors in the system communicate across multiple levels of government hierarchy and between different stakeholder networks, and how the system learns to adapt to new challenging situations.

Our interventions are designed to be temporary, and provide the catalytic momentum for our partners to implement solutions which are viable within the existing context, and to help them adopt a shift in both thinking and practice.



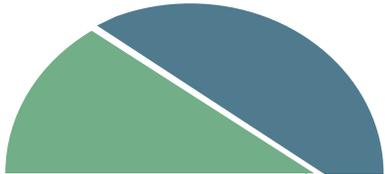
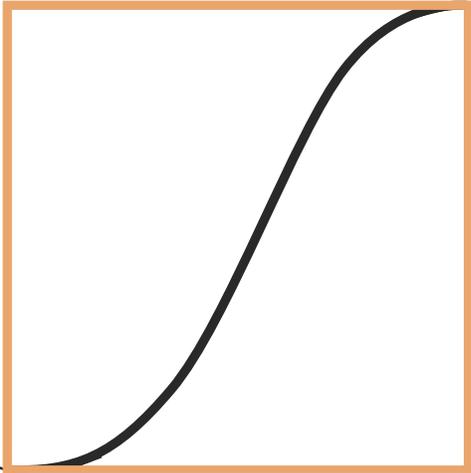
OUR APPROACH

Catalysis



ca·ta·ly·sis

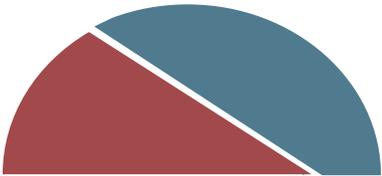
A person or thing that acts temporarily to precipitate an event or change



CATALYSED CHANGE



Our presence is always temporary, and the actors of change are the permanent institutions and stakeholders. Once our work is done, new operational practices, behaviours and attitudes, as well as re-enforced stakeholder networks allow the permanent actors to work towards real system change in the WASH sector.



PROBLEM IDENTIFICATION



We analyze the institutional system of water service delivery and identify leverage points, where small adjustments within existing resource constraints can have a significant impact on overall productivity, functionality, and sustainability of service provision.



INTERVENTION



Without injecting temporary resources, we work to provide the right amount of guidance and momentum to the sector's stakeholders, such as local government, community structures, and NGOs, so they can shift their modus operandi to a more efficient and sustainable practice.



OVERVIEW

Working with Local Government

Local government water offices in Malawi are responsible for providing support to communities to maintain and repair waterpoint infrastructure. Unfortunately, these offices are radically underfunded and are unable to perform their duties effectively, which is both discouraging and disempowering. However, we believe that by finding creative ways to better utilize existing resources and stakeholder networks, District Water Development Offices (DWDOs) can do much more with what they have. The long-term system change goal is to have a proactive and efficient government that is able to fulfill its mandate despite its never-ending resource constraints. **The following content is an overview of WASH Catalysts' effort to help DWDOs do more with their existing funding and share solutions to common problems amongst their peers through the Tingathe ('We Can') Fellowship Program.**



PROBLEM IDENTIFICATION

Working with Local Government

In Malawi, District Water Development Offices (DWDOs) are mandated to provide operation and maintenance support to communities to ensure the functionality of waterpoints. Unfortunately, these offices are severely underfunded and understaffed. Most are given only a few hundred dollars a month for operational costs, which are used to pay for rent, utilities, and essential office costs before the remainder can be used to monitor and repair hundreds of waterpoints. Even with reasonable increases to the budget, the funding gap would be several hundred-fold.

Additionally, there are very few incentives and disincentives built into the government management structure to encourage higher outputs and better performance. This problem, in combination with severe funding shortages, contributes to an overall sense of demotivation and most DWDOs do not see any viable pathways to provide more operation and maintenance support to the communities within their current budget constraints.

Some NGOs and Development Partners coordinate their projects with, or implement through, the government. However, such resource injections are temporary and after projects leave, similar problems resurface in the post-project context.

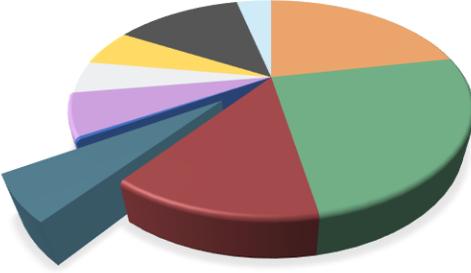
Therefore it is necessary for DWDOs to find creative and innovative ways to make the most of their limited budgets to increase operation and maintenance support to communities.

Based on years working embedded in DWDO offices, and possessing a deep understanding of the realities of the resource context, WASH Catalysts developed the **Tingathe ('We Can') Fellowship Program**: a demand-driven program to work together with DWDOs to develop, pilot, and scale new creative approaches to rural water service delivery.

Sample DWDO Expenditures Over 6-month Period (2015)



On average, the DWDO spent 353 USD per month during this period. After paying for necessary costs, such as insurance and office supplies, the DWDO would usually have less than 20 USD left for WASH operational activities.



WASH Operations
5.83%

- Office Supply Costs
- Subsistence Allowances
- Transportation Costs
- WASH Operations
- Hospitality Expenses
- Insurance Expense
- HIV/AIDS Services
- Publication
- Building Maintenance
- Internal Training

INTERVENTION

Working with Local Government



PROGRAM DESCRIPTION

In total, 14 out of 28 districts in Malawi were accepted into the Tingathe Fellowship Program. The program consisted of:

An application process whereby DWDOs brought forward an idea on how to increase their operation and maintenance outputs *without additional funding*. Ideas focused on finding cost effective ways to address common issues such as coordination, data collection, and improved community financing strategies.

Embedded WASH Catalysts support for 3 months to develop, strategize and pilot the idea from within the office.

Follow-up support over the following year to reiterate and scale the creative approach, while continuing to work out any issues and arising challenges.

A platform for knowledge sharing through workshops and district learning visits, to allow DWDOs to share their experiences and lessons learned.

KEY LESSONS

Setting realistic expectations and heavily considering motivating factors in the office and at community level are the essential drivers that can make or break an attempt to implementing new innovative approaches to service delivery.

Most successful approaches made extensive use of existing community structures such as Hand Pump Mechanics and Area Development Committees. These groups were used as intermediaries that reduced the financial and human resource burden on DWDOs to implement within their budgets and increased resiliency of the initiative by involving more decentralised actors.

Blantyre District Office

- Community committees are trained in simple data collection techniques
- Cheap notebooks and pens are used instead of expensive printed forms
- Reports are collected monthly and used to prioritise office activities

The 2016 pilot included:

12 Villages

4 Hand Pump Mechanics

30 Boreholes

Chitipa District Office

- 'Borehole Banking' is an idea that grows borehole maintenance funds through the cycle of lending and repayment from users
- The office piggy-backed off of other projects to scale the idea to more areas
- Some committees have used funds for the DWDO to travel to the field to assist them

The program has grown to include:

50 Villages

210 Boreholes

Mangochi District Office

- Previous NGO system required expensive central quarterly review meetings to monitor Hand Pump Mechanics
- Divided the entire Hand Pump Mechanic network into clusters, each with a leader
- Leaders inform the office of issues arising from the clusters

The 2014 pilot included:

4 Clusters

70 Mechanics

3000+ Boreholes

CATALYSED CHANGE

Working with Local Government



New ways of supporting long-term service delivery

The question of “how to improve the service you provide without receiving more money?” was a unique challenge posed to DWDOs by Tingathe. This **new way of thinking** has not only resulted in several districts improving service delivery and support to communities, but it has started to manifest itself in wider sector dialogue where DWDOs raise their views on how programs should be sustainably implemented.

To sustain and scale this change:

- **DWDOs** should continue to push themselves and others to strengthen systems of service delivery district-wide, even (and especially) in the absence of temporary project funding.
- **National ministries and regional offices** should prioritise monitoring regular day-to-day activities of DWDOs and recognise them for these efforts, rather than largely focusing on Development Partner activities and achievements. Stronger performance management that rewards waterpoint monitoring and support to community groups will greatly help DWDOs to fulfil their mandate.
- **Development Partners** should closely monitor whether their activities are overburdening government offices and detracting from their day-to-day work, and to push the idea of local government self-sufficiency in sector meetings.

Stronger working relationships among DWDOs, and the wider sector

Many groups that would not normally meet had formed connections through the Tingathe Program. Districts formed constructive relationships with other districts and with their regional offices, various NGOs, as well as with the Water and Environmental Sanitation Network (WESNet) – the umbrella organisation for civil society organisations in the sector. DWDOs independently created a **Forum** to continue collective discussions on common challenges and to bring these issues to national level ministries.

To sustain and scale this change:

- **DWDOs** should formalise meeting agendas for the Forum, widen participation across the nation, and to continue to finance the meetings within existing district government resources to ensure sustainability.
- **The National ministry** should formally mandate the DWDO Forum and invite Forum representatives to important sector meetings.
- **Development Partners** need to utilise the DWDO Forum to engage district level government in programming, rather than relying exclusively on national ministries for input.

OVERVIEW

Project Design & Transition

Investments into rural water development through NGO projects are essential to bringing water access to communities. Unfortunately, once projects leave, permanent stakeholders often struggle to maintain waterpoints in the long term. Better project design, implementation practices, and exit strategies by NGOs can mitigate for this discrepancy. By placing a more strategic focus on institutional sustainability – referring to the ability of permanent institutions to sustain development gains in the absence of project funding - organisations can prepare for their inevitable exit and leave the system able to ensure that services last. The long-term system change goal is a sector which executes development projects with impacts that are sustained over time. **The following content is an overview of WASH Catalysts' efforts to help partner organisation design and implement sustainable projects with a thoughtful transition phase.**

PROBLEM IDENTIFICATION

Project Design & Transition



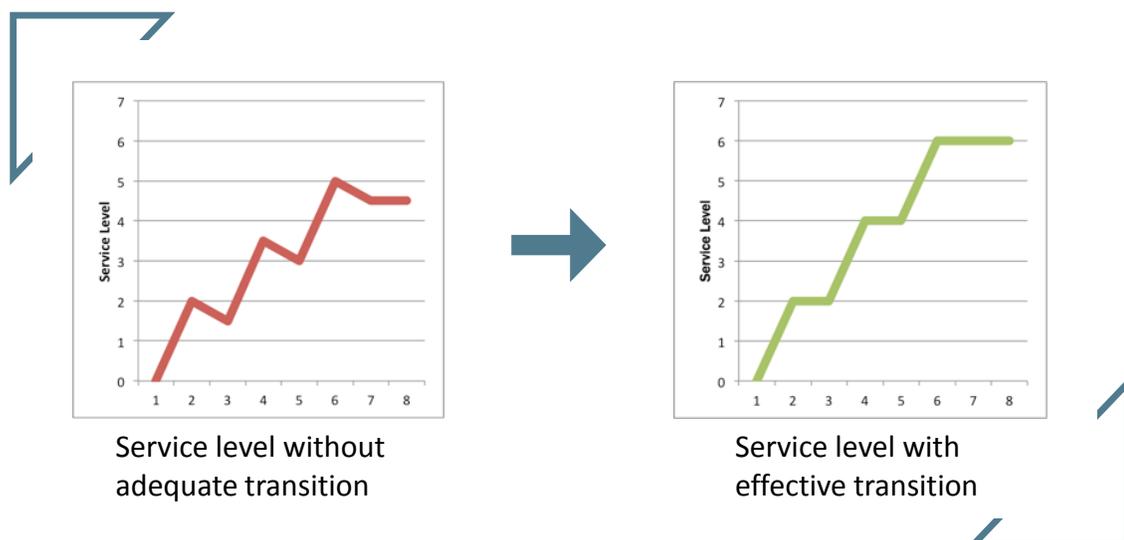
NGOs that work in the water sector, and their donors, are strongly focused on tangible and quantifiable results, such as the number of boreholes drilled or the number of people who have gained access to safe water. Therefore, projects are often designed with a focus on *new infrastructure* and *new services*. Unfortunately, there is a weak focus on strengthening the institutional systems required to sustain any gains achieved. Resources, time, and general practices which would ensure the longevity of infrastructure are often de-prioritized or left out of project design all together.

Despite the prevalence of the “projectized” approach, many key organisations in the sector are recognizing the importance of the institutional sustainability of their work. However, they often struggle to find *practical* and *effective* ways to integrate good practices into their project design to ensure that their work will have a lasting impact. **This is where WASH Catalysts comes in.**

Through years of experience working embedded in local government in Malawi, we have gained a deep understanding of the realities of the post-project context, and what it takes to keep the water flowing once resources from NGOs are no longer available. This expertise allows us to identify specific risks to long-term sustainability of project impacts, and then work with these implementing NGOs to develop mitigation strategies. This work focuses on building the knowledge, behaviours, and communication channels needed by permanent institutions to sustain these impacts considering the realities of their context.

Over the years, our consultants have helped to evaluate and improve project design practices for many organisations and Development Partners in the Malawi WASH sector, including WaterAid, the African Development Bank, ICEIDA, InterAide, and JICA, among others.

In the time period between 2014 and 2017, at the request of WaterAid, our work in this area focused primarily on facilitating a transition strategy for a decade-long project in Salima District. As the project was coming to a close, there was a need to ensure that local stakeholders understood their roles in maintaining gains, and that they had the capacities to fulfil them within existing resources and structures.



To avoid losing the progress of development in the WASH Sector, individual organisations must ensure the institutional sustainability of their projects.



SALIMA DISTRICT TRANSITION

In 2014, we partnered with WaterAid Malawi (WAMA) to facilitate a transition phase of their decade-long project in Salima District. The transition aimed to improve the **understanding** and the **ability** of district government and community structures to perform the roles required to sustain project impacts, with a focus on management skills. The two-year transition consisted of three main phases:

- 1. Envisioning post-project roles:** Through engaging the government and community stakeholders, we helped them to conceptualize realistic post-project roles, along with the skills required to fulfill them. A work plan to strengthen those skills was created with each group.
- 2. Bridging the skills gap:** Over six months, we facilitated a series of skill building sessions with individual groups to develop relevant management skills. Multi-stakeholder meetings were also held to strengthen vital communication channels.
- 3. Arms-length follow-up and monitoring:** We conducted follow-up field visits with each group to support them in overcoming any challenges they were having in implementing new strategies or skills. A final workshop with government and community groups was held to assess the impact of the transition phase.

SCALING PRACTICES TO OTHER PROJECTS

For **WAMA to adopt practices in other districts**, we facilitated workshops with sub-grantee project staff teams in two additional districts to help them reflect on the sustainability measures taken during implementation, and to identify risks and mitigation strategies for future exit. These lessons can be integrated into future supervision visits from WAMA across all district programming.

WaterAid International is interested in integrating these processes across **other country programs**. As a first step, we are currently assessing the adaptability of our recommendations with WaterAid Uganda.

In Malawi, we have had a **growing number of organisations ask us to help them** re-examine their projects to address their sustainability concerns. Of note, is our recent partnership with InterAide, an organisation focused on building Hand Pump Mechanic networks. Together, we have focused on building a sustainable exit strategy to ensure management and upkeep of the HPM networks after InterAide leaves.

Key Recommendations for Project Design

At project conception, define the system and behaviours required to sustain outcomes after project exit, and design activities to match financial and human resources available post-project.

Throughout project implementation, support permanent stakeholders to gain soft skills and connections necessary for sustaining project impacts.

Dedicate time and financial resources for a transition phase **at the end of a project**, during which project activities should cease, in order to focus on system strengthening.

CATALYSED CHANGE

Project Design & Transition



Salima stakeholders are well-prepared to continue working together to sustain WAMA project impacts and are well-equipped to meaningfully engage with future projects

Community-level structures, government extension workers, and district officers gained a clear understanding of the vital role that working and communicating with one another plays in maintaining service delivery in the long term. Area Development Committees (ADCs) in Salima began clarifying project roles of stakeholders and exit strategies with other NGOs before new projects begin. The Salima District water office is now independently managing and prioritizing follow-up meetings with Hand Pump Mechanics (HPM) within their allocated budget, and training their staff in HPM management.

To sustain and scale this change:

- **Salima District water office** should continue to pro-actively communicate with other sector extension workers, ADCs, and HPMs on a regular basis within their regular budget and expand such interactions district-wide. They should continue to engage with other WASH NGO partners on how they can work with the district to integrate transition strategies at early stages of their projects.
- **WaterAid Malawi** should engage Salima District water office to gain insight on how to adapt similar strategies to other districts WaterAid works in.

WaterAid has engaged with new tools and processes that will help them to improve institutional sustainability of future projects

WaterAid Malawi now has several *practical* processes which they can utilise for proposal, design, implementation, and transition stages of future and ongoing projects that increase the long-term sustainability of their impacts.

To sustain and scale this change:

- **WaterAid Malawi** should build the use of these tools into common practice, especially during proposal writing and regular supervision of sub-grantees. They should find ways to pro-actively support district partners to implement sustainability strategies.
- **WaterAid UK** should support WaterAid Malawi to continue the process of integration of these practices. WaterAid UK should work to understand how these practices can be applied to their existing sustainability framework, and be supported and monitored across all country programs. They may also consider influencing other organisations in the sector to adapt these practices.

Lessons from the Salima transition can benefit any WASH project implemented in a context where systems of governance are radically under-resourced.

OVERVIEW

Advocacy

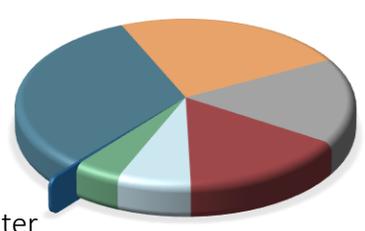
In Malawi, there is minimal financial investment from government in maintaining rural water services. Water access is not a significant political priority, and the implications for economic growth and health are underrated. Budget allocation processes do not reflect the changing cost of maintaining expensive infrastructure. However, by developing an evidence base of the funding gap, mobilizing a united voice from the sector, and facilitating a coordinated advocacy approach, sustainable access to safe water can rightfully become recognized as an essential priority. The long-term system change goal is to have adequate government financing at district level to maintain WASH service delivery to communities. **The following content highlights WASH Catalysts' advocacy efforts towards the devolution of necessary funds to district level for operational activities.**

PROBLEM IDENTIFICATION

Advocacy



2015/16 Approved Estimates District Level Operational Budgets



Water
0.4%

- Other
- Education Sector
- Health Sector
- General Resource Fund- Dev
- General Resource Fund
- Agricultural Sector
- Water Sector

Malawi's Decentralisation Policy assigns district government water offices responsibility for management, maintenance, and oversight of WASH services, yet the budget to fulfil these responsibilities have never been fully devolved from national level government. As of 2017, district government water offices receive between 300-600 USD per month to cover all operational and program costs excluding salaries.

After many years working at district level to improve local government's ability to support service delivery, WASH Catalysts recognized that while progress could be made with the few resources available, even a *basic level* of service delivery could not be reached without an increase to operational budgets for these offices.

There is little understanding at the national level of the specific funding gap at district level. Budgets are loosely calculated based on historical allocations and government revenue projections. As a result, budget allocations to districts are not responsive to changes in cost and/or need. There are many Ministries that share responsibility in the budgeting process without clear role definition. This disjointed process makes it hard for district government and civil society to advocate for changes.

Past advocacy initiatives in the sector were focused on increasing the overall budget for the water sector regardless of purpose, and were typically led by a single agency. These campaigns focused primarily on national budget information, which overlooked the funding gap at district level. As a result, these efforts did not yield specific increases to operational budgets for districts to sustain service delivery.

INTERVENTION

Advocacy



WASH Catalysts is leading a targeted campaign to advocate for increased devolution of funding to district level government. The strategy combines generation of specific evidence of the funding gap with coordination support between different Ministries and other stakeholders at key budgeting periods. From 2015-2017:

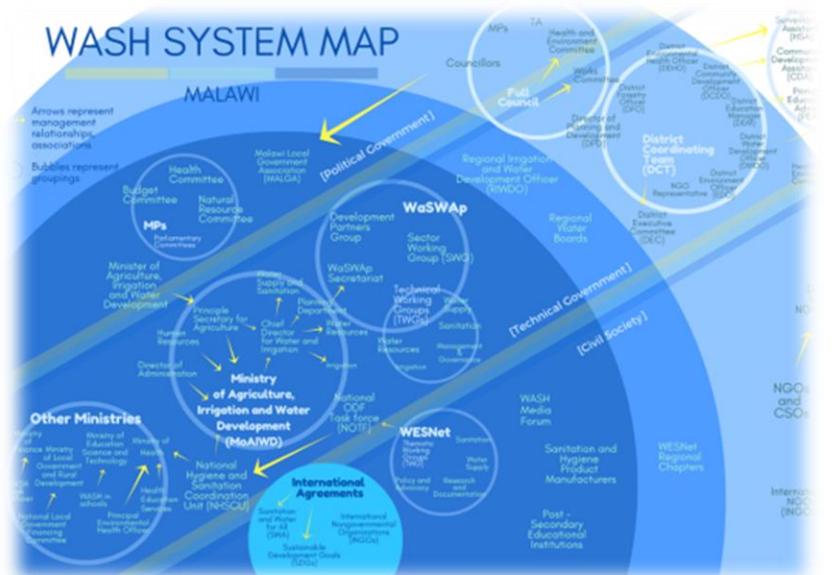
We undertook a system mapping process by interviewing a wide range of different stakeholders to triangulate information and illustrate linkages in Malawi's WASH sector, identify budget decision-makers, and understand how to influence them.

We gathered data from district government water offices to highlight what activities they can achieve with current funding, how this funding is failing to achieve a minimum standard of service provision, and what increase would be needed to provide *only the minimum* standard. A national budget analysis was also conducted to show trends in the allocations to the water sector generally and for district government water offices specifically.

We facilitated multi-stakeholder dialogue to help break down communication barriers, especially between the relevant Ministries - the Ministry of Agriculture, Irrigation, and Water Development, the Ministry of Local Government and Rural Development, and the Ministry of Finance. It became clear that most Ministry officials felt it was the responsibility of *another* Ministry to advocate and make a change in the operational budget for district water offices. We also identified specific technical obstacles such as the use of an inaccurate fiscal transfer formula.

Our political lobbying strategy focused on packaging key information in the form of compelling arguments to make budget devolution a priority topic for government and Development Partners. We also engaged the media and politicians, exposing them to the crisis of water point functionality that the water sector is facing in Malawi and linking this to the lack of funds to support operation and maintenance activities.

In response to the lack of advocacy coordination amongst Development Partners, we initiated the Sector Advocacy Framework (SAF) in partnership with the Water and Environmental Sanitation Network (WESNet), a membership-based organisation focused on coordination amongst partners in the sector. The SAF provides a platform to leverage the support of many organisations, as a united voice could produce more powerful and convincing campaigns.



Snapshot: We created a WASH stakeholder map which further highlights the barriers to coordinated advocacy

To truly change systems, we must first understand the relationships and interactions amongst its stakeholders.



Campaign-Specific Evidence Gathered To Date



An assessment that sampled 5 districts on the annual cost of providing *only basic* support for operation and maintenance, excluding all other devolved responsibilities, concluded that **an average increase of 119% to the operational budgets of districts is required.**

As operational funding for the water sector already makes up less than 0.4% of the budget devolved to district level for all sectors, **the 119% increase would mean raising water sector funding to just 1% of all fiscal transfers to district level.**

Contrasted with the Health and Education sectors that often make up the bulk of transfers to district level, **such an increase would not represent an unreasonable portion of the devolved budget for a single sector**, but would go a long way to improve water service delivery.

As the adjustment needed to the national budget is so small, the overall budget lines debated in parliament would hardly see a change. Therefore, **the change could be primarily facilitated by technocrats rather than parliamentarians.**

Although both the Ministry of Agriculture, Irrigation, and Water Development and the Ministry of Local Government and Rural Development must be involved in facilitating and pushing for this change, ultimately **the Ministry of Finance will need to approve and facilitate a re-allocation of funds.**

Next Steps

With much of the data and evidence already collected to support increased financing for DWDO operational budgets, the next year of the campaign (until July 2018) will focus more on engaging key decision makers with this information and rallying the sector around a common advocacy message. Some next steps in the campaign include:

- **Developing policy briefs and infographics** to be disseminated widely to key decision makers, as well as civil society organisations, and the general public.
- **Intensifying dialogue with the Ministry of Finance** to find the specific pathways to adjust current ceilings for the water sector at district level.
- **Strengthening the Sector Advocacy Framework** as a platform to actively bring more Development Partners into the campaign.
- **Strengthening the advocacy capacity of the Water and Environmental Sanitation Network** to ensure that it continues to lead and coordinate critical campaigns in the sector.

LOOKING FORWARD

Beyond 2017

As our 2014-2017 strategy came to a close, we took time to evaluate how far we have come with meeting our objectives. We found that there were still a few areas which required more time to transition in a sustainable manner out of the sector in Malawi. We therefore extended our timeline to work in Malawi up until mid-2018, while continuing to explore new opportunities internationally.

Exit Strategy from Malawi

Our goal has always been to work with permanent stakeholders in the WASH sector in Malawi to improve institutional systems of service delivery, without making our team a permanent actor in the sector. Nevertheless, working in the sector for a period of years has meant that we have still come to play some niche roles. To ensure that the roles we currently play will continue in our absence, we will spend the next year working to strengthen several key permanent actors who may take them on. In particular, we have identified the following:

- **Water and Environmental Sanitation Network**, the umbrella organisation for NGOs in the sector that is mandated to improve coordination between them, to promote knowledge exchange, and to lead advocacy efforts in the sector;
- **WaterAid Malawi and InterAide**, two organisations that are leading the sector in adopting institutional sustainability measures in their programs, as well as pushing relevant advocacy initiatives;
- **District Water Development Office Forum**, a group dedicated to sharing lessons amongst district government offices and to become a voice for districts at national level; and
- **BASEflow**, an emerging organisation working to improve the way the sector learns about the sustainability of groundwater resources and infrastructure in Malawi.

Resources for the sector

We are growing an online space (washcatalysts.com) where our partners and any other interested parties can freely access all of the documentation, tools, and lessons learned from our work in Malawi. Some examples of resources found on our website include:

- **Case studies**, such as: “Supporting institutional sustainability to deliver permanent WASH services in Malawi,” “After Projects Leave: Cost-effective approaches to sustain water services within government budgets,” and “Monitoring Water Point Committees through Village Development Committees (Blantyre District)”
- **Recommendations and practical tools for project design and transition**, such as those developed for WaterAid Malawi: “Services that last: Recommendations for building institutionally sustainable WASH projects in Malawi”, “Appendix 1: Guideline for Design Phase, “Appendix 2: Guideline for Transition Phase”
- **Sector-specific analyses**, such as the “Budget analysis for the Malawi rural water sector 2016-17,” and the “Malawi WASH Sector System Map”
- **Conference papers and presentations**, ranging from papers such as “Making systems work: Local government approaches to improving WASH service delivery in Malawi” to posters like “Challenges and tactics used to support the development of Malawi’s WASH sector”

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Ministry of Local Government and Rural Development
Ministry of Finance
Regional Water Development Offices
Balaka District Council
Blantyre District Council
Chikwawa District Council
Chiradzulu District Council
Chitipa District Council
Dowa District Council
Kasungu District Council
Machinga District Council
Mangochi District Council
Mchinji District Council
Nkhata Bay District Council
Nkhotakota District Council
Ntcheu District Council
Ntchisi District Council
Rumphi District Council
Salima District Council
Thyolo District Council

Development Organisations

African Development Bank
BASEflow
Engineers Without Borders Canada
Evangelical Lutheran Development Services
ICEIDA
InterAide
JICA
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