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Humanitarian Project - The implementation of charity boxes in Antananarivo, Madagascar

**Bachelor Project submitted for the degree of
Bachelor of Science HES in International Business Management**

by

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Declaration

This Bachelor Project is submitted as part of the final examination requirements of the Haute école de gestion de Genève, for the Bachelor of Science HES-SO in International Business Management.

The student accepts the terms of the confidentiality agreement if one has been signed. The use of any conclusions or recommendations made in the Bachelor Project, with no prejudice to their value, engages neither the responsibility of the author, nor the adviser to the Bachelor Project, nor the jury members nor the HEG.

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Geneva, June 3, 2019

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Executive Summary

The situation in Madagascar is critical, with an annual GDP of 448 USD per citizen in 2017, the country suffers from political uncertainty, corruption, illness, a poor education system and many other factors that make it one of the poorest country in the world.

The country represents a challenging environment to operate in. However, with a good support from local politicians, a deep analysis of the environment, and an effective project management, small-scale NGOs could provide humanitarian actions to aid the poorest population.

To support the 90% of the population living under the threshold of 2 USD per day, we have created in May 2018 the non-for-profit organization “Fahamendrehana”, which started to operate with a pilot project in the capital Antananarivo. The main purpose of our work was to provide first necessity products through charity boxes, to a targeted segment of the population.

On one hand, Fahamendrehana’s pilot project was a success. Thanks to a close monitoring during the project implementation, we could manage the promotion and fundraising campaigns, as well as the creation of nine charity boxes in Antehiroka, a district of Antananarivo.

On the other hand, the association is still facing many considerable challenges. For the moment, the association’s priority will be to promote the need for food and hygienic products within the nine charity boxes in Antehiroka, by giving more radio and newspapers interviews, as well as undergoing door to door campaigns with its promotional partners. The second goal will be to consider the durability challenge. The association needs to implement a sustainable model that will enable to its beneficiaries to increase their potential earnings and to reintegrate the society. The association can consider two strategies. Although, key partnerships can be created with for example a spirulina farm or an organic soap company, sustainable projects like a Chicken Coop or an Agricultural cooperative can also be appealing.

Once these two major challenges will be overcome, Fahamendrehana will be capable of implementing charity boxes in another district of the capital and widen the horizon of its sustainable business model.

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1. Introduction

From 2017 to 2018, the number of people around the world who needed humanitarian aid increased by 5.5 % to reach 135.7 million. Nevertheless, the support provided by inter-agencies is not enough to help the entire population in need.

The situation in Madagascar is critical, with an annual GDP of 448 USD per citizen in 2017, the country suffers from political uncertainty, corruption, illness, a poor education system and many other factors that make it one of the poorest country in the world. The World Bank and The African Development Bank Group both classified the country as fragile. In such environment, Madagascar was supported in 2017 by 0.8 Billion USD of Official Development Assistance, which stand for less than 0.49% of the total Net ODA amount received around the world (*see Appendix 1*). These financial supports are not enough to rise the living conditions of the Malagasy people, from 2001 to 2018 the average poverty rate stood at more than 90 % (*see Appendix 2*).

The population in need living in the country needs more support to live their life properly. That is why we have created in May 2018 the non-for-profit organization “Fahamendrehana”, which started to operate with a pilot project in the capital Antananarivo. The main purpose of our work was to try bringing back dignity to a targeted segment of the 90% previously cited. Oxford Dictionary define dignity as “*the state or quality of being worthy of honour or respect.*” To define honour and respect we are referring to the Universal Declaration of Human Rights proclaimed by the United Nations as a common standard of achievements for all people and all nations. Our targeted population suffers from not having access to what is mentioned in the articles 1,2,3,17,22,25 and 26 (*Appendix C - Universal Declaration of Human Rights*).

With the support of local and international solidarity, the project will start by proposing access to first necessity products through Charity Boxes. These products are water bottles, food, clothes, blankets, hygiene products (i.e. soap, toothpaste, and toothbrush), recyclable materials (e.g cans and plastic bottles). In a second step, the project aims to assist those who want to reintegrate their society, by redirecting them to other organizations which are specialized in the needed field.

The research aims of this study are, firstly, to understand how we could implement effectively the pilot project of Fahamendrehana within the capital, Antananarivo. Secondly, to assess the entire coordination to understand if the time and money invested is worth the result, which is bringing back dignity to our targeted segment. Finally, to make recommendations for future decisions that will help to improve the entire project.

It is important to keep in mind that we are operating in a difficult environment with many challenges to overcome, one of them being the country's corruption level. Madagascar has been ranked 152th out of 180 countries worldwide, in the Corruption Perceptions Index 2018 (CPI), additionally, the lack of infrastructures will make the entire coordination of the project, especially the data gathering and the promotion more difficult. Moreover, we are aware that many NGOs are already settled in Madagascar, we might have to implement a flexible business model to not duplicate any offer which is already in place on the market. Finally, once we will have a better understanding regarding the living conditions of the entire population and not only our targeted segment, it will be interesting to assess the impact on our beneficiaries and see if they will be willing to reintegrate their society.

This thesis is organized in four sections, firstly we will be giving definitions and theories to understand the humanitarian sector, then we will study Madagascar's environment by assessing the micro and macro-environment. Finally, in the section Project Methodology, we will analyse each step which supported the creation of the nine charity boxes in Antananarivo, the capital of Madagascar.

1.1 The different humanitarian actions

Humanitarian is an adjective defined in the Cambridge dictionary as *(a person who is) involved in or connected with improving people's lives and reducing suffering.*

Humanitarian actions focus primarily on the most vulnerable populations. It is exercised in the name of solidarity, but it is also part of an exchange perspective. It must aim, without any discrimination and with peaceful means, to preserve life in the respect of dignity and to restore man with his capacity of making choices.

Several types of strategies to improve people's living conditions can be established, a summary of each intervention to clarify the field of the thesis will be provided below.

1. Humanitarian support

The purpose of humanitarian support is to provide immediate relief to people in need before, during, and after natural disasters, armed conflict or any emergency situations.

Humanitarian assistance and protection of civilians must comply with the international humanitarian Law (IHL), a set of rules, defined in the 1949 Fourth Geneva Convention, which seek to limit the effects of armed conflict. By ratifying the Convention all states have committed to respect the four core principles of Humanitarian law:

Figure 1 – The four core principles of Humanitarian law

| Humanity | Neutrality | Impartiality | Independence |
|---|--|---|--|
| Human suffering must be addressed wherever it is found. The purpose of humanitarian action is to protect life and health and ensure respect for human beings. | Humanitarian actors must not take sides in hostilities or engage in controversies of a political, racial, religious or ideological nature. | Humanitarian action must be carried out on the basis of need alone, giving priority to the most urgent cases of distress and making no distinctions on the basis of nationality, race, gender, religious belief, class or political opinions. | Humanitarian action must be autonomous from the political, economic, military or other objectives that any actor may hold with regard to areas where humanitarian action is being implemented. |

Source : OCHA on Message: Humanitarian Principles

2. Development support

The goal of development aid is to "*create - both nationally and globally - a climate conducive to development and the eradication of poverty*" (UN, 2000). With a partnership between developed and developing countries, goals are created for the long term and clearly defined by the United Nations each 15 years. The UN created firstly the Millennium Development goals from 2000 to 2015 (See Appendix 4), and secondly, the Sustainable Development Goals which operate from 2015 to 2030 (See Appendix 5).

The main actors of development aid are states which provided ODA (Official Development Assistance), these are grants or preferential loans for development projects to achieve the sustainable development goals. For the Millennium Development goals, the United Nations recommended that developed countries dedicated at least 0.7% of their GDP for development aid, however most of the donors did not reach the objective (See Appendix 6).

3. Fight for human rights

“Human rights are rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status. Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, and many more. Everyone is entitled to these rights, without discrimination.”

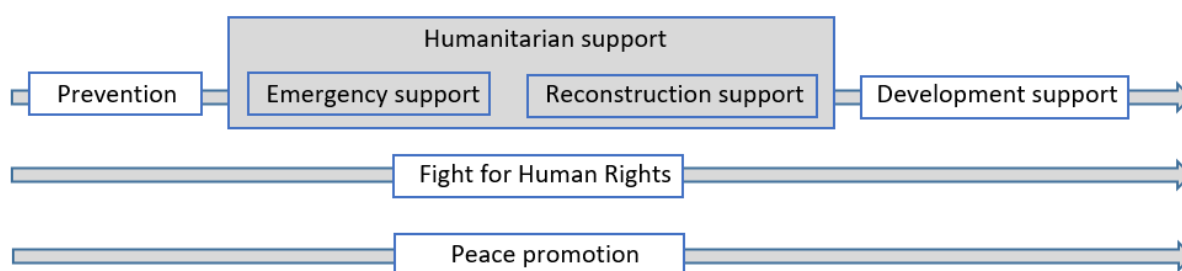
The United Nations

The fight for human rights is based on the Universal Declaration of Human Rights created by the United Nations in 1948, which is a common standard of achievements for all peoples and all nations. This fight is especially established for the respect of human Dignity.

4. Peace promotion

In 1945, at the end of the Second World War, the United Nations was created, its primary mission is to maintain peace and security around the world. The United Nations Security Council, has *"the primary responsibility for the maintenance of peace and international security"* (article 24 of the United Nations Charter). Even if the UN represent the major actor for peace promotion, many NGOs support this mission.

Figure 2 - Temporal Structuration of the different humanitarian actions



The fight for Human Rights as the peace promotion can intervene at any time. However, in an emergency situation a temporal structuration of humanitarian actions can be distinguished, from the prevention of natural disasters, to emergency and reconstruction support, to finally development support provided mainly by states as explained earlier.

1.2 The Humanitarian Actors

Humanitarian actions are managed by three different groups:

1. Associations and Non-Governmental organizations (NGO)

Both could be national or international, their financing come from private funds and/or subsidies from public institutions who wish to support their actions. The International Committee of the Red Cross, as well as Médecins du Monde are well known NGOs on the market.

2. States and other public institutions

In some countries, for example in Switzerland, humanitarian aid represents a constitutional obligation. As mentioned earlier, development actions are supported by states who should theoretically give 0.7% of the GDP to the United Nations in order to finance the sustainable development goals achievement.

In 2019, the budget to finance development support activities in Switzerland represent 2'703 million CHF. As mentioned in the budget 2019 report page 85: "The expenditure is divided between humanitarian aid, bilateral and multilateral cooperation of the Department of Development and Cooperation, economic cooperation of the State Secretariat for Economic Affairs and the promotion of peace and human rights through the Human Security Division of the FDFA." Most of the donations go to the Sub-Saharan Africa and Asia region (*for more information see Appendix G*)

3. Public international organizations

According to the International Law Commission, an international organization is an "*organization established by a treaty or other instrument governed by international law and having its own international legal personality.*" Members of International Organizations are mainly states, however other entities can as well be part of the association.

The United Nations is one of the major Public International Organization that provides humanitarian actions and assistance in the long term. It is composed of various agencies such as the Office of the United Nations High Commissioner for Refugees (UNHCR), the World

Health Organization (WHO), and the Office of the High Commissioner for Human Rights (OHCHR). In 2017, the UN invested more than 4.3 billion dollars in development progress.

The OCDE as well represents a major International Organization that support humanitarian actions. The Development Assistance Committee created in 1961 and composed of 30 states member, aim to *“promote policies, development cooperation and others that contribute to sustainable development, including pro-poor economic growth, poverty alleviation and improved living standards developing countries, as well as a future where no country will be”* (OECD, 2018). In 2017, the DAC budget was 147 million USD, the main donors were the United States with 24% of the total donation (34.7 million USD), Germany with 17% of the total donation (25 million USD), and the United Kingdom with a donation of 18.1 million USD.

Finally, the European Commission is as well supporting humanitarian activities with the European Civil Protection and Humanitarian Aid Operations (ECHO), by proposing each year a budget of 1 billion USD. 48% of the funds support the United Nation activities, 42% support NGOs, and around 10% support other International Organizations.

1.3 The adverse effects of humanitarian aid

It is important to understand the possible consequences and impact of humanitarian actions, in order to create for our project a viable business model which mitigates the risks of adverse effects. In this section we will only focus on actions we can relate on for our Charity Boxes project.

1. Donations and their pervert effects

Donations can generate many problems that will affect the project efficacy, resources management, or either the local market.

Donation is defined by the Cambridge dictionary as *“money or goods that are given to help a person or organization”*. They are many different types of local and international sources for NGOs funding. We could consider that donations relied on selfless act, however, each type of donors can have different expectations after their donation. Below we will provide examples of different actors that can support our project and we will enumerate requirements they might have after their donations.

Citizen: can provide private funds to support the construction of charity boxes. Many donations will be motivated by a need for recognition or desire for sociability, which represents for us a need of transparency, visibility and close contact with each donor to keep them aware of the progress of the project.

Business: can support humanitarian activities by providing funds, products at preferential prices, or infrastructure to help us managing activities. However, in these actions we might not see corporate citizenship, but a promotional program. A good example can be the company Coca-Cola, in 2017, they took actions in African famine relief and resilience efforts by proposing a joint donation of more than 10 million USD to support the cause. On the other hand, the company's benefice is partially made of tax evasion, social disasters like pollution, looting of water, Human Rights abuses... The donation can be seen as part of a green-washing campaign that seeks to give back credit to the firm. This is a paradox which is hard to face for NGOs which are looking for funds.

Public International Organizations: states or other entities can finance subsidies to public institutions who wish to support actions of NGOs. In Madagascar, for instance, The "Agence Française de développement (AFD)" is supporting NGOs activities. In 2018, seven financing agreements were signed by AFD with the Malagasy State for a total amount of 45 million EUR (26 million EUR in donations and 19 million EUR in highly concessional loans). Moreover, the European Union, the German Cooperation, the Monegasque Cooperation and the Embassy of France in Madagascar joined to create the Multi-donor Common Fund for Malagasy Civil Society, known as the Common Fund, which for the period from 2018 to 2022 has a budget of about 8.5 million EUR, to support the structuring and professionalization of civil society. Nonetheless, as discussed with the French embassy (*see Appendix 8*) such organizations have big budget, and are not targeting to finance small NGOs, for example the AFD financing is only available for projects which require a budget at least 300'000 Euros.

The Government: NGOs often get finance from other governments. The French embassy in Madagascar can ask to the French parliament for what they call an "intervention credit" that can support the development plan created in 2006 (*see Appendix 9*). In 2019, it represents a budget available for NGOs reaching 80'000 Euros. During our interview with Christelle PERRAUD, (*see Appendix 8*), she explained that this budget could support our activities as it can support smaller NGO's and it is more flexible than the AFD Budget. However, governments who financially support NGOs, are asking many reporting duties. As we are a small-scale association, made of 3 volunteers that are working full time beside being part of the project, we might not be able to fulfill our reporting duties.

Another key risk can be the inadequate donations. Indeed, humanitarian actions can have a critical impact on the local market, the question of “what donation” and “how to inject it” are key considerations when thinking about the business model of the association. So, we need to know exactly what our targeted population needs and how we should provide them with aid. We should also think about the products availability or shortage in the region as well as in its surrounding. If there is a possibility to use local sources we will privilege cash donations in order to buy food, medicament, or raw materials within the country market. One of the best but sad example of inadequate donations occurred during the 26th of December 2004 Tsunami in Asia. Even if most survivors were in relative good health, nearly 4'000 tons of unsuitable or outdated medicines have arrived in this region which represents 2 kg per inhabitant. Moreover, 70% were unusable because they could not read the leaflets. Such mistakes have a terrible impact over these populations already economically weakened, it generates additional administrative procedures and costs to eliminate the undesired products.

Too much donations can represent a negative aspect of humanitarian actions as well, as a matter fact, it can deepen the concurrence amongst many NGOs. As mentioned earlier, funds are granted to visible projects (i.e. section Donations and their pervert effects – citizen), Graziella Godain, France Deputy Program manager, from Médecins sans Frontières declared: *"We are faced with a real paradox: the multiplication of initiatives makes work on the ground more and more difficult. [...] This is the race for visibility: NGOs want to show their donors that they are doing something good with their money "*. Thereby, humanitarian projects coordination, usually constrained by economic measures, disappears, and the global efficacy of the humanitarian actions decrease. This argument was mentioned and confirmed in the interview with “The Global Fund” (see Appendix 32), “Médecins du Monde” (see Appendix 33) and the French embassy of Madagascar (Appendix 8).

Finally another dimension to take into consideration is that assistance to people (mainly through donations) is a short term solution that only refers to humanitarian support programs. These initiatives do not act on the causes of poverty, donations should be replaced, as soon as possible, with development support programs which promote a participatory approach and allow the beneficiaries to become partners and not just takers.

To conclude on this section, many pervert effects of donations can be highlighted and raise questions such as where the money comes from? Does donation really is selfless or is the donator waiting something in return? Are donations in adequacy with the demand? Does our donation help in the most efficient way our beneficiaries, in the short and long run? These questions should arise while thinking about the business model of Fahamendrehana.

2. The risks of food support

Food support programs were used since the Antiquity, they are targeting one of the most vital needs of a human being, unfortunately, they can become an instrument to help or destroy a population. Often, countries have the raw materials and facilities to feed their population, but do not act as so, for political reasons or a lack of organization. In such context, we can inevitably mention the concept of “Food Weapon”.

Food support programs are diverse; therefore, we will only focus on the potential risks small scale NGOs can face, while implementing humanitarian actions and food security programs.

As donations, food support programs must start with a deep analysis of the real victims’ needs including the possible mid and long-term implications.

Another key dimension to take into consideration is that the food distribution should not concurrence the local offer. Often it has been seen that a massive inflow of free food is preventing peasants and local merchants from selling their products. So, unless the country is going through an emergency situation with food production shortage, NGOs and other institutions should focus on cash donations and buy the needed products locally for the victims, in order to support the well-functioning of the economy. If this problem is true for food, it is also true regarding other markets such as drugs or raw materials for constructions project.



Source: RITIMO, 2006

Finally, in the past, food support programs have often led to habits of getting product for free, without working, and so created addiction syndromes. This was particularly the case in Africa. That is why, the association should focus on sustainable management. Once the emergency food programs is implemented and answer victims’ needs, it should be replaced, as soon as possible, with actions to restore agricultural activities and stimulate local economies. In general, there is a growing need for greater participation of the population in the development support process which is based on: “*More partners, and fewer beneficiaries*” (Grünewald, 1996)

3. Implications on the local economy

It is important to better clarify the context, Fahamendrehana is an NGO made of three women, which is currently targeting 462 persons out of the 23 million persons considered as poor in Madagascar (which are people living under the threshold of 2 USD per day). The association will not have a big impact on the local economy due to its size, however, it is important to take into consideration the potential risks, and to mitigate them. If every humanitarian actor in Madagascar are aware of these risks and adapt their behavior in consequence, all support actions will have a bigger impact in the country.

Firstly, humanitarian support can have an impact on the labor market. NGOs are recruiting staff such as drivers, interprets, or are employing expatriates. These organizations represent good opportunities for local workers as they normally offer better work conditions with rewards and benefits systems as well as higher and stable salaries. We can consider as a result, that economic dependency is gradually developing, linking increasingly large groups of the local population to humanitarian workers and observers. Another important element to highlight, is that these good working opportunities might attract local elites, the local economy and the public services risk to lose possible leaders or good collaborators essential to the well-functioning of the system.

Secondly, humanitarian activities can have an impact on the monetary system. At the scale of Fahamendrehana, the injection of cash donation will not impact the district in which the association is operating. However big NGOs which bring important monetary contribution especially in foreign currencies in the market can have a significant negative impact on the local currency. In the other hand, expatriate or NGOs workers who have bigger purchasing power can increase the money supply and create potential inflation. In the end, the cost of living increases and has a dramatic impact on the poorest population.

Finally, Fahemendrehana's activities can have an impact on the politic of Madagascar. NGOs intervene in weakened or ruined states. They are often forced to take on the tasks of the state and to set up parallel structures (Schroeder et al., 2005). This accountability can cause to the remaining organs a loss of credibility and legitimacy of the population. In parallel, the local politicians and members of public institutions can feel discharge of their social responsibilities. Since then, it is to be feared that the money usually allocated by the State to these tasks may be diverted.

Current humanitarian assistance faces many limitations. These limits are social, political and economic. Each stage of support, from donation to the service delivery on the field, may be subject to misappropriation. However, a new approach of humanitarianism arises, which take in consideration the mitigation of the negative implications of the programs put in place. It is mainly the major humanitarian actors such as the ICRC who have launched the debate on what should be the humanitarian support today, and which lays the theoretical foundations for this new approach. In 1994, the ICRC Movement drafted a code of conduct. The purpose of this code is to preserve NGOs' behavior principles, and to safeguard the criteria of independence and effectiveness (ICRC, IFRC, 1994).

We highly recommend to the association to consider this code of conduct as well as all the limits mentioned earlier, in order to create a viable business frame which does not harm the local economy and the population on the mid and long term.

1.4 Theory on the implementation of a Humanitarian Project

Throughout this project we will applied the project management framework provided by two sources:

- The Project Management Institute (PMI) which published the Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th ed.
- The Monitoring and Evaluation guide created by the International Federation of Red Cross and Red Crescent Societies

While implementing a humanitarian project, defined phases have to be settled, these are referred to as a process group by the PMI. Each of the 5 phases of our project is developed in the section Project methodology.

2. The project's Environment

The environment is defined by the Project Management Institute (PMI) as the set of forces surrounding an organization that have the potential to affect the way it operates and its access to scarce resources. An environment study consists of collecting and analyzing information, to identify important characteristics which have to be taken into consideration for the well-functioning of the project. In this section we will focus on the theory provided by Jones G.R. (see *Appendix 10*), which define two dimensions: the macro and the micro environments, we will only analyze elements that can have an impact on the humanitarian project of the association.

2.1 The macro environment of the project

A good market assessment tool to use is the Broad Factors Analysis, commonly called the PEST Analysis, which is defined by the Cambridge dictionary as “*a management method that examines the effect that events or influences from outside may have on the performance of a company or organization*”

Demographic and cultural forces

In 2017, the population was estimated at 25.6 million people, 20% of whom living in urban areas and 80% in rural areas. The Analamanga and Vakinankaratra regions, both in the province of Antananarivo, are the most populated, accounting for one-fifth of the total population. The Malagasy population is characterized by a very young age, almost two-thirds are under 25 years old (64%) and nearly half are less than 15 years old (47%). The over 65s represent only 3% of the population.

In addition, the results of the demographic and health survey conducted by the National Institute of Statistics Ministry of Economy and Industry Antananarivo show that, a Madagascan household has 4.7 people on average. In 26% of cases, households have children who are orphans or live without parents.

Overall, 20% of women and 17% of men have no education, in rural areas; the proportions are by far the highest (23% and 19% respectively). Concerning literacy, a quarter of women aged 15-49 cannot read, compared to 21% of men in the same age group.

The French embassy sent us a study on children living and working in the streets (EVTR) of the urban community in Antananarivo. In 2015, we estimated the number of EVTR in Antananarivo at 23,000, of which 22% live on the streets and 78% work there during the day and return to their homes in the evening. EVTR's focal points are markets, bridges, tunnels, garbage bins, bus shelters and streets where passers-by abound.

In relation to fundamental rights, 88% of EVTRs do not attend school, 54% have reached the end of primary school and 15% have just reached secondary level. In terms of health, 52% of EVTRs are treated in case of illness using pharmaceutical drugs (sold in grocery stores) and 35% do nothing but just wait for the disease to disappear. The precariousness of the habitats

is more than deplorable, 31% live in slums and 65% claim to have a shelter, which is actually precarious constructions, established on public domains.

Political Forces

Madagascar has experienced several periods of political instability during its history. The country faced crises in 1972, 1991, 2002 and 2009. Elected presidents were often deposed before the end of their terms often due to putsch, such as M. Ravalomanana in 2009, who was forced to exile and let, with the support of the army, Andry Rajoelina became the head of the High Transitional Authority, which replaced the government.

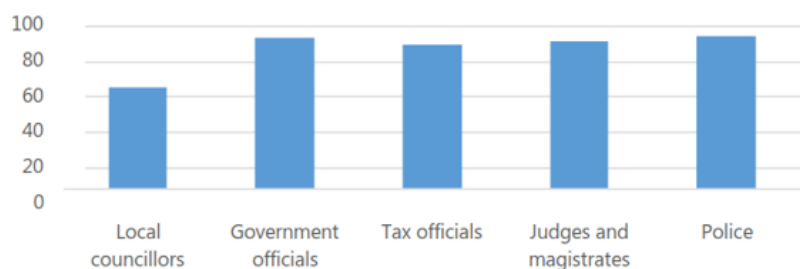
"When Rajoelina was in power, corruption and looting of natural resources exploded. Many of the unelected members of the transition have become wealthy with the flow of rosewood. From the 85th place in the world ranking of perception of corruption in 2008, the country rose to 133rd in 2014."

*Ketakandriana Rafitson,
Director of Transparency International Initiative Madagascar*

Under pressure from the international community, Rajoelina eventually left the power in 2014, and made a return in 2019, by winning the presidential election officially. One alarming proposition of its elective plan is to abolish the Senate. Officially, the abolition of this high budget institution would provide funds for higher education. In fact, this would remove a potential counter-power.

One key dimension of the political risk to take into consideration when implementing a humanitarian project in Madagascar is the corruption, which continues to progress. In 2018, the country went down 10 places and end up at the 152th place in the rankings established by the NGO Transparency International that measures the index of perception of corruption in 180 countries. Despite the efforts and structures elaborated to fight this corruption that plagues all layers of society, the Big Island remains one of the most corrupted countries in the world. The figure below presents a clear idea of the situation.

Figure 3 - Proportion of Malagasy citizens that believe some civil servants are corrupt, in 2013



Source: Afrobarometer (2014).

Economic Forces

In Madagascar the economic diversification is not very strong, and commodity-driven sectors still account for a massive part of the country's activity, as well as employment. Agriculture contributes to about 40% of good exports (half explained by vanilla) and the mining sector stands for another 30% (with nickel coming first). Approximately 80% of the population is engaged in agricultural activities, which make the country vulnerable to price and demand fluctuations, as well as climatic conditions.

The World Bank Doing Business 2019 survey ranked Madagascar 161 out of 190 countries, the ranking concerning the characteristic "Dealing with Construction permits: 183th" and "Getting Electricity: 185th" is particularly alarming and reveal key barriers to take into consideration for our project implementation. International investors are not interested in coming into the country's market as it represents many red flags (see *Appendix 11*).

The country has one of the lowest rates of financial inclusion in Africa. 41% of the population is currently unbanked, it is difficult for people to get access to credit and start or grow a business. Actually the 3 biggest banks of Madagascar represent 79% of the total assets within the industry, which makes it an oligopoly and can be classified as an unfair competitive environment.

Despite the political change, public investment is expected to continue to increase in 2019, particularly to improve the road network, with the aim of opening up the rural areas inside country. Additionally, Madagascar is supported largely by funds from international contributors. The World Bank has proposed 75 million USD to improve urban infrastructure in Antananarivo, and the African Development Bank is expected to free 11 million USD to support five projects under the National Development Plan (NDP).

Technological Forces

Technological Forces represent forces that create new products with new technology and improve market opportunities (Kotler and Armstrong, 2010). In terms of Research and Development, Madagascar is not investing compared to other countries (see Appendix 12), between 2000 and 2017 the R&D expenditure as a share of GDP of Madagascar fell from 0.1 % to 0%, which is one the primary reason why the country is considered as one of the less advanced country in the world as per the PMA ranking. By 2030, the population is likely to increase threefold. Given these statistics, and the continuous urbanization, the country cannot afford to remain a producer of primary commodities. Technology and innovation are the keys for its development potential and competitiveness in the future.

The poor patent application number is also representing the weakest position of the country in terms of technology. In 2017, nine patents were deposited as per the Intellectual Property statistics by country made by the WIPO (World Intellectual Property Organization), out of these demands only one patent was delivered. It can be explained by the high costs represented by the fees to be paid, and the difficulties that applicants face in drafting patents, as they do not master some technical details necessary for the quality of the request.

It terms of information and communication, the Networked Readiness Index measures, which measure on a scale from 1 (worst) to 7 (best), the performance of 139 economies in leveraging information and communications technologies to boost competitiveness, innovation and well-being, has classified Madagascar in 2016 as the 135th country out of 139 (see Appendix 13).

In the country, the Information and Communication Technologies (ICT) sector contributed to 1.6% to the national GDP during 2016. Thanks to the assessment of the ICT Development Index, we know that less than 1% of the population has a fixed telephone, 42% have a mobile telephone subscription, only 6% of household have a computer and internet access, finally only 5% of Malagasy people use regularly internet.

Table 1 - Key takeaway of the macro environment

| | |
|---------------------------------|--|
| Demographic and cultural forces | <ul style="list-style-type: none"> ➤ <u>Rural Country</u>: 25.6 million people, 20% live in urban areas, 80% in rural areas ➤ <u>Young population</u>: 64% are under 25 years old and 47% are less than 15 years old ➤ <u>High poverty</u>: 90% of its population lives under 2 USD per day. In Antananarivo there are 23,000 children living and working in the streets (EVTR), 22% or 5,060 children live in the streets ➤ <u>Poor Education</u>: 37% of the population have no education, 46% of its population is illiterate |
| Political Forces | <ul style="list-style-type: none"> ➤ <u>Political Instability</u>: crises in 1972, 1991, 2002 and 2009 ➤ <u>High Corruption</u>: 155th rank in the Corruption Perceptions Index made by Transparency International |
| Economic Forces | <ul style="list-style-type: none"> ➤ <u>Low GDP</u>: 448 USD per citizen in 2017 ➤ <u>Poor Diversification - high vulnerability</u>: 80% of the population is engaged in agricultural activities ➤ <u>Poor Financial System</u>: 41% of the population are unbanked, 3 banks possess 79% of total assets of the country ➤ 161st place out of 190 in the World Bank Doing Business 2019 survey |
| Technological Forces | <ul style="list-style-type: none"> ➤ <u>No investment</u>: 0% in 2017 for R&D expenditure as a share of GDP. ➤ <u>Poor Patent Application</u>: only 1 patent delivered in 2017 ➤ <u>Low population connectivity</u>: 6% of household have a computer and internet access, 5% of Malagasy people use regularly internet ➤ 135st place out of 129 in the Networked Readiness Index |

2.2 Micro-Environment

In this section we will analyze the micro environment which is defined as the nearby environment, under which the association operates, we have identified four key related parties to be considered for the project: consumers or beneficiaries, competitors, suppliers and regulatory bodies.

Who are we targeting?

We consider the consumers or beneficiaries as the population Fhamendrehana is targeting. First, it is essential to understand the size and all the subsets of the market in which the association is operating. The Total Available Market (**TAM**) represents the population living under the 2 USD threshold which represent 23 million persons in 2018. The Serviceable Available Market (**SAM**) represents the total available market that the association can reach with its charity boxes.

Fhamendrehana decided to start its pilot project in the capital, Antananarivo, thanks to its high population concentration ratio, the presence of many local shops to help the charity boxes constructions, the district delimitation and their political governance, which could help to monitor the entire project.

Located on the highlands of Madagascar, Antananarivo is built on a series of hills, the highest one, Analamanga is culminating at 1,468 meters above sea level. The capital benefits from a lower percentage of population classified as extremely poor compared to the entire country.

Figure 4 Regional Poverty in Madagascar from 2001 to 2010

| | Per cent poor | | | Changes | | |
|----------------------|---------------|------|------|---------|---------|---------|
| | 2001 | 2005 | 2010 | 2001-5 | 2005-10 | 2001-10 |
| Antananarivo (urban) | 21.1 | 37.3 | 35.1 | 16.2 | -2.2 | 14.0 |
| Antananarivo (rural) | 45.3 | 64.2 | 53.1 | 18.9 | -11.2 | 7.7 |
| Fianarantsoa (urban) | 42.5 | 59.7 | 54.7 | 17.2 | -5.0 | 12.3 |
| Fianarantsoa (rural) | 74.3 | 65.9 | 77.4 | -8.5 | 11.5 | 3.1 |
| Toamasina (urban) | 46.8 | 44.3 | 45.8 | -2.5 | 1.5 | -1.0 |
| Toamasina (rural) | 74.2 | 62.4 | 65.1 | -11.8 | 2.7 | -9.1 |
| Mahajanga (urban) | 36.5 | 37.8 | 45.9 | 1.3 | 8.2 | 9.5 |
| Mahajanga (rural) | 71.8 | 62.4 | 60.5 | -9.4 | -1.9 | -11.3 |
| Toliara (urban) | 50.2 | 43.7 | 57.1 | -6.5 | 13.4 | 6.9 |
| Toliara (rural) | 70.5 | 65.0 | 72.9 | -5.5 | 7.9 | 2.5 |
| Antsiranana (urban) | 21.9 | 27.8 | 27.8 | 5.9 | 0.0 | 5.9 |
| Antsiranana (rural) | 60.0 | 54.1 | 68.1 | -5.9 | 14.0 | 8.2 |
| Urban | 34.2 | 42.7 | 43.8 | 8.4 | 1.2 | 9.6 |
| Rural | 64.6 | 63.7 | 66.2 | -0.9 | 2.5 | 1.6 |
| National | 57.8 | 59.1 | 61.7 | 1.2 | 2.6 | 3.9 |

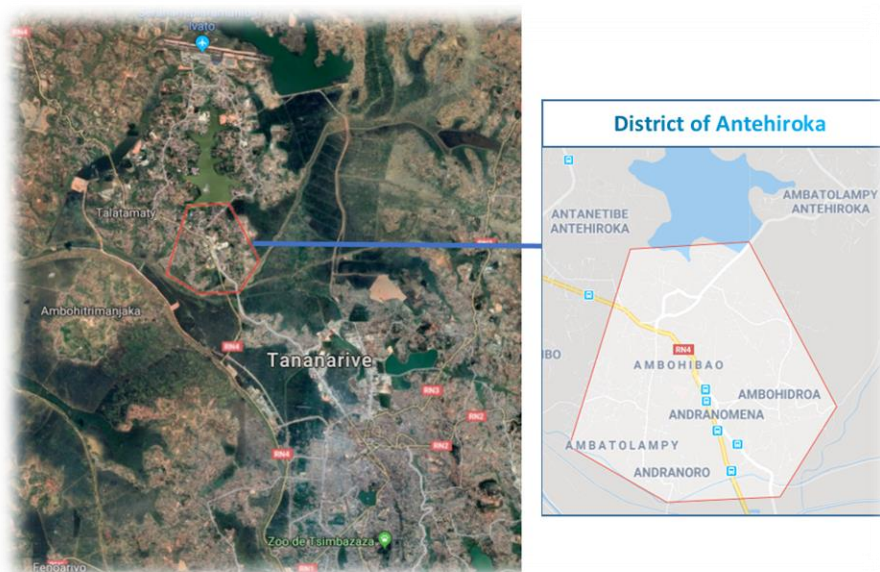
Source: Growth and Poverty in Sub-Saharan Africa - Edited by Channing Arndt, Andy McKay, and Finn Tarp

From a geographical point of view, the poor districts are almost all located in the “Lower City”. They thus constitute what the Malagasy call "the slums" (see *Appendix 14*). This Lower City, is partly developed on former rice fields, which are sometimes poorly backfilled. Many of its homes are exposed to the recurrent risk of flooding during the rainy season and thus infectious or diarrheal diseases, such as cholera or tuberculosis. In addition, to the sickness exposure, the poor neighborhoods seem to be a concentrated aggregate of all the urban problems: permanent threats of flooding in the rainy season, human piling, precarious security, serious problems of hygiene and public health. These elements are obviously likely to weigh on the social trajectories and the well-being of their inhabitants.

Fahamendrehana decided to focus on one of these Lower City District to have better control on the pilot project. Faratahiana send many meeting requests to the mayors of 8 different districts, however, most of them were not interested in the project and did not revived the association for an interview. Faratahiana mentioned that this is a sad reality in Madagascar. Between associations and international NGOs that promise an intervention but never come, and politicians and collaborators who support a project only if their personal interests can in a sense be filled. At the end, the neediest remain poor and must fend for themselves.

The Mayor of Antehiroka (made of nine neighborhoods and 83'000 citizens) was the only one to support the project from the beginning, he firstly accepted our intervention in his district, then gave us the permission to implement the Charity Boxes near the neighborhood chiefs houses, he also gave us the small land necessary for the construction and took the time to summon each of the 9 chiefs of quarters to introduce the project to them and to discuss about its feasibility and needs.

Figure 5 – District of Antehiroka



Therefore, to establish the Serviceable Available Market (**SAM**), we have to focus on the population that live under the 2 USD per day threshold, and who live in Antehiroka. Thanks to a discussion with the district mayor, and each of the nine neighborhoods chiefs, we have established a census to track our targeted population in the region. After two months of study, we received an Excel beneficiaries list which estimated at 462 the number of people living in slums (See Appendix 15), 49% of the population is made of adults, 47% of children and 3% of people with disabilities. A specific focus can be made on the township of Amboaroy who represent more than 50% of our targeted segment with 204 persons who live under the 2USD per day threshold.

Now that we have determine our total available market (**TAM**) made of 23 million persons in 2018, our Serviceable Available Market (**SAM**) made of 462 persons, we have to establish our Serviceable Obtainable Market (**SOM**), which is also called “target market”, it is the **SAM** that we can reasonably expect after 1,2 and 3 years.

It is complicated in the situation of the association to have a clear objective and establish a precise Serviceable Obtainable Market. Indeed, the project depend on the participation of many external parties, the donors, who should offer and dispatch regularly first necessity products in the charity boxes, and the beneficiaries who should come and take the products regularly. Even if all these factors are unpredictable for the association, Fahamendrehana should settled diverse strategies to connect with its targeted population (the demand) and in the meantime to assure the continuous participation of the donors (the offer), in order to optimize its Serviceable Obtainable Market.

Value proposing is important for the project; the association should know how it could help its targeted segment the most efficiently. For that, it is important to understand who are the beneficiaries, what they are looking for, in terms of products and services and what their expectations are regarding the association. All these answers have been collected through an initial baseline study, where we have quantified and qualified the needs, demands, and resources available for the implementation of the project (*see section project methodology – executing phase – The implementation of the nine Charity Boxes in the district of Antehiroka*).

Who are our competitors?

Competition is defined by the Cambridge Dictionary as “*an activity done by a number of people or organizations, each of which is trying to do better than all of the others*”. If we consider the

general mission of Fahamendrehana, each organization that is operating in Antananarivo, for humanitarian support or, is fighting for human rights is a competitor of the association. To have a better understanding of the environment, Faratahiana had a meeting with Madam PERRAUD, who was coordinating the Department of Cooperation and Cultural Action for the French embassy. She provided us a report on the presentation of actors and mechanisms of French cooperation in Madagascar, which mentioned the existence of 200 NGO's operating in the Big Island, of whom more than 100 of them are French organizations. We made a mapping of each NGOs and associations that operate in the capital and which have the same mission as Fahamendrehana (*see Appendix 16*).

On one hand, these organizations are competitors in term of possible donations, as mentioned previously, thanks to social media, globalization and other factors; NGOs have enough visibility and so, financial support, to create their own project. The money used by these competitors could have supported our project.

On the other hand, it is hard to consider these actors as competitors, because, none of them is targeting our segment in Antehiroka, and their mission and values support the ideas of Fahamendrehana. Therefore, we can consider them as possible partners. In that sense, Madam PERRAUD gave us the list of each possible partners we can contact to help our beneficiaries to reintegrate their society.

Who are the potential suppliers?

We have decided to focus only on local suppliers for the design and construction of the charity boxes. As most of the them do not have a website or is hard to reach by phone, we decided that the construction technician, Mr Richard Rakontondrafara, will be responsible to coordinate the purchase of raw materials (further details will be given in the section Project methodology).

Who are the regulatory bodies?

As a French association operating in Madagascar, Fahamendrehana has to create a humanitarian association according to the law 1901. The 1901 law on freedom of association provides that the rules of association are contained in an "association contract" called the statutes, where some mentions are indispensable like:

- The name of the association;
- The social purpose of the association, that is to say the goal pursued by your association (attention: it is not possible to have a profit-making association);
- The address of the registered office;
- The actions it can implement and the duration for which it is established;
- How it works, the different types of members it brings together, and the resources available to it;

We received the authorization from the French government which made the creation of the association official on the 31th of May 2018 (See Appendix 17).

As an association is operating in Madagascar, we have to understand the legal framework of the country as well. The associations are governed by the ordinance N ° 60-133 of October 3rd, 1960 according to which the association is "*the convention by which two or several persons put in common, permanently, their knowledge or their activity for a purpose other than to share profits*". To operate as a French association in Madagascar, precisely in the district of Antehiroka, we needed as well an authorization from the mayor (see Appendix 18) and the nine neighborhood chiefs (see Appendix 19) to create and implement each charity box.

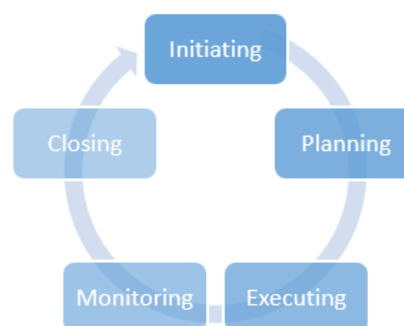
Table 2 - Key takeaway of the micro environment

| | |
|----------------------------------|---|
| Who are we targeting? | <p>The Serviceable Available Market (SAM) is made of 533 persons.</p> <ul style="list-style-type: none"> ➤ 49% of adults ➤ 47% of children ➤ 3% of people with disabilities |
| Who are our competitors? | <ul style="list-style-type: none"> ➤ More than 200 NGOs and associations are operating in Madagascar. ➤ As per the French embassy, six are operating in the capital and have the same mission as Fahamendrehana. ➤ We could consider these actors not as competitors, but as potential partners. |
| Who are the potential suppliers? | <ul style="list-style-type: none"> ➤ Small Local Shops ➤ The construction technician, Mr Richard Rakontondrafara, will be responsible to coordinate the purchase of raw materials |
| Who are the regulatory bodies? | <ul style="list-style-type: none"> ➤ The 1901 french law on freedom of association rule the association creation. ➤ In Madagascar, associations are governed by the ordinance N ° 60-133 of October 3rd, 1960 ➤ Fahamendrehana association was officially created the May 31th, 2018 |

3. Project Methodology

Steering a project can be often complex and intimidating. To succeed in the management of a project it is essential to step back and define what are the key phases of its monitoring are. The identification and clarification of these sequences (initiating, planning, executing, monitor & controlling and closure) will allow implementing properly our humanitarian project. In this section we will understand in depth how Fahamendrehana executed each of these project methodology stages.

Figure 6 – Project Management Process Group



Source: PMI Book

3.1 Initiating Phase

The Initiating Process Group is defined by the PMI book as, the creation of a new project by obtaining authorization to start the project. This is the beginning of the project and the objective of this step is to define the project at a general level, like defining its main objectives, sketching the necessary means to achieve it, identifying the main difficulties and develop a general plan. It is not necessary, at this stage, to go into too much detail, nor to solve the problems, but at least to identify them and settled the required actions.

Table 3 - Project charter

| | |
|---|----------------------------------|
| Project Name: Implementation of Charity Boxes in Antananarivo – Management of the Pilot Project in Antehiroka | Project Number: 2018/1 |
| Date: May 31th, 2018 | Edit by: Axelle Dutoit |

Project Vision and Scope

Fahamendrehana was created the 31st May 2018, in Saint-Genis-Pouilly, France, it is a not-for-profit organization. Three people are part of the Association: Randrianarisaona Faratahiana, the president, Romy Petit, her daughter, the vice president, and Axelle Dutoit, a volunteer.

The mission of the NGO is to restore Dignity and inspire Change in Madagascar.

Dignity is defined by Oxford Dictionary as the state or quality of being worthy of honor or respect. To define honor and respect we are referring to the Universal Declaration of Human Rights proclaimed by the United Nations as a common standard of achievements for all peoples and all nations. Our targeted population suffer from not having access to what is mentioned in the articles 1,2,3,17,25 and 26 (see *Appendix 3*).

Fahamendrehana's values are neither political nor religious. The NGO wants to do their maximum within their capabilities without classifying a human being according to its nationality, religion, gender, sexual orientation or political affiliations. All actions will be communicated in full transparency. Throughout the project, they will promote a participatory approach by working as much as possible with Malagasy people and local businesses, in order to not hinder their economy.

With the support of local and international solidarities, the project will start by offering to the 462 persons the access to first necessity products through Charity Boxes. These products are bottles of water, food, clothes, blankets, hygiene products (i.e. soap, toothpaste, and toothbrush), recyclable materials (e.g. cans and plastic bottles) ... To fill the charity boxes the association is relying on local solidarity, and potential partnerships with local associations and companies.

All the related parties of the project are volunteers except for the company building the charity boxes.

During the planning phase, the project managers will have to discuss about the risk, time and cost management, the fundraising and promotion campaign, as well as to develop a Human Resource plan.

Project deliverables

Charity Box

It is a sturdy and immovable red brick, cement construction with a two-storey wooden door. A box measure 150cm length, 70cm depth and 150cm height. Charity Boxes are built by a local Malagasy company.

Its function will be to receive food that is suitable for consumption, clothes, personal hygiene products and recyclable materials. Its mission is to prevent part of the population to look in the garbage for food and products to sell. The objective of this project is not to grow dependency to this supply among the beneficiaries, but that they regain a sense of dignity and subsequently develop the possibility to be welcomed and reintegrated into their society.



Each Charity Boxes will be placed near the office of each neighborhood chief (our local agent) who will be its godfather or godmother and who represents our bridge between the association and the 462 beneficiaries. The latter will ensure the monitoring of the box which include the cleaning by the beneficiaries themselves, he or she will as well ensure that each family has an equal access to the products. Finally, the neighborhood chief will be in charge of giving us feedbacks on the progress of the project.

We want to create 9 charity boxes in each of the neighborhood of Antehiroka district:

1. Antalamohitra
2. Ambohijanahary
3. Amboaroy
4. Anjakambahiny
5. Ankadovory
6. Andranoro
7. Morondava
8. Antanetibe
9. Ambohibao

Project milestones

The project plan will be submitted and approved in accordance with the milestone schedule below.

| | |
|--------------------------|--|
| May 31, 2018 | Creation of Fahamendrehana |
| June 26, 2018 | Creation of the Website + launching of the fundraising campaign |
| July 15, 2018 | 1st visit: official meeting with the mayor of Antehiroka and the deputies + field analysis on the resources and capabilities available and needed for the charity boxes creation + launching of the promotion campaign |
| September 1, 2018 | Reception of the detailed list of beneficiaries |
| October 1, 2018 | 2nd visit: Meeting with some of the beneficiaries to understand their needs + implementation of the first charity box |
| December 15, 2018 | Charity Christmas Dinners to support the implementation of the rest of the project |
| December 25, 2018 | 3 rd visit: Distribution of the Christmas gifts to the children + implementation of the second Charity Box |
| March, 10, 2019 | 4 th Visit: Distribution of the tracking templates for the charity boxes already implemented + feedbacks gathering + Coordination of the implementation of the last charity boxes. |
| May 15, 2019 | 5 th visit: Meeting with all the neighborhood chiefs available to gather feedbacks on the charity boxes implemented. |
| May 31, 2019 | End of the creation of all charity boxes |

Project's ecosystem – stakeholder involvement

To complete the environment analysis made in the previous section, it is crucial during the initiating phase of a project, to assess the stakeholders' involvements around the association's actions. Stakeholders are all natural or legal persons that may be negatively or positively impacted by the project.

Figure 7 - Stakeholders Mapping

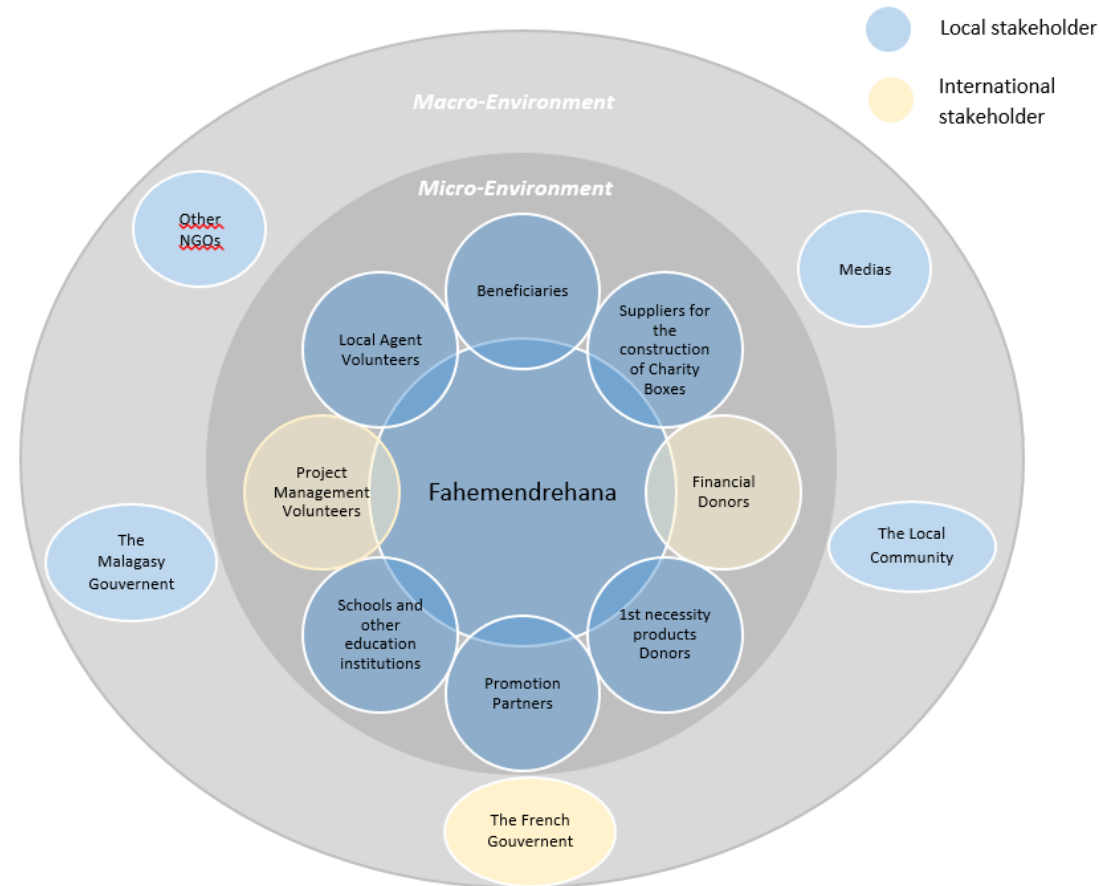


Table 4 – Stakeholders' Analysis

| Stakeholder | Level of power | Level of interest | Current engagement level | Target engagement level | Strategy as per PMII book | Concerns & Issues |
|---|----------------|-------------------|--------------------------|-------------------------|---------------------------|--|
| Suppliers for the construction of Charity Boxes | High | High | Unaware | Leading | Manage closely | <ul style="list-style-type: none"> ➤ As we want to work with Malagasy companies, we need to manage tenders on the field directly, as most of suppliers in Antehiroka do not have a website. ➤ Suppliers might have limited access to resources, we need to be flexible. ➤ We need to find the balance between optimizing the costs and support the local economy. |
| The targeted population/ the Beneficiaries | High | High | Unaware | Leading | Manage closely | <ul style="list-style-type: none"> ➤ Beneficiaries can become dependent of the 1st necessity products supply ➤ It will be hard, and take time to get in contact with all our targeted population ➤ They might take advantage of donations and resell some on the market |
| Volunteers for the project development | High | High | Supportive | Leading | Manage closely | <p><i>Notes: There are 2 types of volunteers: project management workers (Faratahiana, Romy & Axelle), and local agents who are working on field,</i></p> <ul style="list-style-type: none"> ➤ Volunteers are hard to get involved in the long run, the association should manage them properly to keep them active. ➤ The association has to make sure that the volunteer is able to fulfill its responsibilities. ➤ The association cannot ask too much to the volunteers as they are not paid for their job, and without them, the project cannot continue |

| | | | | | | |
|---|--------|------|---------|------------|----------------|--|
| Promotion Partners (like the scouts) | Medium | High | Unaware | Leading | Manage closely | <ul style="list-style-type: none"> ➤ These partners are unpaid, it is hard to get them involved in the long run as well, the association should manage them properly to keep them active. ➤ The association needs to create a mapping with all potential promotion partners, understand if they have access to internet for fluent communication, and assess their promotion capabilities ➤ These partners must be managed closely, as they are key to on field promotion of the project, they have the best access to our targeted population. |
| Schools | Medium | High | Unaware | Supportive | Manage closely | <ul style="list-style-type: none"> ➤ The major part of our targeted population, especially the children do not attend school, however, the institution can help the association with the promotion campaign. Fahamendrehana will have to create a mapping of all educational institution around Antehiroka. ➤ The association needs to prepare itself for interviews and interventions, they have to prepare posters, flyers and presentation speeches. |
| Donors of first necessity products | High | Low | Unaware | Leading | Keep satisfied | <ul style="list-style-type: none"> ➤ Donors have to be aware of the localization of Charity Boxes ➤ They might have a limited number of first necessity products, so the association must work with as many donors as possible. ➤ It will be a challenge for the promotion partners to get in touch with all the possible donors. |

| | | | | | | |
|---|--------|--------|---------|------------|----------------|---|
| Donors for the charity boxes construction | High | Low | Unaware | Supportive | Keep satisfied | <ul style="list-style-type: none"> ➤ Each types of donor mentioned in the section -The adverse effects of humanitarian aid, Donations and their pervert effects – are waiting something in return of their donations, the association should keep them satisfied |
| The Malagasy Government | High | Low | Neutral | Supportive | Keep satisfied | <ul style="list-style-type: none"> ➤ The association always have to operate in accordance to the ordonnance N ° 60-133. ➤ They might have to report to the mayor of Antehiroka about the implementation status and key numbers and facts of the project if asked. |
| The French Government | High | Low | Neutral | Supportive | Keep satisfied | <ul style="list-style-type: none"> ➤ The association must operate in accordance to the 1901 law. ➤ They might have to report to the French government about the implementation status and key numbers and facts of the project if asked. |
| Medias | Medium | Medium | Unaware | Supportive | Monitor | <ul style="list-style-type: none"> ➤ Media might not be aware of the project existence. ➤ Some media speaks in French other in Malagasy ➤ The association should be ready for the interview, because it will have a huge impact on the promotion campaign. |

| | | | | | | |
|---|--------|--------|---------|------------|---------|---|
| Possible working partners – NGOs and associations | Medium | Medium | Unaware | Supportive | Monitor | <p><i>Notes: possible collaboration will be taking into consideration for the second part of the project, once the nine charity boxes will be implemented.</i></p> <ul style="list-style-type: none"> ➤ Creating a complete mapping of NGOs and associations which could be possible partners can be challenging, unless we are going on the field. ➤ Before deciding which partner to choose, the association should assess properly its resources and capabilities. ➤ Working with other NGOs represent more administrative and coordination duties. |
| The Local Community | Low | Low | Unaware | Neutral | Monitor | <ul style="list-style-type: none"> ➤ The local community is made of people who are not donors, and not part of our targeted segment. ➤ These people can take advantage of Charity boxes, by stealing products and reselling it for example. |

Key takeaway of the Stakeholders' analysis

To summarize the key findings of the stakeholders' assessment, the association will have to particularly manage five actors:

- Beneficiaries
- Volunteers for the project development
- Suppliers for the construction of Charity boxes
- Promotion Partners
- Schools and other education institutions

These primary stakeholders are directly affected by the project, and should be managed closely for the good implementation of Charity boxes.

The secondary stakeholders who are indirectly impacted by the project, should remained satisfied. The association should answer to the requests of: the French and Malagasy Government, and the donors (finance or first necessity products)

Finally, Fahamendrehana will have to monitor properly the other stakeholders, who have as well responsibilities and could impact the implementation of the project:

- Medias
- Possible working partners – NGOs and associations
- The Local Community

3.2 Planning Phase

The Planning Process Group is about establishing the scope of the project, refining the objectives, and defining the course of action required to attain the objectives that the project was undertaken to achieve.

Scope Management

The objective of Fahamendrehana is to give back dignity to its targeted population, through the collection and distribution of first necessity products in the Charity boxes. From May 2018 to June 2019, we managed the implementation of the pilot project in the district of Antehiroka, which is made of 83'000 citizens, of which 462 are part of the beneficiaries. Our goal is to implement 9 charity boxes in the 9 neighborhoods of the district, and to promote as its best the project in order to have a continuous flow of incoming and outgoing first necessity products. All operations of the association will have to comply with the values, vision, and missions of Fahamendrehana.

Figure 8 - Work Breakdown Structure and Time Management

The WBS visually divides the entire project into several subsets that are understandable and apprehensible by the project team. Each level of the project proposes several sub-levels, until reaching the final level: the concrete tasks to realize.

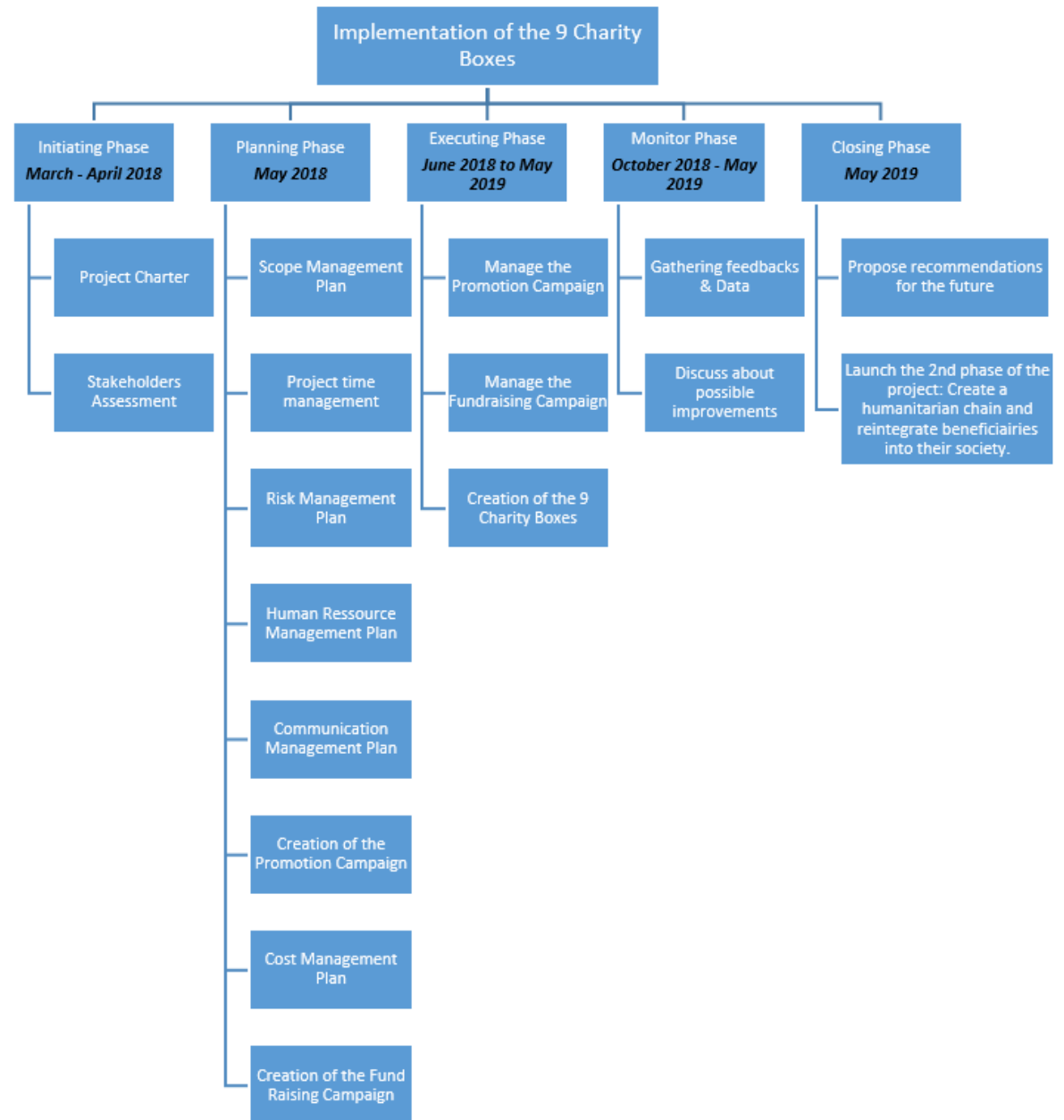


Table 5 - Project Risk Management (see criteria in the Appendix 20)

| Risks | Owner of the risk | Reason/cause | Possible Effects | Occurrence | Impact | Rating | Mitigating Measures |
|--|-------------------------------------|--|--|------------|--------|--------|---|
| Wrong Support | Project Management Volunteers | We can provide through charity boxes products that our beneficiaries do not need. | Loss of credibility | 5 | 5 | High | Precise analysis of the beneficiaries needs and capabilities, to settle a viable business model. |
| Dependence of the beneficiaries | Project Management Volunteers | Getting product for free can create addiction syndromes. | The mission of the association is not achieved | 5 | 4 | High | Propose a participatory approach where beneficiaries become active partners. |
| Corruption | Antehiroka Mayor Local Agents | 155 th rank in the CPI Index, local agents can steal products dispatched in the charity boxes. | Ineffective distribution of products | 3 | 4 | Medium | Build high trust with the local agents and the mayor and controlling the inflows and outflows of products. |
| Unethical donations | Financial Donors | Donations can be seen as part of a green-washing campaign that seeks to give back credit to an unethical firm. | Loss of credibility | 4 | 3 | Medium | Accepting donations from companies that align with international standards and who did not face big environmental or social scandals. |

| | | | | | | | |
|---|------------------|---|--|---|---|--------|---|
| Suppliers misconduct | Supplier | Small shops in Antehiroka can take advantage of our financing and increase their raw materials prices. | Increase operations costs – budget overrun | 4 | 3 | Medium | Faratahiana will accompany the technicians to buy raw materials for the 1 st charity box, based on the price + a small margin, we will create a quotation. For each charity box we will not give more than the quotation budget. |
| Beneficiaries misconduct | Beneficiaries | We cannot anticipate the behavior of someone fighting to feed its family, for example, beneficiaries can take products and resell them. | Loss of credibility regarding the donators | 3 | 3 | Medium | Monitor the distribution of the products dispatched in the charity boxes + give to the local agents the responsibility to watch beneficiaries' behaviors. |
| Citizen Expectations after donations | Financial Donors | Donations can be motivated by a need for recognition or desire for sociality. | Higher reporting duties | 2 | 2 | Low | Transparency, visibility and close contact with each donor to keep them aware of the progress of the project. |

Table 6 - Human Resource plan

| Function | Name | Role |
|--------------------------|------------------------------|---|
| Project Manager | Faratahiana Randrianarisaona | <p>President of the association, each decision must be confirmed by her, she leads:</p> <ul style="list-style-type: none"> ➤ On field missions: interviews with government representatives, related parties like suppliers, schools, medias, after each visit, she creates a minute to communicate all the important information to Romy and Axelle. ➤ General coordination of the project. |
| Project Manager | Romy Petit | <p>The second signatory of the association, each decision must be confirmed by her, she is in charge of :</p> <ul style="list-style-type: none"> ➤ The accounting of the association. ➤ Word and Excel templates for missions on the field. ➤ The promotion campaign on social media: Facebook & Instagram. ➤ Fundraising campaign in Geneva. |
| Project Assistant | Axelle Dutoit | <p>Volunteer of the association, she is in charge of:</p> <ul style="list-style-type: none"> ➤ The creation of the website and the promotion video. ➤ Fundraising campaign in Geneva. ➤ Diverse administrative tasks. |
| Secretary | Anonymous | <p>Volunteer of the association, she is in charge of:</p> |

| | | |
|-----------------------------|----------------------------|---|
| | | <ul style="list-style-type: none"> ➤ Supporting the project manager for the missions on the field. ➤ Gathering documents from Madagascar and send it to the project managers who are in Gabon and Geneva. |
| Driver | Anonymous | <p>Volunteer of the association, he oversees:</p> <ul style="list-style-type: none"> ➤ Driving the project managers safely from one neighborhood to another during on field missions. |
| Local Agents | The 9 neighborhoods chiefs | <p>Volunteer of the association, they oversee:</p> <ul style="list-style-type: none"> ➤ On field coordination for the well-functioning of the charity boxes (from their creation to the monitoring of the inflow & outflows of goods). ➤ They have the keys to open the charity boxes only to the beneficiaries who are part of the list. ➤ They gather feedbacks from beneficiaries and donors, it is part of their responsibilities to communicate them to the project managers and assistant regularly. |
| Construction Company | Mr.Richard Rakotondrafara | <p>Workers paid by the association, they are in charge of:</p> <ul style="list-style-type: none"> ➤ Buying all the construction materials from local shops, for the creation of the charity box. ➤ Constructing the charity box. |
| Cameraman | Mr. Mikai Randriamahazoa | <p>Worker paid by Donations, he is in charge of:</p> <ul style="list-style-type: none"> ➤ Taking footages of our targeted population during on field missions. |

Table 7 - The Communication Plan

The promotion campaign and the communication plan have local and international dimensions. Due to the local environment, especially technological forces, all the communications on field have special requirements. In the summary below, we have tackled all the characteristics to take into consideration for each stakeholder, to ensure the best communication locally, internationally and through all the stakeholders of the project.

| Local Stakeholder | Communication Requirements | Frequency |
|---|--|---|
| Suppliers for the construction of Charity Boxes | <ul style="list-style-type: none"> ➤ Focus on communication directly on the field, as most of Malagasy do not have connectivity access (as mentioned in the technical forces assessment) most of them are illiterate and uneducated as well. ➤ Communicate to the construction company one week before the supply requirements, to ensure the feasibility, as the suppliers are small shops, they have limited capabilities and access to resources. | one week before the creation of the charity box |
| The targeted population/ the Beneficiaries | <ul style="list-style-type: none"> ➤ Focus on communication directly on the field, as all the beneficiaries do not have a connectivity access, most of them are illiterate and uneducated as well. ➤ We need a person from the community to make the bridge and get into contact with our targeted population ➤ We need continuous feedbacks on the project to understand how to be more effective, we need to gather monthly feedbacks of the beneficiaries. | Monthly through our local agents |

| | | |
|---|--|----------------------------------|
| Volunteers for the project development – Local Agents | <ul style="list-style-type: none"> ➤ The on-field volunteers have limited access to computers and internet, the association should take that into consideration and create paper template. ➤ Local Agents are gathering feedbacks from beneficiaries, so we need Monthly reporting of the situation. | Monthly |
| Promotion Partners (like the scouts) | <ul style="list-style-type: none"> ➤ For promotion partners that have internet access, the association could add them in the loop of the monthly meeting with volunteers. ➤ The on-field promotion partners that have limited access to computers and internet, have to work with paper template. | Monthly |
| Schools | <ul style="list-style-type: none"> ➤ Prepare interventions in schools, create posters, flyers and presentation speeches. ➤ Keep them updated on the implementation of each charity box, so that children can communicate to their parents and entourage about the project. | Not Frequent |
| Donors of first necessity products | <ul style="list-style-type: none"> ➤ The association will have to prepare flyers and other communication tools to be concise and precise while meeting with possible donors. ➤ They should as well keep them informed about the creation of other charity boxes, or what is needed in the box, to keep them active in the project. | Monthly through our local agents |
| The Malagasy Government | <ul style="list-style-type: none"> ➤ The mayor can ask us to come, we should keep him satisfied and organize a travel to Madagascar if asked. | Not Frequent |
| Medias | <ul style="list-style-type: none"> ➤ Prepare flyers, photos and other supports to give to medias ➤ Monitor communication while implementing the project. | As much as possible |

| | | |
|---|--|---|
| Possible working partners – NGOs and associations | <ul style="list-style-type: none"> ➤ Interviews have to be organized ➤ Regular skype meeting have to be settled with partners to gather feedbacks on the advancement of the project. | Monthly but Only applicable for Phase 2 |
| The Local Community | <ul style="list-style-type: none"> ➤ The association should monitor this persons to a neutral engagement level, by creating signs and explications panels on the charity box, the local community could understand and respect the project | Not applicable |
| International Stakeholder | Communication Requirements | Frequency |
| Volunteers for the project development | <ul style="list-style-type: none"> ➤ Project management workers are located in diverse location worldwide (Ghana, Madagascar & Switzerland): Skype meeting are the best communication tool. ➤ Monthly reporting on the situation, each volunteers should be heard in the decisional process. | Monthly |
| Donors for the charity boxes construction | <ul style="list-style-type: none"> ➤ The association will have to prepare flyers and other communication tools to be concise and precise while meeting with possible donors. ➤ They should as well be informed about the implementation status, to keep them active in the project. | Not Frequent |
| The French Government | <ul style="list-style-type: none"> ➤ The French government can ask us to come in their embassy, we should keep him satisfied and fulfill our duties regarding to the government | Not Frequent |

The Promotion Campaign

Market Analysis

With the support of three investigations conducted by the Stileex Post in September and October 2018, we have studied the media market to choose the best source of promotion. In Madagascar, three types of media can be exploited: the television, the radio and the press.

Stileex Post interviewed 1,032 Tananarivians about their television habits and their favorite local television channel, the result of the survey is as follows (see *appendix 21*). Antananarivo has about fifteen television channels, all of which have, more or less, their loyal viewers: 73% of Tananarivians have a habit of watching local TVs during the week. The three most watched channels are TV plus Madagascar (33%), Record TV (13%) and Dream'in (12%), however TVM has as well an important audience for people of more than 36 years old, we might ask the TV to promote our project to touch possible donators of 1st necessity products. We note that the best time to get a message will be on Saturday or Sunday, in the evening, during the newscast proposed by TV plus Madagascar (34% of the respondents are watching). Moreover, today, at least, the media is still not threatened by foreign TV channels or the Internet: 69% of viewers in the capital do not subscribe to any digital channel provider and 75% do not watch video on the Internet.

Another investigation has been made regarding the radio, the summary of the results can be found in the Appendix 22. Tananarivians still have the habit of listening to their radio. The most popular radio stations are Radio Don Bosco (18%), a Catholic radio, ACEEM radio (17%), and Radio des Jeunes, RDJ (9%). Listeners' favorite program type is music, which attracts 32% of them. Then comes the tantara, which are radio stories that attract the favor of 23% of listeners, finally 12% of them appreciate listening to the news. The three key periods for radio are evening (31% of listeners), morning (19% of listeners) or noon (17% of listeners) and the best day to promote the humanitarian project will be on Saturday. To summarize, 3 out of 5 Tananarivians are used to listening to the radio, it is clear that this media is key for the promotion of our project, even if it is more consumed as an entertainment media than as a vector of information.

The last investigation concerned press release in the capital (see *Appendix 23*). With about fifty dailies, gazettes and other weeklies today, it is easy to imagine that the

audience press in Madagascar is stronger than ever, however the results of the study shows that this media is less popular than the radio or the TV. 42% of respondents are used to reading the newspaper, 49% of those read daily. The most interesting section, according to readers, remains the news. The newspapers most read by the Tananarivians are: Gazetiko (34%), Midi Madagasikara (32%) and Ao Raha (21%). To promote our humanitarian project, it would be more conducive to create news with the partnership of Gazetiko or Midi Madagascar, as they are particularly read.

Medias are not the only way to promote humanitarian actions in Antananarivo, with the help of the neighborhoods chiefs, we understood sports play an important role in Madagascar, especially football. With the support of the mayor and local agent we could convene presidents of Antehiroka football clubs, and ask football players to help us in our promotional campaign, we might reach more possible donors of 1st necessity products.

Now that we have conducted an environment analysis in the section Project's environment, and that we understood the promotion market, we are able to select the best tools to reach our beneficiaries and potential donors. The local Promotion is based on two fronts, the project promotion for the targeted population and for the donors of first necessity products.

Local Promotion for Beneficiaries

Reaching the beneficiaries will be challenging, due to the illiteracy rate, we cannot count on press releases. Moreover, as most of our targeted population do not have electricity, a television, nor a radio station, we cannot count on the other traditional Medias. So, we will have to focus on promotion partners, we will have to call presidents of Antehiroka football clubs to organize promotion campaign in the 9 neighborhoods of Antehiroka District. Moreover, thanks to the support of neighborhoods chiefs, Faratahiana can as well take the time to meet the families identified during the census.

Local Promotion for donors of first necessity products

The donors will be easier to reach, but can be harder to get involve in the project. We are planning to have several interviews with diverse traditional Medias: press, radio and

Television appearance. We will try to organize our interventions as per what we learned with the media industry analysis, which can be summarized by:

- For television appearances: the best time to promote our project will be on Saturday or Sunday, in the evening, during the newscast proposed by either TV plus Madagascar, Record TV, or Dream'in.
- Even if radio represent more an entertainment media, than as a vector of information, 3 out of 5 Tananarivians listen to it on a daily basis, so we cannot leave this tool aside. To promote our project the most popular radio stations are Radio Don Bosco (18%), ACEEM radio (17%), and Radio des Jeunes, RDJ (9%). We will try to have access to interview on Saturday, and on the three key periods which are during the evening (31% of listeners), the morning (19% of listeners) or at noon (17% of listeners).
- For the press releases: to promote our humanitarian project, it would be more conducive to create news with the partnership of Gazetiko or Midi Madagascar, as they are particularly read in the capital.

We will as well coordinate frequent promotion campaign with the football teams of Antehiroka.

International promotion:

The international promotion is dealing only with the financial donors for the construction of Charity Boxes, they are completely different stakeholders, in terms of technological environment and level of interest with the project¹.

First, we will have to create an online presence. We will need to promote the project through social Medias like Facebook and Instagram, to reach as many people as we can. Moreover, a website has to be create which explain in French and English, key facts and figures on Madagascar, what is Fahamendrehana and its project, how people can contact us and engage themselves to support our actions. The website should as well published regular news on the implementation of Charity Boxes and a link to donate directly online.

¹ To understand better who we are targeting as potential donors we refer to the section - Fundraising Campaign.

Moreover, we need to give to each donor the possibility to understand the environment of our beneficiaries. We think the best way to convey a clear and concise message, it to create a short video, to show to potential donors the living conditions of our beneficiaries, and to prove that every donation from small to important amounts is welcomed and can change the life of these families. Below we provided key information to plan the video creation:

Table 8 – Video Creation Planning

| | |
|-----------------------------------|--|
| <i>Responsible of the project</i> | Axelle Dutoit |
| <i>Material needed</i> | <ol style="list-style-type: none"> 1. We need to assess the environment of Madagascar and Antananarivo to provide key data on the country 2. We need the list of beneficiaries to put key data on the video 3. We need to gather data on the charity boxes creation process (from design to construction) 4. Faratahiana need to bring back images and videos from on field missions |
| <i>Characteristics</i> | <ul style="list-style-type: none"> ➤ In English and in French ➤ Less than 4 minutes ➤ No budget – Volunteer work |
| <i>Content summary</i> | <ol style="list-style-type: none"> 1. Presentation of Madagascar & Antananarivo 2. Presentation of Antehiroka 3. Presentation of our targeted population 4. Presentation of Fahamendrehana (vision, values ...) 5. The creation of charity boxes process (from design to construction) 6. Status on the project's implementation |
| <i>Delay of creation</i> | Has to be ready before the Christmas charity dinners |

This video will be available in the website and on social media to promote as its best the project.

Project Cost Management

A major part of the project implementation is taken in charge by volunteers who offer their services, many tasks which could be costly has been planned to be free, for example, the monitoring of the charity boxes, the creation of the website or the promotional video, the accounting, all the travel costs related to on field missions (plane tickets, housing, drivers, footages of on field missions...). However, the association will have to face other costs mainly because of two activities: the promotion campaign and the creation of the nine charity boxes. It is extremely difficult to estimate the costs related to these two dimensions, as we want to work with small local shops, which most of the time do not have a website or any price list available online. So, thanks to a discussion with Faratahina and Romy, we have decided to settle a list with all the possible costs and its worst-case scenario price (based on their knowledge of Antananarivo Market).

Table 9- Project Cost Management

| Activity | Cost | Estimated Price (AR) | Estimated Price (CHF) | Estimated Price (EUR) |
|-------------------------------------|-------------------|----------------------|-----------------------|-----------------------|
| Promotion | Flyers x 900 | 490'491 | 135.00 | 120.00 |
| Creation of one charity box | Bricks | 70'000 | 9.00 | 17.00 |
| | Sands | 30'000 | 8.00 | 8.00 |
| | Gravel | 30'000 | 8.00 | 8.00 |
| | Plank of wood | 200'000 | 55.00 | 49.00 |
| | Cement | 200'000 | 55.00 | 49.00 |
| | Padlock | 3'000 | 1.00 | 1.00 |
| | Doors | 200'000 | 55.00 | 49.00 |
| | Painting | 15'000 | 4.00 | 4.00 |
| | Technician Salary | 50'000 | 14.00 | 12.00 |
| Transport | 10'000 | 3.00 | 3.00 | |
| Total for one Charity Box | | 808'000 AR | 221 CHF | 200 Euros |
| Total for nine Charity Boxes | | 7'272'000 AR | 1'989 CHF | 1'800 Euros |
| Total for all the costs | | 7'762'491 AR | 2'124 CHF | 1'920 Euros |

The Fundraising Campaign

Now that we have estimated the total costs related to the project implementation, we can settle our targeted for the fundraising campaign. We will create three tools to collect the money needed for the charity boxes creation:

1. Money collection through our website and the link to our PayPal account details, which will be accessible since the creation of the website.
2. Romy will organize for her 26th Birthday, in March 2019, a fundraising campaign on Facebook.
3. Creation of Charity Christmas dinners, we are planning to organize three charity dinners in December with colleagues, friends and families.

Through these three fundraising campaigns, we will use different communication methods. The money collection through online websites or social media, will focus on a “pull communication”, where we will use large volumes of information to touch a large audience.

For the charity dinners, we are counting more on an interactive communication, so that potential donors feel part of the project, and care about what we will do with their donations. The promotional video is key for the fundraising campaign, as it will give to each donor a clear idea of the living conditions of our beneficiaries.

It is difficult to anticipate what will be the donations received from the online fundraising campaign, so we will only settle objectives for the charity dinners as we are more confident about our entourage’s interest and donations.

In 2016 and 2017, I had the opportunity to support a friend’s humanitarian project in Geneva and to organize Christmas Charity Dinners. The concept worked well and people donated what the association’s needed. Based on this positive previous experience, Fahamendrehana decided to put in place three Dinners. The restaurant “Au P’tit Vaudois” in Geneva, proposed its support by providing for free its local and kitchen. Below we have summarized all the expenses and benefits expected to cover all the costs related to the creation of the 9 Charity boxes, and the promotion campaign.

Table 10 – Planning of the Christmas Charity Dinners

| | |
|---|---------------------|
| Amount Needed | 2'200.00 CHF |
| Cost for the dinner (food and drinks) | 10 CHF |
| Minimum donation for the association | 25 CHF |
| Entrance per person for the dinner | 35 CHF |
| People needed to cover all the costs | 63 people |

3.3 Executing Phase

This phase of the project management process corresponds to the actual execution phase of the work. This is also the moment when the plan established previously is implemented.

We established three key pillars for the execution of our project: The management of the promotion campaign, of the fundraising campaign and the implementation of the nine charity boxes.

The management of the promotion campaign

Local Promotion for Beneficiaries

YouWe managed to organize three promotions campaign, in August 2018, March 2019 and one in June 2019. Each of them were and will be supported by the football teams of Antehiroka who distributed 900 flyers from door to door, in each Charity Box's neighborhood. Moreover, Faratahiana had the opportunity to meet with the targeted population during the 2nd and 3rd on field mission. In October 2018 with the support of her driver, secretary, and the neighborhoods chiefs, she promoted the charity boxes in Antalamohitra. Moreover, in December 2019 Faratahiana distributed Christmas gifts for the children in the two districts where charity boxes were implemented (Antalamohitra and Ambohijanahary), the enthusiasm of our targeted population was good for our promotion campaign, it helped to build trustful relationships with them.



Local Promotion for donors of first necessity products

Concerning the local promotion for the donors of first necessity products, we used several Medias to promote our project.

Our founder Faratahiana had four press interviews in June 2018 with Midi Madagasikara (second most read newspaper in the capital), L'Express de Madagascar (ninth most read newspaper in the capital), La Dépêche de Madagascar and News Mada. She took time to promote the project as well as the single “The Big Red Land”, the purpose of these press releases published at an early stage was to start the word of mouth process.



During its first mission on field in July 2018 Faratahiana organized two radio interviews with Radio Nationale Malagasy and Kolo FM, and two television appearances with Kolo TV (one of the 10 most popular channel), one was a live interview and the other one was a recorded interview for the culture channel.

International promotion for financial donors

The website was officially created in June 26, 2018 a symbolic date as it represents the Independence Day of Madagascar. For this special occasion, the founder created a music called “The Big Red Land”, which can be seen as the association’s anthem, it is available on YouTube as in the Website.

The first version of the website was lacking of important information, thanks to a brainstorming in August 8, 2018 in Geneva with Faratahiana, Romy and myself, we had the opportunity to discuss about the missions, values and vision of the association, we settled as well what we expected to appear in the website, in order to present to potential donators a clear view of our actions in Madagascar.

I was in charge of updating the website which needed to be finished by the end of August 2018. We worked on the WIX platform, which provide a simple and understandable framework to create our online presence. The second version of the website is available in French and English, for computers and smartphones, and provide explanations on what is the association, our contact, the project we are implementing, possibilities to engage as a volunteer, regular news on the project implementation and a link to make online donations <https://www.madagascarproject.com/>.

To broaden our online presence, Romy created a Facebook and an Instagram account, which propose the same information available in the website, as well as photos and videos of on field missions. <https://www.facebook.com/FahamendrehanaMDG/> & MDG_Project_Fahamendrehana on Instagram

Another important tool for the promotion campaign is the short video, we decided to employ a professional cameraman, who took good footages of the October 2018 on field mission, Faratahiana financed its salary considering it as a donation. We planned to get images of our targeted population, their homes, the meeting with Antehiroka mayor and neighborhoods chiefs, and finally the design and implementation of the first Charity Box.

In October 15, 2018 once the on-field mission was finished we received all the footages from the cameraman. Firstly, we organized all the videos and elaborated a plan for the video creation (see *Appendix 24*), then we worked with the professional editing software Davinci resolve 14, we putted the “Big Red Land” music at the background of the video (see *Appendix 25*). The final version was ready for the first charity dinner, it included the presentation of Madagascar, Antananarivo, Antehiroka district, our targeted population, Fahamendrehana, the creation of charity boxes process (from design to construction) and finally the status on the project’s implementation.

The management of the fundraising campaign

The Fundraising campaign started after the creation of the website in June 26, 2018, where a link to the PayPal account of the association was made available. As we had planned, we wished to cover all the project’s costs with the three Christmas Charity Dinners organized in December. Romy and I sent invitations to more than 100 people, from colleagues to friends and families, 63 accepted the event and came to the restaurant “Au P’tit Vaudois” on these dates (see *Appendix 26*):

- December 11, 2018
- December 14, 2018
- December 18, 2018

We decided to propose a fondue with drinks included, below we provide the detailed dinner costs.

| Item | Price |
|---|-------------------------------------|
| Cheese 150g/person – Packs of 500g for 13.50 CHF in Aligro – we needed 19 packs | 256.50 CHF |
| Bread 125g/person – 3 CHF per 500g, we needed 16 breads | 48.00 CHF |
| Chips, peanuts | 20.00 CHF |
| Wine (white wine for the dinner & Sparkling wine for the aperitif) <ul style="list-style-type: none"> • 11 bottles of Chardonnay (1 bottle for 3 people) • 11 Bottles of Riesling (1 bottle for 3 people) • 17 bottles of Charles Volner (1 bottle for 4 people) | 77.00 CHF 77.00 CHF 71.40 CHF |
| Beers, 50 bottles | 25.00 CHF |
| Ice Tea, Coca and Tea | 20.00 CHF |
| Total Costs for the dinner | 594.90 CHF |
| Total Costs per person | 9.44 CHF |

These three Christmas Charity Dinners were a big success, more than what was expected. First of all, we had a positive reply from all of the one hundred people invited, some of them who could not come decided to still donate something to support our cause. Secondly, people who came to the dinners were far more generous than what we have planned. After showing the video created to explain our project, we have passed through the guests to collect their donations and their e-mail address, as the founder Faratahiana wanted to send them personal thanks. Below is the summary of the list of all donations received before and during the three dinners, for privacy reason we are not showing the name and the e-mail address of each donors.

| Row Labels | | Sum of Gross Donations | Sum of Deduction for the meal | Sum of Net Donation |
|--------------------|------------|------------------------|-------------------------------|---------------------|
| 22.06.2018 | CHF | 15.00 | CHF - | CHF 15.00 |
| 26.06.2018 | CHF | 5.00 | CHF - | CHF 5.00 |
| 31.07.2018 | CHF | 50.00 | CHF - | CHF 50.00 |
| 27.11.2018 | CHF | 100.00 | CHF - | CHF 100.00 |
| 10.12.2018 | CHF | 20.00 | CHF - | CHF 20.00 |
| 11.12.2018 | CHF | 866.00 | CHF 200.00 | CHF 666.00 |
| 14.12.2018 | CHF | 955.00 | CHF 160.00 | CHF 795.00 |
| 18.12.2018 | CHF | 1'110.00 | CHF 200.00 | CHF 910.00 |
| Grand Total | CHF | 3'121.00 | CHF 560.00 | CHF 2'561.00 |

The association as well received money from the other online tools:

- 246.00 Euros received from our PayPal Account available on our website:
- 237.00 Euros received from the Facebook fundraising organized by Romy for her 26th Birthday

The implementation of the nine Charity Boxes in the district of Antehiroka

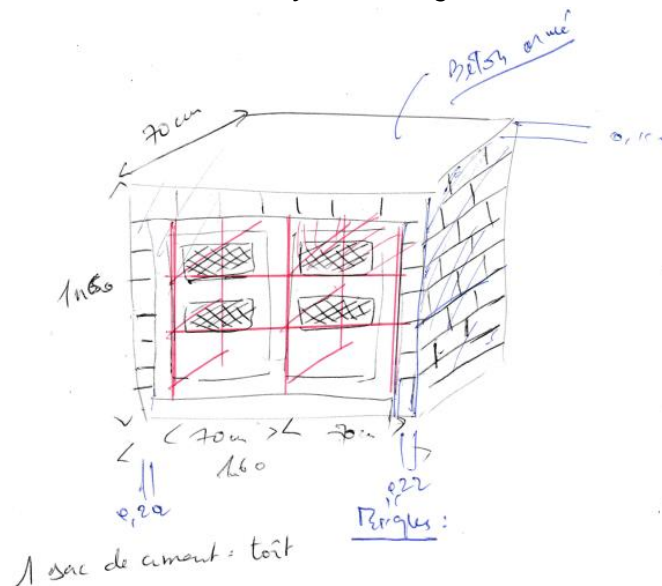
As explained in the section *Micro-Environment - Who are we targeting?* Fahamendrehana decided to focus on the Lower City District of Antehiroka to have a better control on the pilot project. Indeed, the Mayor of this district, which is made of nine neighborhoods and 83'000 citizens, was the only one to support the project from the beginning.

During our first mission in Antananarivo in **July 2018**, we were able to get our first operational contacts. In July 9, 2018 Faratahiana met Razakandriny François Xavier Bezoro, the mayor of Antehiroka. Two days later, we organized a meeting with the nine neighborhood chiefs, to exchange on Fahamendrehana's project, we defined the locations of the Charity Boxes and the responsibilities of each actors. During this meeting, we also asked the official architect of the district to design one charity box that can be constructed with local materials.



Meeting with the nine neighborhood chiefs Meeting with the mayor of Antehiroka

Charity Box Design



In **September 2018** we received the official beneficiaries list, with the support of state representatives, we estimated at 462 the number of people living in slums (see *Appendix 15*), 53% of the population is made of adults (of whom 3% of people with disabilities) and 47% of children. A specific focus can be made on the township of Amboaroy who represent more than 50% of our targeted segment, with 235 persons who live under the 2USD per day threshold. At the reception of the beneficiaries list, we have realized the importance of implementing a second phase of the project, after the installation of the charity boxes, we will need to implement support programs which will help the reintegration of our targeted population in their society, many children were not in school,

many young adults did not have any education to work, we faced as well single mothers who needed support.

In **October 2018** we organized our second mission on field. We had the opportunity to meet many families mentioned in the beneficiary list received in October, which prove (with some limit) the authenticity of it. Due to financial and time limitation we could not have organized more assessment and revision work over the listing received, through the project implementation we were forced to counting on the honesty of the state representatives, which might be subjective due to the high corruption rate.



During this same mission we have as well coordinated the implementation of the first charity box. Faratahiana accompanied the construction technician Mr. Rakotondrafara Emile Richard, to each of the small shops of Ambohijanahary District, in order to understand the price of each material and create a general quote to follow for the creation of a Charity Box. Both of them agreed on the price of 705'800 AR or 195 CHF, 176 EUR, (see Appendix 27), which is below the worst-case scenario of 200 EUR we had planned. Each of the nine Charity boxes will not be financed above this maximum quote.

The first terminal was implemented in Antalamohitra (see Appendix 28 for the construction receipt).



In **December 2018** the second charity box was implemented in the neighborhood of Ambohijanahar. Thanks to the success of the Charity Dinners, we were able to finance Christmas gifts for the children of the two neighborhoods. This campaign had many positive effects on the association, it provided a good visibility, gratified the donators, it supported the promotion campaign for our targeted population. finally, we cannot forget to mention the motivation provided by the joy of each child, which gave us hope for the future.



In **March 2018** two more Charity Boxes were implemented in the neighborhood of Amboaroy and Anjakambahiny. One month later, three more charity boxes were created in the neighborhood of Ankadovory, Andranoro and Morondava.

In **May 2018** we finished the implementation of the two last charity boxes in the district of Antanetibe and Ambohibao. We also organized a meeting with all the neighborhood chiefs and their assistants (see Appendix 29) to gather feedbacks on all the charity boxes implemented.



3.4 Monitoring and Controlling

The Monitoring and Controlling Process Group is about tracking, reviewing and regulating the evolution and efficiency of the project; we should identify any areas in which changes to the plan are required and initiate the corresponding adjustments.

The Monitor and controlling stage started in October 2018 after the official implementation of the first charity box in the neighborhood of Antalamohitra. The construction last for a couple of days, one night a person destroyed the charity box foundation, we had to rebuild it and to pay additional costs (which was covered by the extra donations from Christmas Dinners). Thankfully, this incident occurred only once, indeed, the other charity boxes were not damaged.

After the implementation of four Charity Boxes, we decided to create a collection and distribution tracker template (see Appendix 30), which will be used by each neighborhood chief and their assistants. During our third mission on the field, we distributed multiple printed templates to the four neighborhoods chiefs in charge of the charity boxes in Antalamohitra, Ambohijanahary, Amboaroy and Anjakambahiny. We faced a misunderstanding with the templates. The person in charge to record the collection and distribution of the goods said that the donors wanted to be anonymous, and so they did not want to be named in the column “qui a donné le don?”. However, this column was supposed to only concern the person in charge of the charity box, as mentioned earlier during meetings the neighborhood chiefs could not always coordinate actions, so they dispatched responsibilities to their assistants as well. With this column we wanted to know who opened the terminal and distributed the goods to the beneficiaries. After clarification, the neighborhood chiefs stated that they will stamp each template (see Appendix 31).

Another problem we faced during the implementation of the project occurred in the neighborhood of Amboaroy. The charity box was not well localized which create accessibility issues to the beneficiaries and donors. We had to ask to the football teams to particularly promote it and we implemented indicative signs as well.

Moreover, the two last charity boxes in the neighborhood of Antanetibe and Ambohibao faced an important delay as the construction technician shared its concerns regarding the agreed budget of 705'800 AR (or 195 CHF, 176 EUR). He mentioned that he was

making diverse transports (to buy the construction materials) which were not covered by the 195 CHF. Our uncertainty about the honesty of the construction technician raised over time and the neighborhood chief of Antalamohitra confirmed he was not a trustful person. So, we decided to contact the communal's technician, who took over the construction of the two last charity boxes. He firstly, understood what needed to be finished, and send us the budget for the rest of work to be performed. We used once again the extra donations made with Christmas dinners to cover this budget overrun. For the construction of future Charity Boxes, we will not work anymore with Mister Mr. Richard Rakotondrafara, our main interlocutor is now Mr Rakotoarijaona André.

Finally, In May 2019, we had the opportunity to organize a meeting with all the neighborhoods chiefs and many of their assistants (see Appendix 29). Many feedbacks were shared, which gave us a global understanding on the project implementation. Firstly, some beneficiaries advised the local volunteers that they do not want to clean the charity boxes, as they could use this time to search the trash cans and get something to eat or to resell. We have decided to filter once again our beneficiaries list, and work only with people who are willing to give back something in return of the distribution of first necessity products.

Secondly, it is important to mention that we are a small structure made of volunteers, and the project is very young, we implemented our first charity box 8 months ago. It is challenging to measure the impact we had on our targeted population, as it is still an early stage of the project, we cannot be objective. However, we were able to gather data on the templates filled by the neighborhoods chiefs and their assistants of Antalamohitra, Ambohijanahary, Amboaroy and Anjakambahiny neighborhoods. We understood, that regularly these charity boxes were filled (more than 3 to 4 times per month). However, neighborhood chiefs informed us that beneficiaries are selective, they are fighting to get products deposed by good looking cars, and they were less interested by products deposed by less fortunate locals. Secondly, since the beginning, no food or hygienic products were collected in the Charity boxes, which is an alarming fact. Many clothes were dispatched and collected but it is not sufficient to support our beneficiaries.

3.5 Closing phase

Closing Process Group objective is to formalize the end of the project,

Based on our results of the checking phase, we will propose in this section recommendations and workable solutions for the improvement of the project. For that, we studied if other NGOs faced the same issues and what solutions they found.

1. Promote more the collection and distribution of food and hygienic products

To promote the collection and distribution of food and hygienic products we need to adapt our promotional campaign and create special flyers for the football teams campaign in June 2019. We planned as well other media interviews especially with Radio Don Bosco (the most listened radio in Antananarivo as per our industry analysis (i.e. Section planning - the Promotion Campaign). We are planning interviews with Midi Madagascar and L'Express.

Moreover, to widen our horizon, we can take advantage of the contacts shared by the French embassy (see *Appendix 16*), in which many NGOs are operating in Food security. For example, Madahealthcar, a French association whose purpose is to help the homeless and poor people of Antananarivo, or Manzer Partazer, an association which fight against food waste and who can offer business contacts with other associations. These key partnerships could support the food scarcity in our charity boxes.

Moreover, we can as well try to partner with small shops of the capital who wish to support our cause and offer monthly hygienic products (to dispatch in our charity boxes). We had the chance to get an interview with Mirasoa Rajaobelina, the coordinator Officer for INCUBONS in Antananarivo (see *Appendix 34*). Incubons supports, advices and develops societal projects and / or companies to train a generation of responsible entrepreneurs. The Malagasy NGO can help us by organizing meeting and connecting with potential mentors and different networks of Malagasy entrepreneurs. During our Skype Interview we discussed about the 10 projects INCUBON is supporting this year. Some of them are interesting for us, as they aim at producing local food or hygienic products. For example, they are supporting an organic farm of spirulina, (i.e. a micro blue - green algae, which presents major advantages in the fight against chronic malnutrition), based on its micronutrient composition, its health potential and the fact that it can be

grown locally. If this organic farm of spirulina can provide to our beneficiaries farming skills, they will then be able to work for them, which will increase its productivity. In exchange of the work, a part of the surplus will be distributed into the nine charity boxes and to the farming volunteers, which could help the malnutrition problem of our targeted population. On the same line, a project of organic soap has been created in Antananarivo near the district of Antehiroka. If the women in charge of the project is willing to support the community she might call for one or two beneficiaries to support its operations, in exchange of a couple of soap distributed in the charity boxes.

2. Create larger Charity boxes for specific neighborhoods

Another important point is that each charity box has the same dimensions, however, the beneficiaries number is not equally dispatched into the nine neighborhoods. As mentioned in the section *Micro-Environment - Who are we targeting*, we could implement a bigger charity box in the township of Amboaroy who represent more than 50% of our targeted segment with 235 persons living under the 2 USD per day threshold.

3. Continue the data collection

If we want to attract other financial donors, we will need to gather more data of our on-field activities, in order to assess the impact we have on our targeted population. This information will be key as they represent a clear overview of what we are achieving.

4. Continue the implementation of Charity boxes in another district

During our last mission on field, Faratahiana had the opportunity to speak with the Mayor of Antaisoro district, who seemed very interested by the project, and confirmed that he will help us to implement charity boxes in his district. However, before entering into a new district, we should find all the solutions to provide to our beneficiaries in Antehiroka the first necessity products they need, to live properly. It is not relevant to implement charity boxes in another district, if we cannot handle an effective collection and distribution of first necessity products in Antehiroka.

5. Implement the second phase of the project - help our beneficiaries to reintegrate the society

As the creation of the nine charity boxes is finished, the association can focus on another milestone of the project, which is the sustainability. Indeed, Fahamendrehana can take part in existing projects of social entrepreneurship to assist those who are willing to reintegrate their society, by proposing work that will create a stable source of revenue and partially finance the well-functioning of the project. In the long-term, a situation where beneficiaries have a “passive” status in which they only come and take, is not motivating, as they will receive the necessary to live properly without working, these values are not what the association wants to promote.

How can we make Fahamendrehana’s project sustainable in the long term?

The CSV approach first introduced in a Harvard business case study, is what will fit the best for Fahamendrehana’s project and can represent the solution to the durability challenge faced by the association. Many of the shared value pioneers have been those with more-limited resources, like social entrepreneurs and companies in developing countries.

The concept of creating shared value can be defined as policies and operating practices that enhance the competitiveness of a company while simultaneously improving the economic and social conditions in the communities in which it operates. The creation of shared value focuses on identifying and expanding the connections between societal and economic progresses, it is about creating new markets, new opportunities for growth, and new ways to improve the productivity (Michael E. Porter, Mark R. Kramer, 2011)

For example, WasteConcern, a hybrid profit/nonprofit enterprise started in Bangladesh 15 years ago, the company has built the capacity to convert 700 tons of trash, collected daily from neighborhood slums, into organic fertilizer, thereby increasing crop yields and reducing CO2 emissions. Seeded with capital from the Lions Club and the United Nations Development Programme, the company improves health conditions while earning a substantial gross margin through fertilizer sales and carbon credits.

If we could study such opportunities that will create economic value by creating as well societal value. We would correctly challenge the durability of Fahamendrehana’s project by proposing to the association a viable business model, a possibility for our beneficiaries to work, increasing their potential revenue and reintegrating their society.

In Madagascar, and Antananarivo, many social entrepreneurs are working not only to enhance better living conditions but as well to transform in depth the system of the country, to create a better future in the long-run. We should keep in mind to work with these stakeholders who represent essential resources for the project as they know perfectly their city environment. It is true that our ideas can be limited due to money, feasibility, time, and other factors that can be hard to consider for people who are not living in the country.

Taking into consideration this challenging environment, we will suggest in this section two social entrepreneurship opportunities relying on the circular economy (Appendix 35) as well as the triple bottom line model (Appendix 36), which both combined, do align with the Creating Shared Value (CSV) approach.

a. Creating an agricultural cooperative

It is a company which belongs to the farmers and which is managed by them. It practices the democracy of one-person stand for 1 voting right. The organization collects and processes the products of its cooperative farmers (milk, meat, cereals, fruits and vegetables, grapes, etc.). The goal with this project is to give food security by feeding the people living in the slums, creating jobs and empowering the poorest population of Antehiroka.

"Food Security is "a situation in which all individuals have, at all times, physical, social and economic access to sufficient, safe and nutritious food that meets their dietary needs and preferences and enables them to lead healthy and healthy lives." (World Food Summit, 1996)

At the beginning, we thought about an agriculture cooperative in a rural zone, which means that we would have to organize a transportation to the farm. However, after seeing a video about agriculture in the slums in Kenya and South Africa, we understood that we could implement it in the urban zone.



Many successful agricultural cooperative projects have been created in Africa, from Kibera, Nairobi (Kenya), one of the largest slums in Africa with more than a million inhabitants, where small vegetable gardens have been grown out of the ground, sheltered in resistant bags. The poorest families grow cabbages or spinach, vegetables with very high nutritional capacity. To South Africa, in 2014, where Nonhlanhla Joye developed a very interesting and effective food self-sufficiency system in the Durban. Today, her start-up “Umgibe” feeds 600 families daily in the surrounding townships.

The best suitable model for our project is the one created in Nairobi, thanks to its lower cost, and its relative ease of implementation.

Table 11 SWOT Analysis of the bags gardening project

| Strength | Weaknesses |
|--|---|
| <ul style="list-style-type: none"> • Cheap • Avoid crawling insects • Water efficient • Place efficient (between 30-40 plants in one bag) • Possibility to harvest every week | <ul style="list-style-type: none"> • Due to the number of plants in a bag if a pest happens the whole bag has to be thrown. • Need a clean soil and water • Need an animator to coordinate the gardening and the education of our beneficiaries. |
| Opportunities | Treats |
| <ul style="list-style-type: none"> • Empower the household • Create an economic activity • Creating food to distribute in the charity boxes. | <ul style="list-style-type: none"> • If the access to water is too far away, they will not take care of their plantations. • Theft of vegetables |

So, Fahamendrehana will have to adapt this project to the environment of Madagascar, asking for small plots in or around the slums in order to establish gardens and start the growing cycle. It takes about three weeks for the plants (short circle varieties) to mature. Then, they will be given to people who have shown their interest and prepared their own bags with the help of animators. Any big and solid bag can do the trick. According to the beneficiaries interviewed in the video (France24), it seems that their bags do not stand more than 6 months as it cracks after this time, due to the heavy weight.

Fahamendrehana has a list of 462 beneficiaries, among them we should find animators (around 10 would be needed), educate them, and give them a salary for their work. The rest of the beneficiaries will farm the bags. A part of the vegetables production will be made available in the charity boxes, another will be offered to the gardener (who managed the bag).

It would seem wise to follow directly the recommendations of the Kibera Soil Pollution Report (EcoHealth, 2013) and start right away with decent quality soils, making an arrangement with the Mayor of the municipality in order to be able to collect relatively cleaner soil from construction projects. This will be the easiest way as Fahamendrehana already have established a partnership with the Mayor. As mentioned earlier, according to our information, “clean water” is available from public wells for our targeted population thanks to NGOs operating in the municipality. It would be a good solution if this water could be used for the irrigation of the vegetables bags to avoid bacterial and heavy metal contamination.

b. The Chicken Coop project



Bill Gates, the founder of Microsoft Corporation, is setting his sights on poultry as an antidote to poverty. Indeed, Families that keep chickens can use the birds for their meat (either to consume or sell), for eggs, or as a currency to pay for things like school fees or repairs. In addition, they are cheap, easy to care for, and can empower people to take active entrepreneurial roles in their community.

Through research and trips to West Africa, Bill Gates has found that, after a period of three months, a typical owner of eight to 10 chickens, can handle a flock of 40 chicks. With a sale price of \$5 per chicken, an owner can earn over \$1,000 a year.

For these reasons, we came up with the idea of a collective henhouse project, which aim on finding a solution for the durability and self-sufficiency of the charity boxes. It can be an effective solution to involve everyone's effort to self-source food such as eggs or chickens.

Table 12 SWOT Analysis of the chicken coops project

| SWOT Analysis | |
|---|--|
| Strengths | Weaknesses |
| <ul style="list-style-type: none"> • Easy to conduct • Easy to build • Cheap engagement | <ul style="list-style-type: none"> • Lack of information (location, behaviours, culture, real cost) • Lack of space • Lack of trust |
| Opportunity | Threat |
| <ul style="list-style-type: none"> • Empower the household • Create an economic activity • Creating food to distribute in the charity boxes. | <ul style="list-style-type: none"> • Theft • Corruption • Not educated enough |

Thanks to a local study of the market we established a budget which cover all the costs for one Henhouse construction:

Table 13 Construction and operating costs for the chicken coops project

| Construction Materials | Quantity | Price |
|---|----------|-------------------|
| Fence | 25m | 43 CHF |
| Wood or bamboo recovery | - | 3 CHF |
| Litter | - | 1 CHF |
| Chicken feeder | 1 | 1.4 CHF |
| Sheet metal to create a shelter | 1 | 2.4 CHF |
| Chickens | 5 | 30 CHF |
| Sub Total for one Chicken coop | | 80.80 CHF |
| Sub Total for nine Chicken coops | | 727.20 CHF |
| hammer | 2 | 4 CHF |
| digger | 1 | 20 CHF |
| screwdriver | 2 | 2,8 CHF |
| pliers | 2 | 3,4 CHF |
| screws | 300 | 0.50 CHF |
| Sub Total for construction materials | | 30,7 CHF |
| Total costs for the project | | 757.90 CHF |

Operating Costs

| Chicken Number | Day | Food (in Gram) | Price |
|----------------|---------------------|----------------|------------------|
| 1 | 1 | 12,5 | - |
| 5 | 1 | 62,5 | 0.02 CHF |
| 45 | 1 | 562,5 | 0.14 CHF |
| 45 | 30 (monthly) | 17'055 | 4.30 CHF |
| 45 | 365 (yearly) | 205'312 | 51.25 CHF |

If we will be able to create a chicken coop for each charity box, all chicken coops combined, we will create 150 eggs in average per month per henhouse, or 1350 eggs per month, this amount is not negligible and can support food security for our targeted population.

The main challenge is to find the trustable person that is going to oversee running the henhouse. "The chickens are almost entirely a women's activity, because it involves being around the household all day long," Bill Gates says. Following his statement, the suitable person has to be motivated, aware of the project impact and also known in the neighbour, in order to have any authority and legitimacy. We can use chickens as wages for the trustable person that keeps track of the activity and provides the necessary maintenance for the good functioning of the chicken coop (harvest, monitoring etc...). Each month, we could imagine that the Henhouse manager will receive 3 chickens.

Both of these projects on paper are possible, but we, as consultants working from Switzerland, cannot anticipate all the challenges we will face on the ground during the implementation. That is why, now that we work on new ideas to make the project durable, we should discuss with on the ground actors like the chief neighbourhoods and the mayor of Antehioka about the real feasibility and costs related to the project. Moreover, to stay credible regarding the donors and other stakeholders, the projects mentioned in this report must be coordinating properly, so the association should have the necessary amount of time and money to properly start their implementation.

4. Conclusion

Thanks to a close monitoring during the project implementation, we were able to manage the promotion and fundraising campaigns, as well as the creation of the nine charity boxes.

Madagascar represents a challenging environment to operate in. However, with a good support from local politicians, a deep analysis of the environment, and an effective project management, each association or NGO who are reactive to unanticipated events could provide humanitarian actions supporting the poorest population.

Fahamendrehana's project is not finished and has many considerable challenges to overcome. For the moment, its priority will be to promote the need for food and hygienic products within the nine charity boxes in Antehiroka, by giving more interviews in radio and newspapers, as well as undergoing door to door campaigns with the football teams. The second objective will be to consider the durability challenge. The association needs to implement a viable model that will offer to its beneficiaries the possibility to increase their potential earnings and to reintegrate the society. On one hand, key partnerships can be created with for example the spirulina farm or the organic soap company. On the other hand, Fahamendrehana can as well implement sustainable projects like the Chicken Coop or the Agricultural cooperative with its vegetables bags gardening.

Both options need a deeper reflection before their implementation. Below we provided a list of the points we should focus on for the future practical research work:

- (1) We will need to consider once again the environment we are operating in, for example by organizing interviews with chief neighbourhoods, the mayor of Antehioka and possible partners.
- (2) We will then need to assess our targeted population made of 462 persons: what are their technical capabilities in terms of farming, gardening, poultry management, and soap production? Who can we really rely on? As explained by Christelle Perraud, it is essential to know our beneficiaries, especially when they will have responsibilities. She mentioned that many NGOs (like ASA, ATD Quart Monde, Koloaina and Enda OI – see Appendix 16) are specialized in the socio-economic integration and can support us by providing mechanism to understand which beneficiaries will have the capabilities to handle responsibilities.

- (3)** Understand if the spirulina farm or the organic soap is interested by partnerships.
- (4)** Understand what are the technical capabilities needed to run properly each project. Create a mapping of education programs available to form the beneficiaries to the job requirements.
- (5)** Settle for each project the To Do list as the Cost related.
- (6)** Chose the project, which will be the most suitable and successful.
- (7)** Coordinating the implementation programs by creating a detailed project management plan, based on the Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th ed created by the Project Management Institute (PMI). We will have to define each phases of the project: Initiating, Planning, Executing, Monitoring and controlling, and closing phases.
- (8)** Start the fundraising and promotion campaign that will support the implementation of the most suitable sustainable project.

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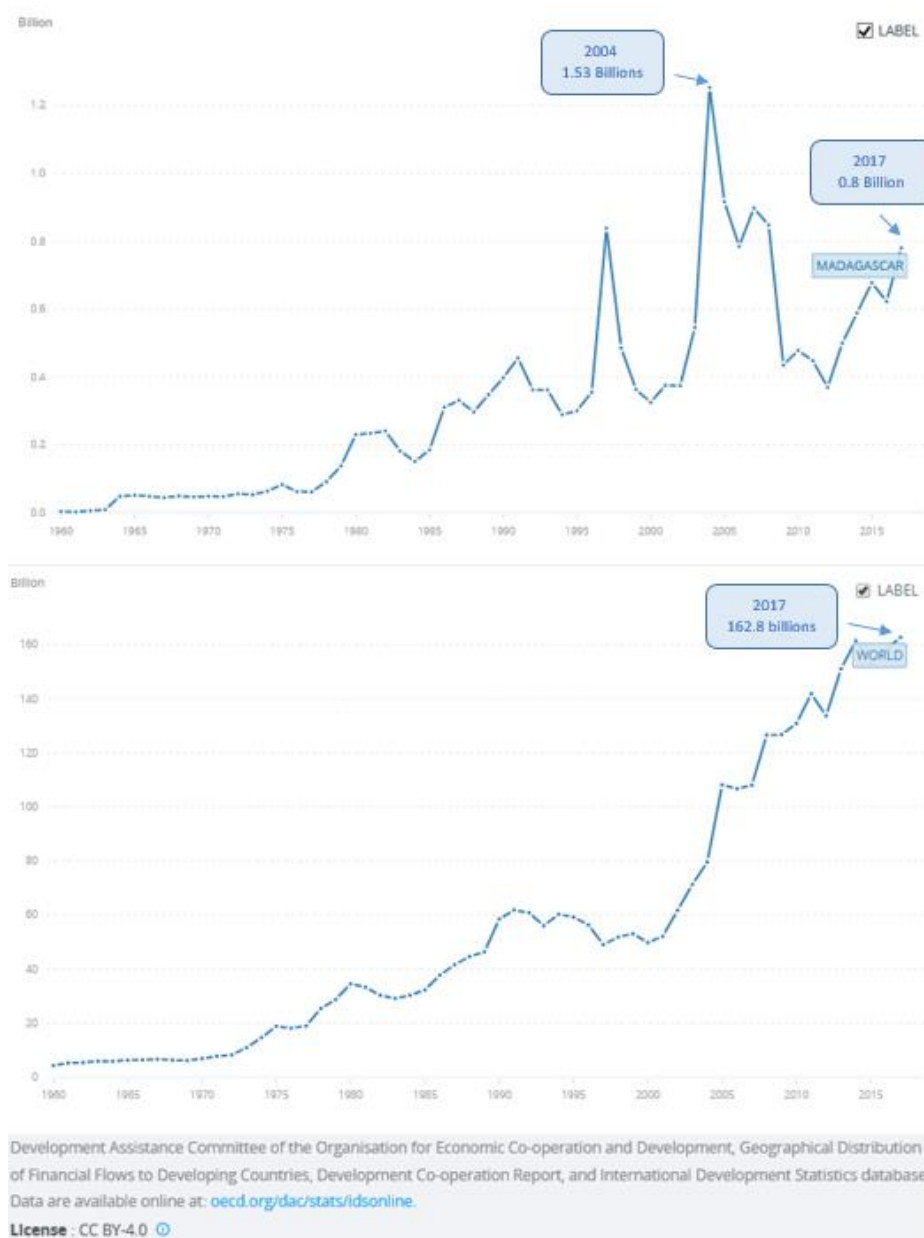
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UNITED NATIONS MULTI-CLUSTER RAPID ASSESSMENT MECHANISM (2009), Situation des ménages de la ville d'Antananarivo dans le contexte de la crise sociopolitique – Madagascar, wrote by RAZAFIARISOA, NIRINA and Klaus available from https://reliefweb.int/sites/reliefweb.int/files/resources/F0F3B383680524988525761F007A0155-Rapport_complet.pdf

WACHSBERGER, Les quartiers pauvres à Antananarivo Trappe à pauvreté ou support des individus? Published in Autrepart 2009/3, the 01/01/2010, <https://doi.org/10.3917/autr.051.0117>

6. Appendix

Appendix 1: Net Official Development Assistance (ODA) received (Current USD) – from the World Bank



Notes: Official development assistance (ODA) is defined as, government aid designed to promote the economic development and welfare of developing countries. Aid includes grants, "soft" loans (where the grant element is at least 25% of the total) and the provision of technical assistance. Aid may be provided bilaterally, from donor to recipient, or channelled through a multilateral development agency such as the United Nations or the World Bank.

Appendix 2: Headcount Poverty Estimates – from the Madagascar Systematic Country Diagnostic report of the World Bank

| Year | 2001 | 2005 | 2010 | 2012 |
|---|------|------|------|------|
| National re-estimated poverty line | | | | |
| Extreme poverty | 60.5 | 59.8 | 58.3 | 58.2 |
| Absolute poverty | 70.8 | 73.2 | 71.7 | 70.7 |
| Of which Urban | 34.1 | 40.8 | 29.8 | 35.5 |
| Rural | 77.7 | 79.6 | 80.1 | 77.9 |
| International poverty line | | | | |
| Poverty rate at \$1.25 PPP | 77.5 | 80.7 | 79.1 | 78.2 |
| Poverty rate at \$2.00 PPP | 88.9 | 92.7 | 90.8 | 91.2 |
| Poverty gap (\$1.25 PPP) | 41.5 | 39.2 | 46.2 | 45.9 |

Source: INSTAT, EPM 2001-2010 and ENSOMD 2012

Appendix 3: Universal Declaration of Human Rights – from the United Nations

Article 1

All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.

Article 2

Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it be independent, trust, non-self-governing or under any other limitation of sovereignty.

Article 3

Everyone has the right to life, liberty and security of person.

Article 17

1. Everyone has the right to own property alone as well as in association with others.
2. No one shall be arbitrarily deprived of his property.

Article 22

Everyone, as a member of society, has the right to social security and is entitled to realization, through national effort and international co-operation and in accordance with the organization and resources of each State, of the economic, social and cultural rights indispensable for his dignity and the free development of his personality.

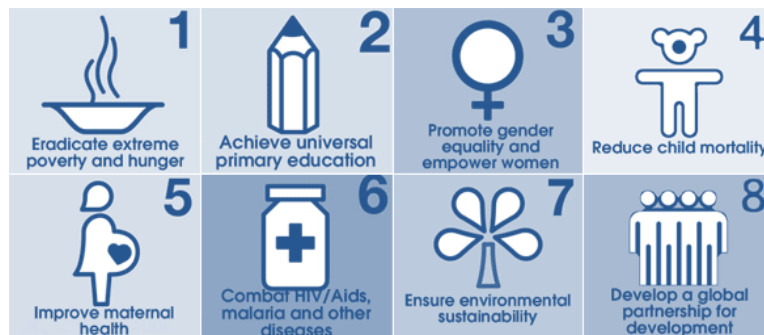
Article 25

1. Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.
2. Motherhood and childhood are entitled to special care and assistance. All children, whether born in or out of wedlock, shall enjoy the same social protection.

Article 26

1. Everyone has the right to education. Education shall be free, at least in the elementary and fundamental stages. Elementary education shall be compulsory. Technical and professional education shall be made generally available and higher education shall be equally accessible to all on the basis of merit.
2. Education shall be directed to the full development of the human personality and to the strengthening of respect for human rights and fundamental freedoms. It shall promote understanding, tolerance and friendship among all nations, racial or religious groups, and shall further the activities of the United Nations for the maintenance of peace.
3. Parents have a prior right to choose the kind of education that shall be given to their children.

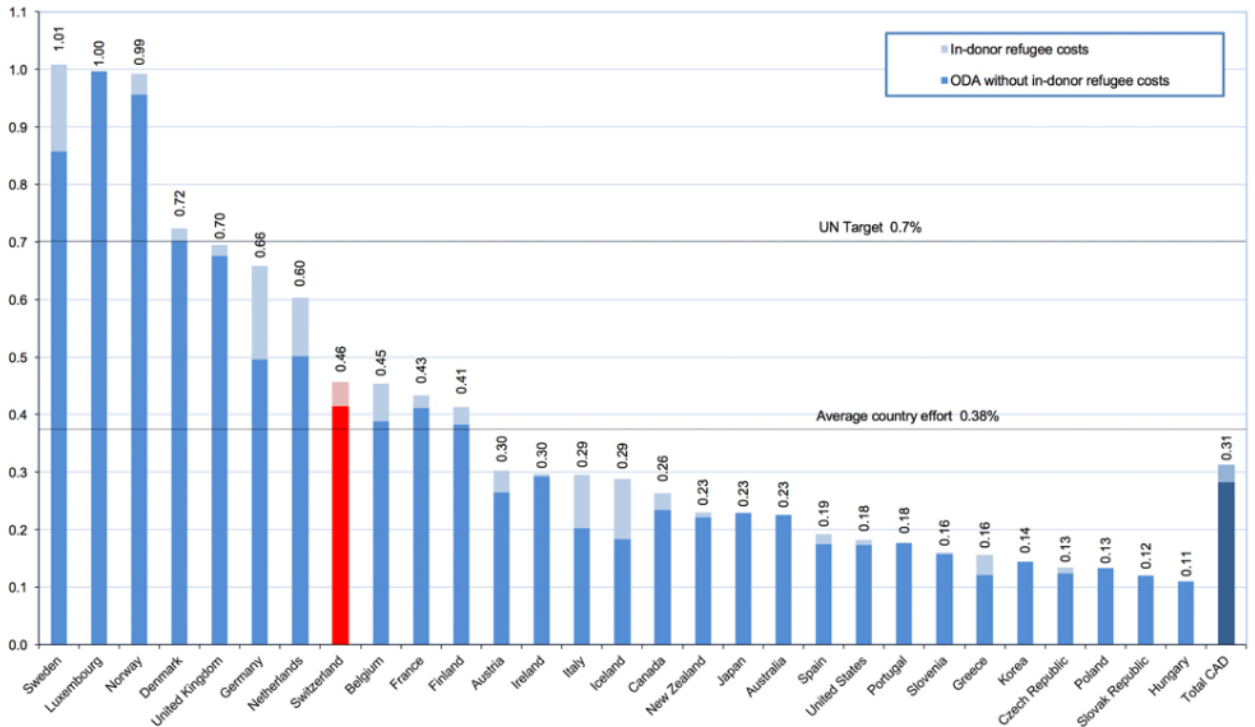
Appendix 4: Millennium Development goals from 2000 to 2015 – from the United Nations



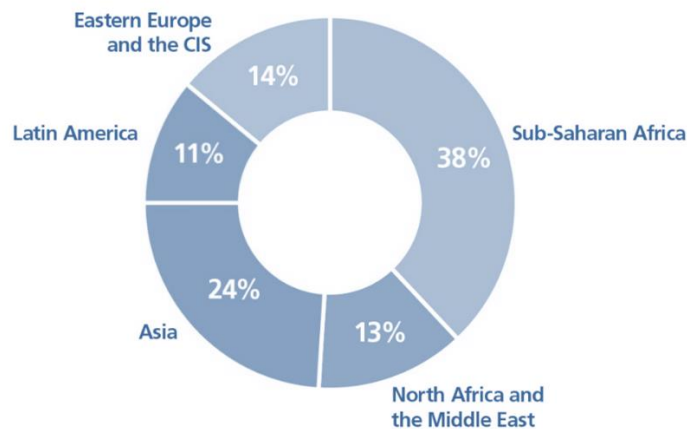
Appendix 5: Sustainable Development Goals from 2015 to 2030 – from the United Nations



Appendix 6: Switzerland's performance compared with other countries 2017 – Official development assistance (ODA) as % of gross national income (GNI) – from Swiss International Cooperation – Annual report 2017 - Statistics



Appendix 7: SDC geographical breakdown of bilateral expenditures 2017 in Switzerland – from Statistics, facts and figures of the Swiss Confederation



Source: SDC – Statistics Unit

¹ Excl. geographically unclassified contributions, contributions to EU enlargement and share of expenditures of Swiss representations abroad dedicated to international cooperation

Appendix 8: Interview with the Project Manager in charge of NGOs from the French Embassy in Madagascar

Contact: Christelle PERRAUD - Project Manager in charge of NGOs from the French Embassy in Madagascar

Date: April 20th, 2019

Place: Whatsapp call between Antananarivo and Geneva

Length: 56 minutes

Notes: in May 2019 her working contract with the French Embassy was over.

Summary of the interview: She is working for now one year and a half on the ground, she firstly helped us to understand the distribution of all the Official Development Assistance (ODA). Her work in the French embassy is to reach NGOs and propose them support; it can be financially, administratively or even network support to connect with possible partners. Madam PERRAUD, confirmed all the points mentioned in the two interviews of Céline LESAVRE (see Appendix 33), Cécilia VITALE (see Appendix 32), Mirasoa RAJAOBELINA (see Appendix 34), and gave us some useful advices.

Key take away for us: Many financial supports can help us to put in place our humanitarian project. The ODA funding is placed in Public International Organizations such as the “Agence Française de développement (AFD)” which is supporting NGOs activities in Madagascar. However, as discussed with the French embassy such organizations have big budget, and are not targeting to finance small NGOs, for example the AFD financing is available only for project that have a budget of more than 300'000 Euros. Nevertheless, many other actors can support our activities, the French embassy in Madagascar asked to the French parliament for what they call an “intervention credit”, which represent in 2019, 80'000 Euros to support small scale NGOs. Some micro-Finance institutions can as well finance our project, she gave us the contact of CEFOR which is operating in Madagascar (see Appendix 16). Christelle PERRAUD insists on the importance of knowing our beneficiaries, especially in the situation where we will give them responsibilities.

Appendix 9: Development Plan of the French embassy in Madagascar – from <https://mq.ambafrance.org/Le-service-de-cooperation-et-d-action-culturelle>

Le service de coopération et d'action culturelle



Le service de coopération et d'action culturelle (SCAC) est le service qui au sein de l'Ambassade est chargé de mettre en œuvre la coopération et l'aide publique au développement dans les domaines de compétences relevant de la Direction générale de la mondialisation, de la culture, de l'enseignement et du développement international du Ministère des affaires étrangères et du développement international.



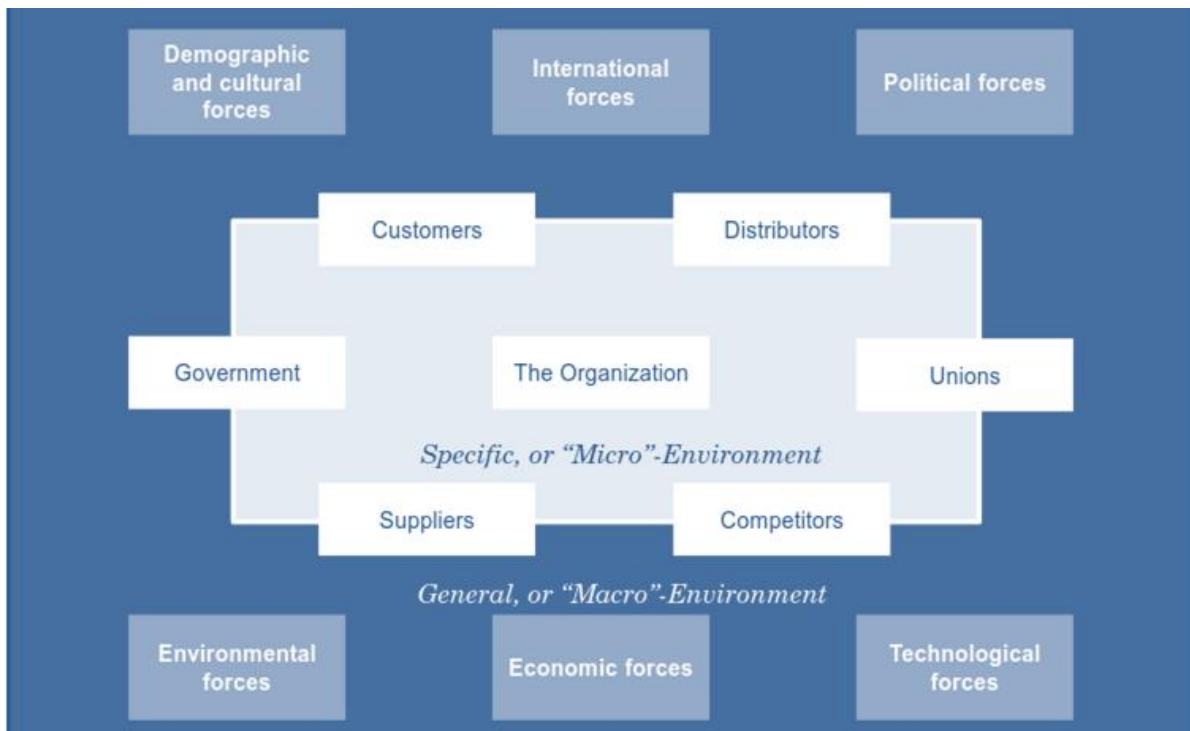
► Axes prioritaires de la coopération

Les axes prioritaires de la coopération française, qui avaient été définis dans le cadre du DCP signé en juin 2006, restent inchangés à ce jour :

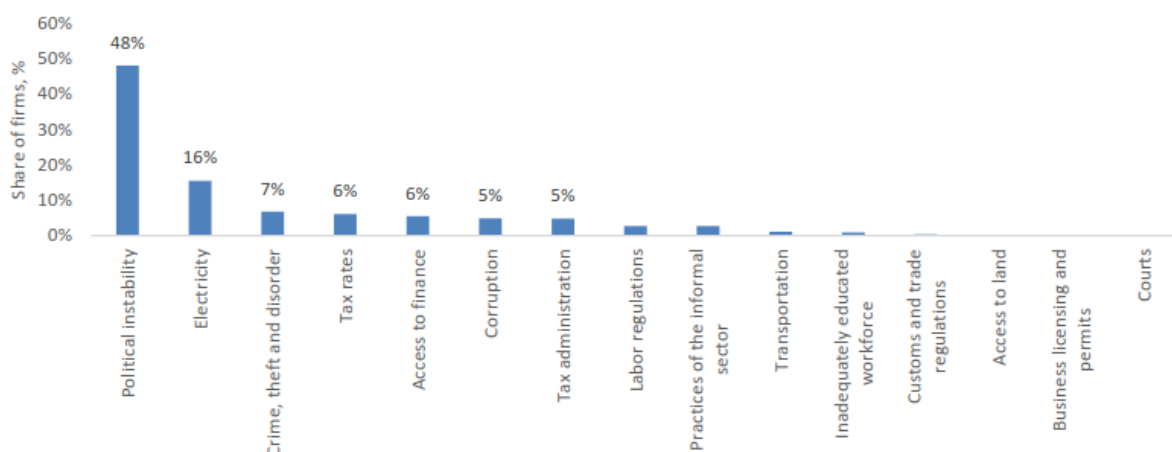
1) Quatre secteurs de concentrations (opérateur pivot AFD)

- **L'éducation**, avec notamment l'amélioration du système d'information et de pilotage de la politique éducative, le renforcement de la qualité de l'enseignement, la rénovation et le développement des infrastructures éducatives, ainsi que le développement de la formation professionnelle ; l'appui à l'enseignement du français relève plus spécifiquement des compétences du SCAC/IFM ;
- **Le développement rural**, avec l'appui à la formulation des politiques agricoles, la diversification de la production et des exportations et le développement de systèmes de production compatibles avec la gestion durable des ressources naturelles ;
- **Le développement des infrastructures**, avec comme principaux thèmes le développement des infrastructures urbaines, en particulier dans le « grand Antananarivo », et l'énergie, l'accès à l'eau et l'investissement ;
- **La santé**, en privilégiant le renforcement des politiques publiques de santé, l'accès de la population à des soins de qualité et la lutte contre les maladies, qu'elles soient transmissibles (comme le VIH/Sida, la peste, la tuberculose ou le paludisme) ou non transmissibles (diabète, maladies cardio-vasculaires, cancers). ; le SCAC/IFM intervient dans ce secteur en appui au Ministère de la santé notamment dans la mise en place de la couverture santé universelle, à l'enseignement supérieur dans le domaine de la santé et en accompagnement du pilotage des fonds mondiaux et de l'initiative 5% qui permet de renforcer l'expertise française en santé.

Appendix 10 - The Organization Environment – from Jones, G.R., (2013)

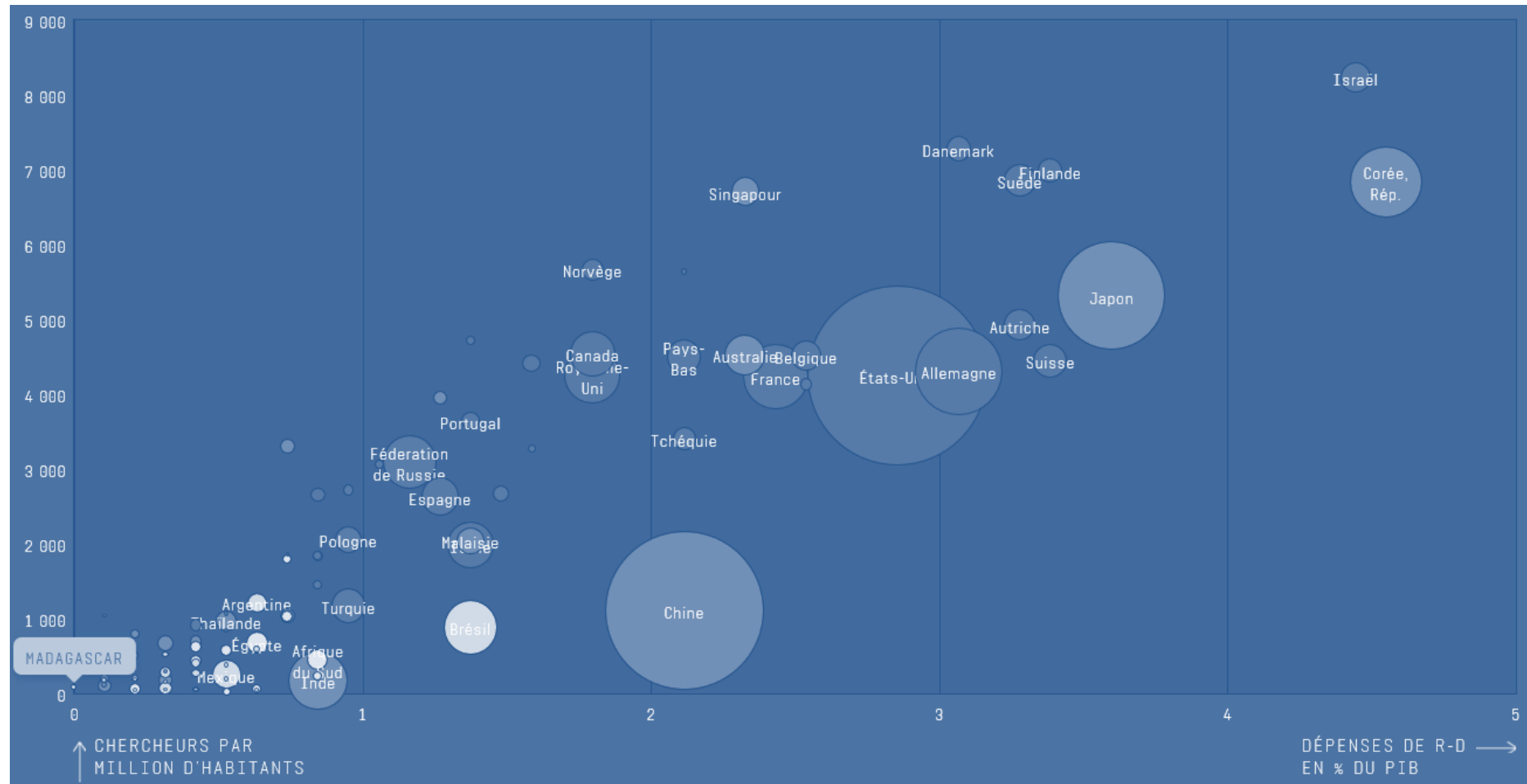


Appendix 11 - Main constraints to operation and growth as identified by formal firms – from Madagascar Systematic Country Diagnostic, created by the World Bank Group



Source: Enterprise Survey 2013-2014

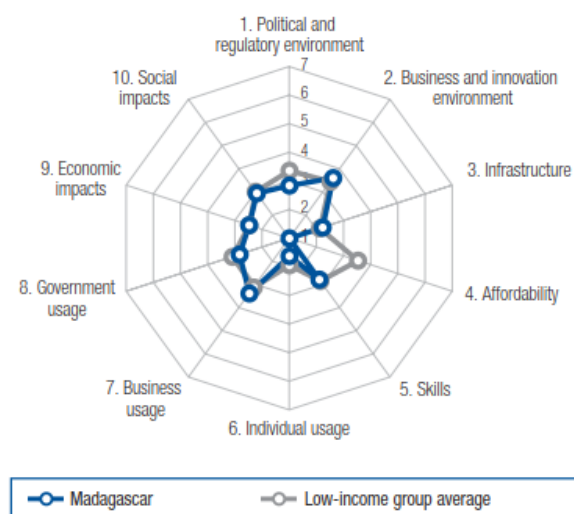
Appendix 12 - How much does your country invest in Research and Development – from The UNESCO Institute for Statistics



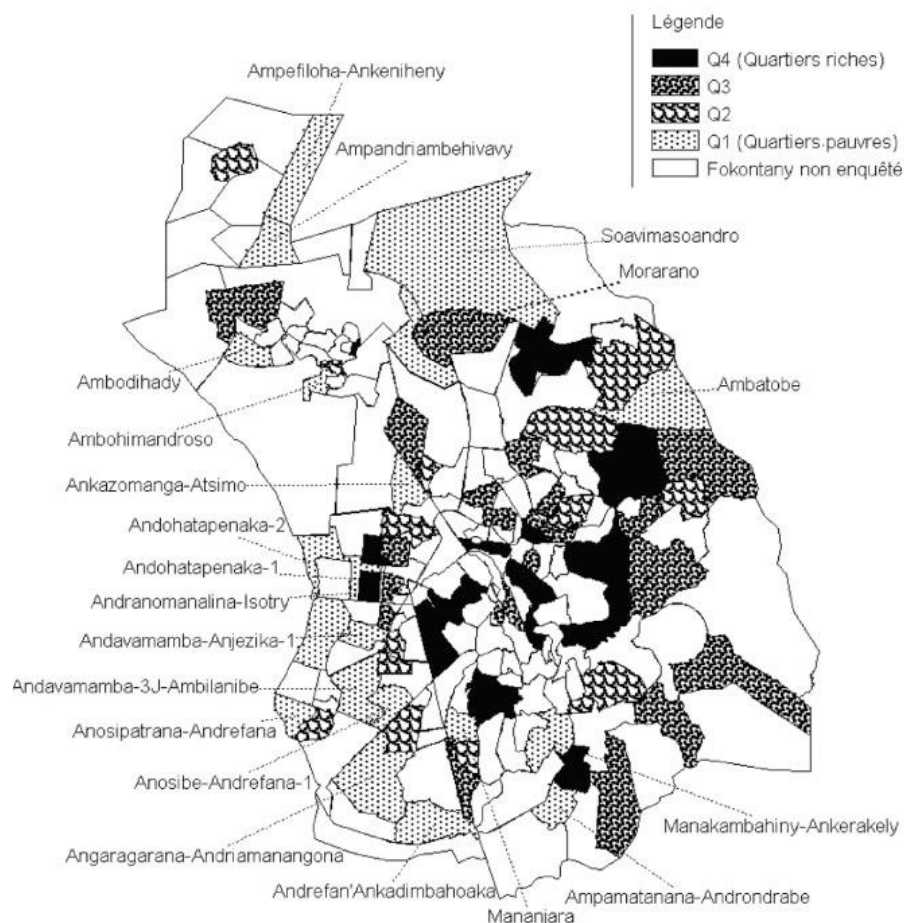
Notes: The circles show the amounts countries are spending on R&D. Countries farther to the right are spending relatively more in terms of their GDP. Those closer to the top have higher numbers of researchers per 1 million inhabitants.

Appendix 13 - Madagascar Country Profile in the Networked Readiness Index – from The Global Information Technology Report 2016 – World Economic Forum

| | Rank (out of 139) | Value (1–7) |
|---|----------------------|----------------|
| Networked Readiness Index | 135 | 2.6 |
| Networked Readiness Index 2015 (out of 143)..... | 135..... | 2.7 |
| Networked Readiness Index 2014 (out of 148)..... | 139..... | 2.7 |
| Networked Readiness Index 2013 (out of 144)..... | 137..... | 2.7 |
| A. Environment subindex | 127 | 3.2 |
| 1st pillar: Political and regulatory environment..... | 129..... | 2.8 |
| 2nd pillar: Business and innovation environment..... | 119..... | 3.6 |
| B. Readiness subindex | 137 | 2.0 |
| 3rd pillar: Infrastructure..... | 124..... | 2.2 |
| 4th pillar: Affordability..... | 138..... | 1.0 |
| 5th pillar: Skills..... | 129..... | 2.8 |
| C. Usage subindex | 132 | 2.6 |
| 6th pillar: Individual usage..... | 135..... | 1.6 |
| 7th pillar: Business usage..... | 100..... | 3.4 |
| 8th pillar: Government usage..... | 125..... | 2.8 |
| D. Impact subindex | 127 | 2.7 |
| 9th pillar: Economic impacts..... | 126..... | 2.5 |
| 10th pillar: Social impacts..... | 126..... | 2.9 |



Appendix 14 - Antananarivo District delimitation by wealth – from « Les quartiers pauvres à Antananarivo » – Jean-Michel Wachsberger



Appendix 15 - Beneficiaries List – from qualitative and quantitative surveys made by the neighborhood chiefs during their census.

| | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z | AA | AB | AC | AD |
|----|------------------------------|-------------------|------|---|----------------------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|----|----|----|----|
| 1 | Neighborhood | SAM Number | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Amboaroy | 204 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Ankadivory | 35 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Andranoro | 34 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Atsakambahiny | 65 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | Ambohibao | 60 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | Ambohijanahary | 65 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8 | Total | 462 | Dont | 49% d'adultes | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9 | | | | 47% d'enfants | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | | | | 3% de personnes en situation d'handicap | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 13 | AMBOAROY Neighborhood | 204 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 14 | Famille 1 | | Nbre | | Lot AT 215 | | | | | | | | | | | | | | | | | | | | | | | | |
| 15 | | Père | 1 | | BOTONIRINA Samoelina | | | | | | | | | | | | | | | | | | | | | | | | |
| 16 | | Mère | 1 | | RAVELOHARISOA Marie Louise | | | | | | | | | | | | | | | | | | | | | | | | |
| 17 | | Enfants | 5 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 18 | Famille 2 | Famille 2 | | | Lot AT 213 | | | | | | | | | | | | | | | | | | | | | | | | |
| 19 | | Mère | 1 | | RAZAFIMANONGA Samblotte | | | | | | | | | | | | | | | | | | | | | | | | |
| 20 | | Enfants | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 21 | Famille 3 | Famille 3 | | | Lot AT 213 | | | | | | | | | | | | | | | | | | | | | | | | |
| 22 | | Père | 1 | | RANDRIANOMENJANAHARY Jean | | | | | | | | | | | | | | | | | | | | | | | | |
| 23 | | Mère | 1 | | RAVELOHARISOA Eliza | | | | | | | | | | | | | | | | | | | | | | | | |
| 24 | | Enfants | 2 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 25 | Famille 4 | Famille 4 | | | Lot AT 210 | | | | | | | | | | | | | | | | | | | | | | | | |
| 26 | | Mère | 1 | | TSARASOA HERINIAINA Clara | | | | | | | | | | | | | | | | | | | | | | | | |
| 27 | | Enfants | 2 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 28 | Famille 5 | Famille 5 | | | Lot AT 210 | | | | | | | | | | | | | | | | | | | | | | | | |
| 29 | | Père | 1 | | RAOSELINA Jean Baptiste | | | | | | | | | | | | | | | | | | | | | | | | |
| 30 | | Mère | 1 | | RAMAHAIAVY Arisoa | | | | | | | | | | | | | | | | | | | | | | | | |
| 31 | | Enfants | 5 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 32 | Famille 6 | Famille 6 | | | Lot AT 210 | | | | | | | | | | | | | | | | | | | | | | | | |

Methodology used: We have created a Census, each of the nine neighborhood chiefs were responsible to track all the population who are not living in a concrete house, who do not have electricity, and who need to search into trash cans to feed themselves or their families. The census last for two months, all the data were sent to the mayor for review reason, we have then received the complete list which contain 533 persons to help. After discussion we have decided to focus on the most exposed population (Women with children, seniors, disabled person, or other people who are not able to work). State representatives (the Mayor and the nine neighborhood chiefs) filtered the list accordingly and gave us the ultimate number of 462 people to help.

Appendix 16 - Possible Partners - from Madam PERRAUD, Coordinating Chief of the Department of Cooperation and Cultural Action for the French embassy

| NGO | Contact | MAIL | TEL | Town | Intervention Sector | Comments |
|-----------------|---------------------------|---|---|---------------|----------------------------|---|
| ASA | Leonce Wing Kong | Leonce.wing.kong@asa.mg | +261 34 49 910 01 | Antananarivo | Socio-economic integration | Access to employment of people in situations of great precariousness, training and professional reintegration + Rural Component: reintegration of family of streets in communes of Bongolava. Establishment of the Mi-art-dia store as part of a PISCCA project, for the sale of products created in the handicraft workshop, with the Talenta cooperative. |
| ATD Quart Monde | Bruno DULAC | <a href="mailto: Bruno.Dulac <bruno.dulac@atd-quartmonde.org>">Bruno Dulac <bruno.dulac@atd-quartmonde.org> | | Antananarivo | Socio-economic integration | These teams act by having a strong presence in the very poor neighborhoods of the city, where they carry out several types of actions that make it possible to value the knowledge of each one, to learn from each other and to seek the meeting between all: - Education and knowledge sharing: with street libraries, festivals of shared knowledge - Actions with young people around vocational training: a Fourth World People's University, Access to vocational training |
| CEFOR | Andrianasolo Hoby | | 034 81 013 52 | Antananarivo | Funding | Institution in micro finance |
| FACT Madagascar | Patrick RAKOTOMALALA | contact@fact-madagascar.org ; prakotomalala@gmail.com | | Paris, France | Funding and information | Information and support platform for associations of the diaspora working in Madagascar |
| KOLOAINA | M. Fanja Anselme RANAIVO | rfanjanselme@hotmail.fr ; assokoloaina.dir@gmail.com | 033 11 138 73 et/ou 034 47 730 81 | Antananarivo | Socio-economic integration | Improving the living conditions of vulnerable AUC populations by promoting and strengthening their autonomy. Strengthen information and awareness systems on the right to citizenship and social inclusion and prevention in the precarious neighborhoods of the AUC Accompany vulnerable populations in their social integration, |
| Enda OI | RALAIHARIVONIS ON Olivier | dr@enda.mg | 032 40 457 48 | Antananarivo | Socio-economic integration | Construction underway of a "family home" with Apprentis d'Auteuil to welcome street families in Antananarivo; 4 support centers for young people in street situations including 3 in Tana and 1 in Mahajanga, capacity 60 young people per center ==> ENDA is part of the group Maraudes, it is the entry point for this group |
| Madahealthcar | RAKOTONIRINA Camille | camille.rakotonirina@gmail.com | | Antananarivo | Health - Food Security | French association whose purpose is to help the homeless and poor people of Antananarivo. Project to buy a truck to do marauding in Tana and provide basic care to street families and food. |
| Manzer Partazer | Julia Venn | julia.venn@manzerpartazer.org | +261 32 87 47 294 344217700 | Antananarivo | Food Security | Fight against food waste, setting up business contacts with associations |

Notes: This mapping do not represent a full view of NGOs operating in Antananarivo, we only work with one source: the French embassy.

Appendix 17 - Declaration of the sub-prefecture of Gex – Creation of the Association – From Journal Officiel.gov

150^e année. - N°23

Samedi 9 juin 2018

JOURNAL OFFICIEL
DE LA RÉPUBLIQUE FRANÇAISE



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Associations

Fondations d'entreprise

**Associations syndicales
de propriétaires**

Fonds de dotation

Fondations partenariales

Annonce n° 9

01 - Ain

ASSOCIATIONS

Créations

Déclaration à la sous-préfecture de Gex
FAHAMENDREHANA.

Objet : organiser différents événements, dans l'hexagone comme à l'étranger, afin de récolter des fonds pour rendre la dignité aux plus démunis de Madagascar

Siège social : 169, rue Lucie Aubrac, 01630 Saint-Genis-Pouilly.

Date de la déclaration : 31 mai 2018.

Le Directeur de l'information légale et administrative : **Bertrand MUNCH**

Appendix 18 - Authorization of the Mayor giving us access to the implementation of the nine charity boxes



Faritra : ANALAMANGA
Distrika : AMBOHIDRATRIMO
Kaominina : ANTEHIROKA



Antehiroka , 02 OCTOBRE 2018

FANOMEZAN-DALANA

NY BEN'NY TANANA

Andriamatoa RAZAKANDRAINY François Xavier Bezoro

Dia manome alalana ny ONG FAHAMENDREHANA mba hanorina vata vita amin'ny biriky na BORNES SOLIDAIRES amin'ny Fokontany sivy (09) misy eto amin'ny Kaominina Antehiroka ; izay entina hanasiana sakafo na akanjo na kojakoja sy fitaovam-pidiovana na zavatra azo avadika na hamidy .

Ireo Bornes Solidaires ireo dia ahorina isakin'ny Biraon'ny Fokontany tsirairay avy ka ny lehiben'ny Fokontany no mpiahy izany.

Manankery avy hatrany izao taratasy izao raha vao vita sonia ary azo ampiasaina amin' izay rehetra mila izany.


MAHE
RAZAKANDRAINY François Xavier Bezoro

LES AVANTAGES

M. RAZAKANDRAINY François Xavier Bezoro

Il autorise donc l'ONG à construire un box complet

en briques de bronze ou de bornes dans les neuf (09) Fokontany situés dans la commune d'Antehiroka; qui servira de nourriture, de vêtements ou de fournitures

articles hygiéniques ou autres pouvant être convertis ou vendus.

Ces Bornes Solidaires sont configurés à chaque fois par chaque bureau Fokontany

Le chef Fokontany est le gardien.

Immédiatement après avoir passé du temps par écrit, cet outil sera bientôt disponible pour toutes les personnes dans le besoin.

Appendix 19 - Authorization of the Antalamohitra district chief for the construction of the VVA next to his office

REPUBLIKAN'IMADAGASIKARA
'Fitanyana Tanindrazana Fandrosoana

REGION: ANALAVANGA
DISTRICT: AMBOHIDRATRINOA
CANTON: ANTEHIROKA
COMMUNE: ANTALAMOHITRA

FANOMEZAN-DALANA

Ny ehy fokontany Antalamohitra dia manome alalana ny ONG FAMEHOREHANA misahana ny vata vonjy sine Hanangana. Irano mirefy 1m 80cm ny lavany ary 90cm ny sakany amin'ny ampaha. Tany eto amin'ny fokontany-pokontany, mba hanangonana izay voatsirambarin'ny tananan'ireo malala-tanana, ho fanampiana eto sahirana eto anivon'ny fokontany, ary mba tsy hipaitahan'ireo zavatra tsy dia ilaina na ampiasaina intsony. Nefa mbola mahavonjy ny hafa.

Omena ary ety fanomezan-dalana ity mba aseho ty ampiasaina amin'ny itana ary.

Antalamohitra faha
LE CHIEF DE FOKONTANY
10 MAI 2019
AKOTONDRAFARA Enile Richard

Appendix 20 - Criteria for risks assessment – from the PMI book

Probability of Occurrence

| Score | Scale | Cost | Likelihood of occurrence of the risk |
|-------|----------------|----------|---|
| 1 | Rare | < 5% | Event may occur only in exceptional circumstances |
| 2 | Unlikely | 5 - 25% | Event could occur at some time |
| 3 | Possible | 25 - 45% | Event should occur at some time |
| 4 | Likely | 45 - 70% | Event will probably occur in most circumstances |
| 5 | Almost certain | > 70% | Event is expected to occur in most circumstances |

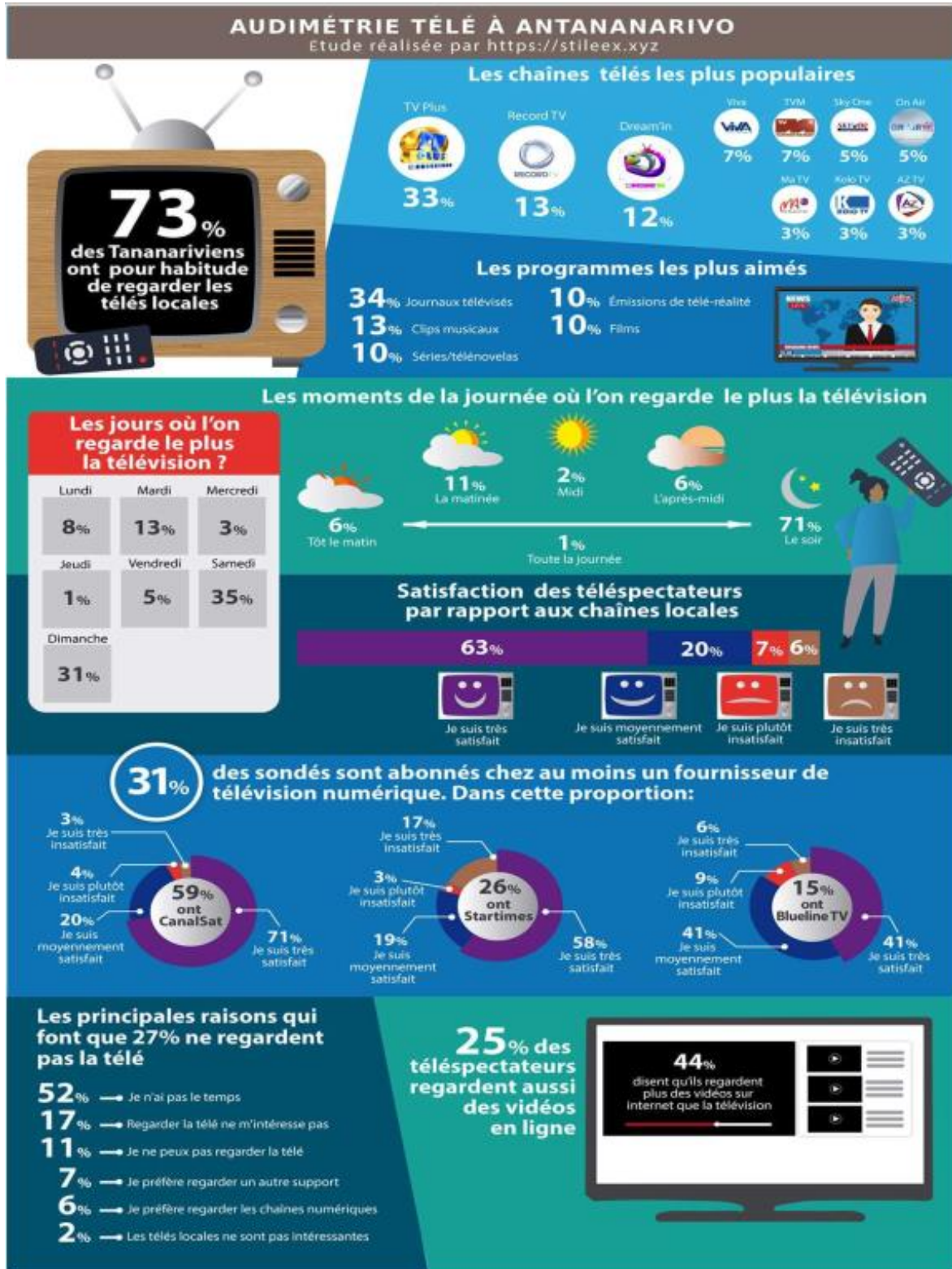
Severity of the Impact

| Score | Scale | Impact on the project | | | |
|-------|---------------|-----------------------|-------|---|---|
| | | Schedule | Cost | Scope | Quality |
| 1 | Insignificant | < 2 weeks | < 1% | Scope decrease barely noticeable | Quality degradation barely noticeable |
| 2 | Minor | 1 < 4 weeks | 1-2% | Minor areas of scope affected | Only very demanding applications are affected |
| 3 | Moderate | 1 < 2 months | 2-5% | Major areas of scope affected | Quality reduction requires sponsor approval |
| 4 | Major | 2 < 4 months | 5-10% | Scope reduction unacceptable to sponsor | Quality reduction unacceptable to sponsor |
| 5 | Catastrophic | > 4 months | > 10% | Project end item is effectively useless | Project end item is effectively useless |

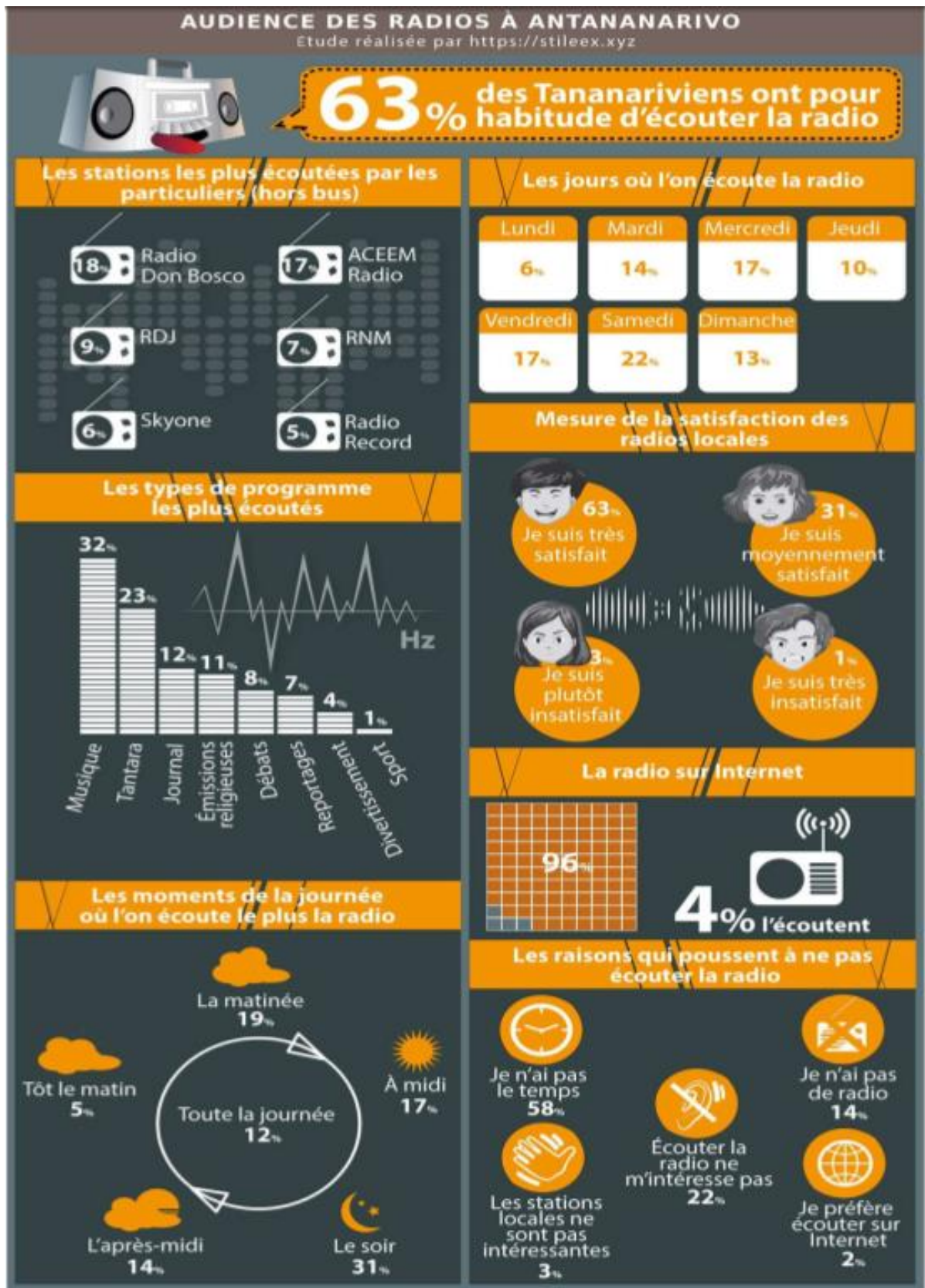
Probability & Impact Matrix

| | | | | | | | |
|-------------|----------------|---|---------------|--------|----------|--------|--------------|
| Probability | Almost certain | 5 | Medium | Medium | High | High | High |
| | Likely | 4 | Medium | Medium | Medium | High | High |
| | Possible | 3 | Low | Medium | Medium | Medium | High |
| | Unlikely | 2 | Low | Low | Medium | Medium | Medium |
| | Rare | 1 | Low | Low | Low | Medium | Medium |
| | | | 1 | 2 | 3 | 4 | 5 |
| | | | Insignificant | Minor | Moderate | Major | Catastrophic |
| | | | Impact | | | | |

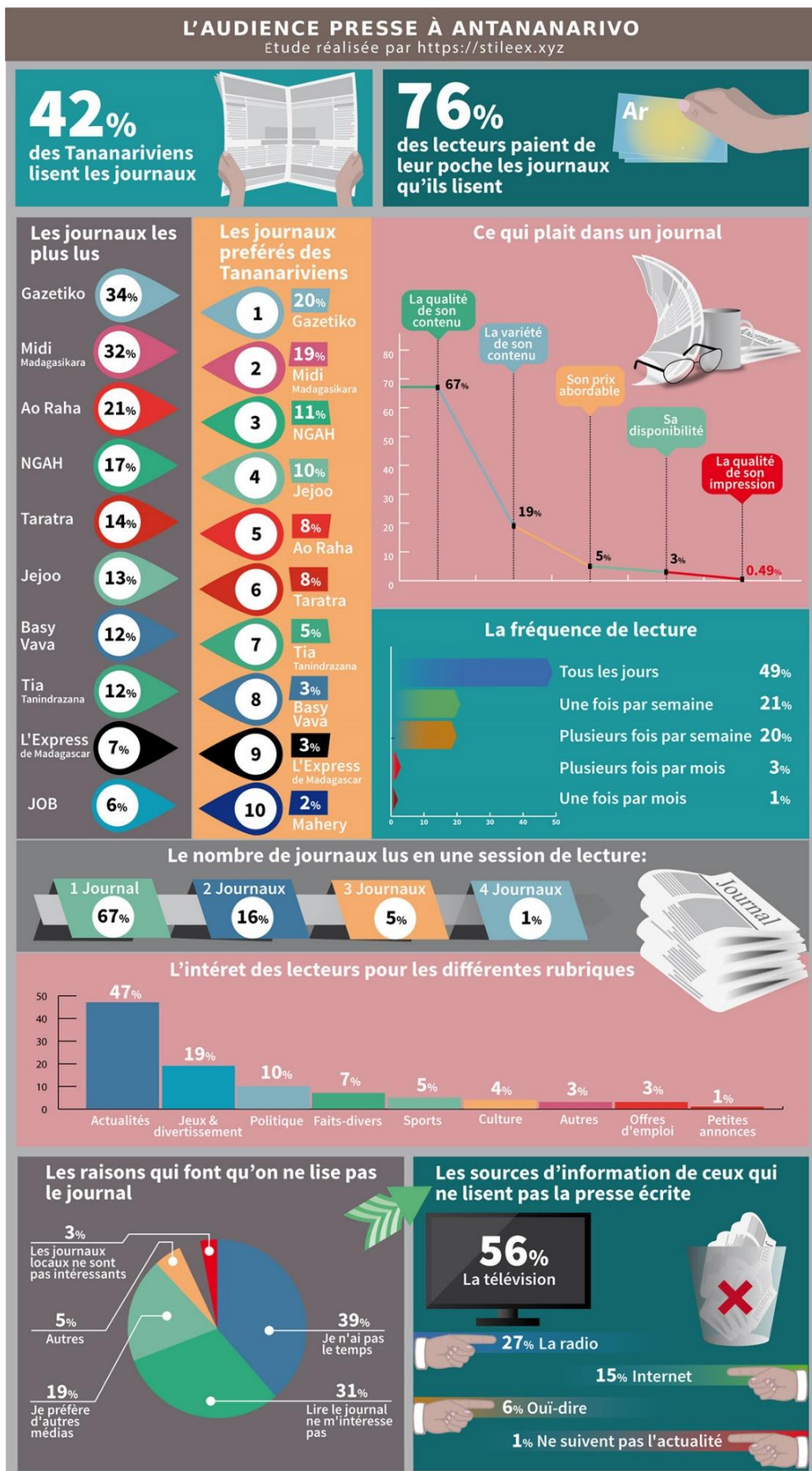
Appendix 21 - TV audience in Antananarivo – from Stilex Post



Appendix 22 - Radio audience in Antananarivo – from Stilex Post



Appendix 23- Press audience in Antananarivo – from Stileex Post



Le nombre de journaux lus en une session de lecture:

| | |
|------------|-----|
| 1 Journal | 67% |
| 2 Journaux | 16% |
| 3 Journaux | 5% |
| 4 Journaux | 1% |

L'intérêt des lecteurs pour les différentes rubriques

| | |
|-----------------------|-----|
| Actualités | 47% |
| Jeux & divertissement | 19% |
| Politique | 10% |
| Faits-divers | 7% |
| Sports | 5% |
| Culture | 4% |
| Autres | 3% |
| Offres d'emploi | 3% |
| Petites annonces | 1% |

Les raisons qui font qu'on ne lit pas le journal

| | |
|--|-----|
| Je n'ai pas le temps | 39% |
| Lire le journal ne m'intéresse pas | 31% |
| Je préfère d'autres médias | 19% |
| Autres | 5% |
| Les journaux locaux ne sont pas intéressants | 3% |

Les sources d'information de ceux qui ne lisent pas la presse écrite

| | |
|----------------------------|-----|
| La télévision | 56% |
| La radio | 27% |
| Internet | 15% |
| Ouï-dire | 6% |
| Ne suivent pas l'actualité | 1% |

Appendix 24 - Video Planning Creation

| N° Vidéo | Temps | Lieu | Mots clé | Description | Section |
|----------|-----------|-----------|-----------------|--|---------|
| 3612 | 1 min. | Extérieur | Paysage | En voiture - Plan large sur un lac | 1 |
| 79 | 14 sec | Extérieur | Paysage | En voiture – plan sur les rues de la capitale (meilleure vidéo) | 1 |
| 57 | 34 sec. | Intérieur | Paysage | Avion qui décolle | 1 |
| 58 | 16 sec. | Extérieur | Paysage | Plan large sur la capitale | 1 |
| 64 | 10 sec. | Extérieur | Paysage | En voiture – Habits à vendre sur une colline | 1 |
| 65 | 18 sec. | Extérieur | Paysage | En voiture - Habits à vendre sur une colline (meilleure qualité) | 1 |
| 69 | 36 sec. | Extérieur | Paysage | En voiture – plan sur les rues de la capitale (très bonne vidéo) | 1 |
| 3589 | 2 min | Extérieur | Paysage | En voiture – Caméra fixe qui filme devant la voiture dans les rues de la capitale | 1 |
| 3605 | 1 min. 15 | Intérieur | Population | Faratahiana discute avec une femme âgée et son enfant dans leur cabane. | 2 |
| 3607 | 16 sec. | Intérieur | Population | La cabane de cette famille, des bébés poules traine et picore sur les meubles de cuisines | 2 |
| 3609 | 12 sec. | Intérieur | Population | La cabane de cette famille, on voit leur lit et l'état « déplorable » des lieux | 2 |
| 81 | 29 sec | Extérieur | Population | Enfants qui font à la luge avec des cartons | 2 |
| 3992 | 23 sec | Extérieur | Population | Une femme qui trie les poubelles pour trouver des objets à vendre ou de la nourriture | 2 |
| 3595 | 1 min 25 | Extérieur | Population | Plan sur l'habitation de notre population cible | 2 |
| 3597 | 2 min 22 | Extérieur | Population | Discussion avec les familles vivants dans les bidonvilles et fouillant les poubelles | 2 |
| 3603 | 27 sec. | Extérieur | Population | Plan sur les habitations de notre population cible | 2 |
| 70 | 1 min 43 | Intérieur | Discussion | Discussion avec le maire d'Antehiroka | 3 |
| 3573 | 11 sec. | Extérieur | Design | Plan sur la mairie d'Antehiroka, quartier où l'on implémente les bornes solidaires | 4 |
| 3582 | 13 sec. | Intérieur | Design | Meeting pour le design des bornes solidaires (plan sur les 4 coordinateur) | 4 |
| 3585 | 47 sec. | Intérieur | Design | Meeting pour le design des bornes solidaires (plan sur XXX) | 4 |
| 3586 | 1 min 16 | Intérieur | Design | Meeting pour le design des bornes solidaires (plan sur les 4 coordinateur) | 4 |
| 3587 | 34 sec. | Intérieur | Design | Meeting pour le design des bornes solidaires (super vidéo) | 4 |
| 3588 | 17 sec. | Intérieur | Design | Plan figé sur le document explicatif présent sur chaque borne. | 4 |
| 3613 | 10 sec. | Extérieur | Construction | Négociation avec le fournisseur de matières premières pour la construction des bornes | 5 |
| 3614 | 23 sec. | Extérieur | Construction | Négociation avec le fournisseur de matières premières pour la construction des bornes | 5 |
| 3615 | 16 sec. | Extérieur | Construction | Négociation avec le fournisseur de matières premières pour la construction des bornes | 5 |
| 3618 | 18 sec. | Intérieur | Construction | Négociation avec le fournisseur de pour la construction des bornes | 5 |
| 3621 | 40 sec. | Extérieur | Construction | Début de la construction de la borne solidaire | 5 |
| 3622 | 19 sec | Extérieur | Construction | Faratahiana rentre dans un magasin extérieur de bois | 5 |
| 3623 | 13 sec. | Extérieur | Construction | Le magasin de bois où l'on achète | 5 |
| 3625 | 32 sec. | Extérieur | Construction | Le magasin de bois où l'on achète On voit l'employé du magasin | 5 |
| 3599 | 30 sec. | Extérieur | Construction | Recherche de l'emplacement des bornes solidaires | 5 |
| 3626 | 13 sec. | Extérieur | Construction | Magasin quincaillerie pour achat de matières premières pour les bornes solidaires | 5 |
| 74 | 11 min 52 | Extérieur | Interview | Interview - Première visite de l'association. Lancement du projet et le clip vidéo auprès d'une chaîne télévisée. | 6 |
| 61 | 15 min 49 | Intérieur | Interview | Interview - Radio | 6 |
| 67 | 5 min 27 | Intérieur | Interview | Interview – à Kolo GM | 6 |
| 68 | 4 min 08 | Intérieur | Interview | Interview – à Kolo GM | 6 |
| 3577 | 32 sec. | Intérieur | Sensibilisation | Plan de derrière (bon éclairage) Meeting dans la mairie d'Antehiroka avec les responsables sportifs du quartier qui s'occupe de la campagne de sensibilisation | 6 |
| 3578 | 2 min 02 | Intérieur | Sensibilisation | Plan de côté (moins bon éclairage) Meeting dans la mairie d'Antehiroka avec les responsables sportifs du quartier qui s'occupe de la campagne de sensibilisation | 6 |
| 3579 | 1 min 34 | Intérieur | Sensibilisation | Plan juste sur Faratahiana (très bon éclairage) durant le meeting dans la mairie d'Antehiroka | 6 |

Appendix 25 – Snapshot of the DaVinci Software for the Video editing



Appendix 26 – Christmas Charity Dinners

Dinner made the December 11, 2018



Romy Tahiana Petit est à Au P'tit Vaudois, avec Hanh Tam Bui et 3 autres personnes.
14 décembre 2018 - Genève

Last Tuesday we hosted our first fundraising event to make sure that Santa would not forget our Fahamendrehana -Madagascar Project kids this year! This was a huge success so we wanted to thank every single one of you who came to the diner or contributed because you couldn't come, every penny changes everything, so THANK YOU from the bottom of our hearts: Ana, Svetlana, Bianca, Nasser and Marion, Keneth, Thomas, Younis, Zeila, Raissa, Hanh Tam, Adrien, Cecile, Prasant, Ian, Imran and Diogo, Hady and his friend, Isabella, Maxime, Gosia and Jose!

Finally, a huge thank you to Axelle, her mother Marie-Laure for hosting us at her restaurant Au P'tit Vaudois, Caroline and Nathan for helping organising our Christmas dinner!

Keep spreading the good word, like our page, visit our website madagascarproject.com and don't forget that any penny helps!

Dinner made the December 14, 2018



Dinner made the December 18, 2018



Appendix 27 – Agreed budget for the construction of one charity box – from the construction technician Mr. Richard Rakotondrafara

le. 11/11/18.

VVA AMBOHIJANAHARY.

| NOMENCLATURE | QUANTITE | PRIX UNIT EN AR. | TOTAL AR |
|--------------------------|-----------------|------------------|------------|
| Brique | 5754 ≈ 600 | 110 AR | 66.000 |
| Sable | 12 | 800 AR | 17.600 |
| Gravillon | 08 | 2000 AR | 16.000 |
| Ciment | 03 | 28.000 AR | 84.000 |
| Pomelle | 02 | 2000 AR | 4.000 |
| Vis | 12 | 40 | 480 |
| croche | 02 | 2000 | 4000 |
| Fer rond φ 8 | 2 | 14.000 | 28.000 |
| Planche ET | 06 | 7000 AR | 42.000 |
| Planche OSB | 05 | 4000 AR | 20.000 |
| Bovis rond | 03 | 2500 AR | 7.500 |
| Porte 1m ² 40 | 01 | 150.000 AR | 150.000 AR |
| Latis | 1m ² | 8000 AR | 8.000 AR |
| Soudure grille | — | — | 12.000 AR |
| Plaque | 2 | | 50.000 AR |
| Peinture + White spirit | 12 | 12.000/kg | 2.800 AR |

TOT.

M.O.

Frais de Transport
(Brique, Sable, ciment, gravillon).

coût TOTAL.

690.800

154.000

15.000

705.800 + 12.000 + 2800

Sept cent vingt mille zero six cent
seulement

Tel: 034 1034143
032 2209008


RAKOTONDRAFARA Emile Richard

Appendix 28 – Construction receipt of the first charity box in Antalamohitra – from the neighborhood chief.

CONSTRUCTION DE BATIMENTS

ET INFRASTRUCTURES

IA 39A ANTALAMOHITRA

ANTEHIROKA

FACTURE N° 05

DOIT M : ONG Famendrehana

CONSTRUCTION DE BORNE SOLIDAIRE

ANKADIVORY

| NOMENCLATURES | Réf. | QUANTITES | Prix unit En AR | TOT En AR |
|------------------|------------|-----------|-----------------|-----------|
| Briques | 18/9 | 600 | 110 | 66000 |
| Sables | Gros/Moyen | 3 | 800 | 24000 |
| Gravillon | 250 me | 14 Br | 2000 | 28000 |
| Planche de 2m | Ep. 2.5cm | 06 | 9000 | 56000 |
| Planche de 4m | Ep.1.5cm | 04 | 4000 | 16000 |
| Bois rond de 4m | Q de 6cm | 03 | 3000 | 9000 |
| Ciment | CPA 42.5 | 03 | 29500 | 88000 |
| Bois carre de 4m | 6 cm | 03 | 5000 | 15000 |
| Ciment CPA | 42.5 | 03 | 29 500 | 88 500 |
| Fer rond de 12m | 8mm | 03 | 14000 | 42000 |
| Fil | | 1/2kg | 3000 | 3000 |
| Pointe | 70mm | 1/2kg | 3000 | 3000 |
| Pointe | 50mm | 1/2kg | 3000 | 3000 |
| Pommelle | 9cm | 2prs | 2000 | 4000 |
| Cadenas | | 01 | 2500 | 2500 |
| Vis à bois | 30/20 | 30pcs | 50 | 1500 |
| Peinture a huile | 777 | 2kg | 15000 | 15000 |
| Portière | 140/140 | 01 | 150000 | 150000 |
| Plaques | 90/12 | 02 | 25000 | 50000 |

SOUS TOTAL 582.500

TRANSPORT 10.000

MAIN D'ŒUVRE 105.000

OUVRIER. 15.000/jour 47.000

MANŒUVRES 7.000/jour

Durée 7 jour 744.000

COUT TOTAL 700 000ar

= 196 CHF

Responsable



RAKOTONDRAFARA Emile Richard


06 MAR 2019











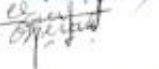




Appendix 29 – Attendance sheet for the meeting of May 10, 2019 with the neighborhood chiefs – from Farathiana

10/05/19

Fiche de présence

Réunion du 10 Mai 2019



| | | |
|--|--|---|
| 1 ^{er} - RANDRIANARISANA F | Fahamendrehane | |
| Chief FKI Ambosara y. Daza fin d'ra koa ju Baptisi. | 03413.47254. |  |
| RAININDRAMANAVANDRA Maxime | Chief F.K.T Andranow |  |
| RAKOTOARIJONGE | Chief Fokontany Ambohijankary 03472.13293 - |  |
| RAVDRIARIMANANA Hamanirina Holanika. | betjaini F.K.T. Imkadiavony 08406890111 |  |
| RAVOTARISOA Genele | adjoine chef F.K.T. BATOLO KOITRA |  |
| RAVOKATEA Jean Emile | adjoine chef F.K.T. Antanika |  |
| RAVOKIARARISOA Narcisse | chef antika E |  |
| RANDRIARARISOA Jean-Philippe | chef F.K.T. Antankarobahy |  |
| RASORIMANANA Sanjaovina Babisa | ambohibao Komity F.K.T. |  |
| RAZANAHALALA Violette | ambohibao Komity F.K.T. |  |
| RAKOTOMANANDRAEAFY Espérance | AMBOHIBAO Komity |  |
| RATOVOSON Jean Emile | ambohibao Komity F.K.T. |  |
| Lasoandiane Lonisette | ambohibao Komity F.K.T. |  |
| Razafiarimanana Noeline | ambohibao Komity F.K.T. |  |
| Rakaton dra deube Jean Nore | chef F.K.T. Ambulika |  |

Appendix 30 – Collection and distribution tracker template – created by Romy PETIT


| Instruction pour le chef de quartier et/ou ses volontaires | |
|--|--|
| 1. Collecte de dons: | |
| Lors qu'un donateur vient déposer un ou plusieurs dons dans les bornes, le chef de quartier et/ou ses volontaires doivent: | |
| <ul style="list-style-type: none"> • S'assurer que le don soit en bon état. Si le don est de la nourriture, vérifier la date de péremption. Si le produit est déjà périmé, ne pas l'accepter. | |
| 2. Enregistrer le don: | |
| Une fois que le don a été vérifié et collecté, le chef de quartier et/ou ses volontaires doivent: | |
| <ul style="list-style-type: none"> • Entrer la date de la collectoin du don par article (ex: si un donateur a emmené plusieurs articles, une ligne par article doit être enregistrée) • Donner un numéro de référence à l'article donné • Décrire l'article donné (ex: couverture, pantalon, bouteille en plastique...) • Si le don est de la nourriture, inscrire la date de péremption (s'assurer que ce don soit donné le plus vite possible et informer le(s) bénéficiaire(s) à quelle date maximum le don doit être consommé) • Inscrire le nom de la personne qui a collecté le don du donateur (ex: chef du quartier, volontaire...) | |
| 3. Distribution des dons au bénéficiaires: | |
| Lors de la distribution de don(s), le chef de quartier et/ou ses volontaires doivent: | |
| <ul style="list-style-type: none"> • Entrer la date du jour où le don a été collecté • Entrer le numéro de référence de l'article qui avait été attribué au don lors de sa collecte • Inscrire le nom du/des bénéficiaire(s) • Indiquer le nombre de personnes associés au(x) bénéficiaire(s) ayant collecté le don • Description du don collecté (la même qui avait été donnée lors de sa collecte) • Inscrire le nom de la personne qui a donné le don au bénéficiaire (ex: chef du quartier, volontaire...) | |

| Quels dons ont été déposés dans la borne? | | | | |
|---|------------------------|--------------|--|------------------------|
| Quartier de la borne: | | | | |
| Chef de quartier: | | | | |
| Date | N. de référence du don | Dons déposés | Si nourriture, veuillez indiquer la date de péremption | Qui a collecté le don? |
| | | | | |
| | | | | |

| Quels dons ont été collectés de la borne? | | | | | |
|---|------------------------|------------------|---|--|---------------------|
| Date de la collection de dons | N. de référence du don | Bénéficiaires(s) | Nombre d'individus liés au bénéficiaire | Don(s) collecté(s) par le(s) bénéficiaire(s) | Qui a donné le don? |
| | | | | | |
| | | | | | |
| | | | | | |

Appendix 31 – Example of filled template – From Antsakambahiny neighborhood chief

| Quels dons ont été déposés dans la borne | | | | |
|---|------------------------|--------------|--|-----------------------|
| Quartier de la borne: ANTSAKAMBAHINY | | | | |
| Chef Quartier: RANDRIAMARIOTSOA Jean Philibert | | | | |
| Date | N° de Reference Du don | Dons déposés | Si Nourriture, Veuillez Indiquer la Date de péremption | Qui a collecté Le don |
| 04/03/19 | PLH | Tissus | - | |
| | PLF | - 1 - | - | |
| | Jupes | - 11 - | - | |
| | Manteau | - 11 - | - | |
| | Tee shirt | - 11 - | - | |
| | Robe | - 11 - | - | |
| 07/03/19 | Robe | - 11 - | - | |
| | PLH | - 11 - | - | |
| | Jupes | - 11 - | - | |
| | PLF | - 11 - | - | |



Appendix 32 – Interview with the Finance Officer of the Country Team of Madagascar in the Global Fund

Contact: Cécilia Vitale - Fund Portfolio Manager of Madagascar

Date: April 4, 2019

Place: The Health Campus in Geneva

Length: 59 minutes

Summary of the interview: she is based in Geneva but regularly goes to Madagascar for the operations coordination. The Global Fund aims at accelerating the end of AIDS, tuberculosis and malaria as epidemics, they invest nearly US\$4 billion per year to support programs run by local experts in different countries and communities that are most in need. Madam Vitale made a clarification on the macro point of view, as she is dealing more with political instances, such as the Minister of Health, or the French embassy.

Key take away for us: She mentioned key aspects to take into consideration while implementing any humanitarian actions in Madagascar, there is a high lack of infrastructures, corruption problems, education issues (high rate of illiterate), political instability, and many other factors, which makes data gathering ultra-challenging, as the quality cannot be there. For example, audit cannot be validated, because surveys made on field are not filled properly and cannot be analyzed.

Appendix 33 – Interview with the Coordinator of the SSR Program Antananarivo from Medecins du Monde France

Contact: Céline Lesavre - Coordinator of the SSR Program Antananarivo

Date: April 5, 2019

Place: Skype between Antananarivo and Geneva

Length: 38 minutes

Summary of the interview: She is working for one year and a half on the ground. We had the opportunity to talk about all the issues mentioned by Cécilia Vitale. She confirmed all the challenges and explained how Medecins du Monde is mitigating risks. For example, with the data gathering, the NGO is conducting its own survey, they employ dedicated persons who are part of the community targeted by Medecin du Monde, and they provide adequate formation to fill in properly each survey. Moreover, we discussed a lot about the poverty of the population and its inevitable effects.

Key take away for us: we will need to find the best partners possible who are active and want the best for the project. We should go on the ground to coordinate and create these key partnerships. We might have to map all the possible NGOs that can support our projects and assess them to find the best fit. Concerning the poverty, we should be aware that the population we are targeting is suffering; it is an everyday fight to feed themselves and their families, in such situation even the more honest person can act improperly to secure its family. When a human being is suffering from not having access to first necessity needs like foods and water, his natural instinct will make it hard for us to anticipate its actions.

Appendix 34 – Interview with Mirasoa Rajaobelina – coordinator Officer for INCUBONS

Contact: Mirasoa RAJAABELINA – coordinator Officer for INCUBONS

Date: April 15, 2019

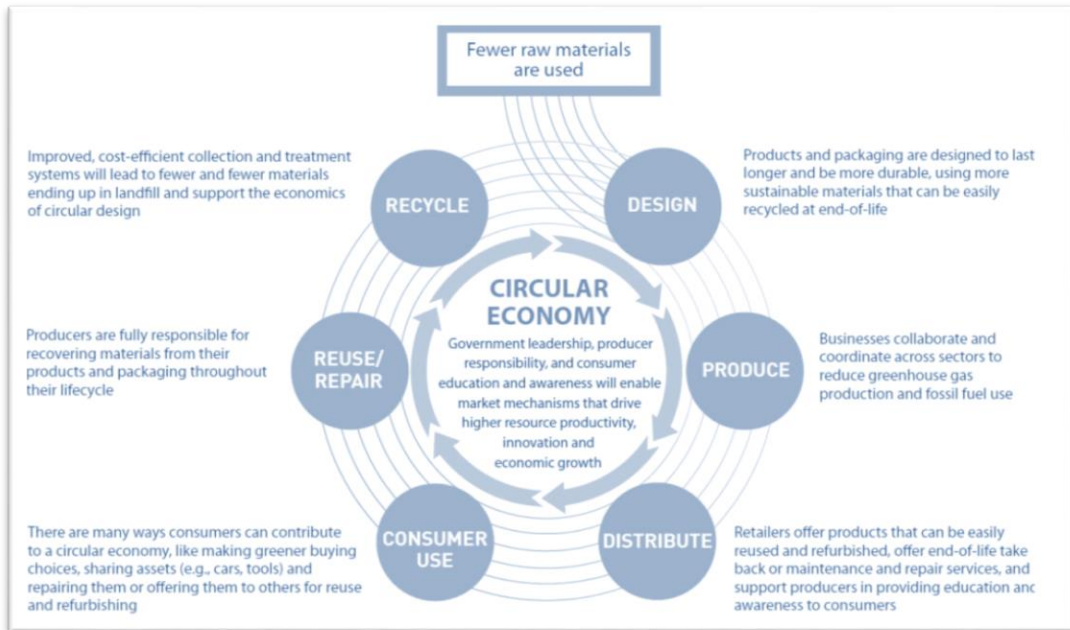
Place: Skype between Antananarivo and Geneva

Length: 53 minutes

Summary of the interview: Incubons supports, advices and develops societal projects and / or companies to train a generation of responsible entrepreneurs. The Malagasy NGO can help us by organizing meeting and connecting with Malagasy entrepreneurs, potential mentors and different networks of entrepreneurs. During our Skype Interview we discussed about the 10 projects INCUBON is supporting this year, some of them are interesting for us, as they fall into sustainable projects that can help our beneficiaries to create revenue and 1st necessity products. For example, they are supporting an organic farm of spirulina: micro blue - green algae, which presents major advantages in the fight against chronic malnutrition, based on its micronutrient composition, its health potential and the fact that it can be grown locally. If this organic farm of spirulina is able to propose to our beneficiaries farming education, they will then be able to work for the farm, which will increase its productivity. In exchange of the work, a part of the surplus will be distributed into the 9 charity boxes and the farming volunteer, which will help the malnutrition problem of our targeted population. On the same line, a project of organic soap has been created in Antananarivo near the district of Antehiroka, if the women in charge of the project is willing to support the community she might call for one or two beneficiaries to support its operations, in exchange of a couple of soap distributed in the charity boxes.

Key take away for us: many small responsible projects are running near the district of Antehiroka, we could use this opportunity, to create key partnerships that will make Fahamendrehana's project durable. Many dimensions have to be taking in consideration, are these spirulina and soaps projects interesting and able to increase their production? Are they willing to support the community and educate the beneficiaries to farming or soap production activities? Do we know exactly which beneficiaries we can rely on to work for these projects? All these aspects have to be considered, that is why, it is essential to go on the ground and to understand the environment where we are operating.

Appendix 35 – Circular E Appendix 35 – Circular Economy – from CSR Class given at the HEG



Appendix 36 – Sustainable development – from CSR Class given at the HEG

