

**Evaluation of Sustaining and Scaling  
Pro-poor Urban Water and Sanitation Services in Maputo  
MANAGEMENT RESPONSE**

**Initiative Summary**

<b>Initiative Name</b>	<b>Sustaining and scaling pro-poor urban WATSAN in Maputo, Mozambique</b>		
AidWorks initiative number	INK348, Activity 12A237		
Commencement date	1 April 2012	Completion date	30 June 2014
Total Australian \$	\$3,000,000		
Total other \$			
Delivery organisation(s)	Water and Sanitation for the Urban Poor (WSUP)		
Implementing partner(s)	Water and Sanitation for the Urban Poor (WSUP) <u>Mozambican Government Agencies:</u> 1. Office of Water and Sanitation Infrastructure ( AIAS), 2. Maputo Water Department (AdeM) 3. Water Regulatory Council (CRA) 4. National Directorate of Water (DNA) 5. Water Supply Investment & Assets Fund (FIPAG) 6. Maputo City Council (CMM) 7. Water and Sanitation Department of CMM (DAS)		
Country/Region	Mozambique		
Primary sector	Water and sanitation		
Initiative objective/s	For phase I: to lay the foundations for and initiate a process of adoption of effective, sustainable and scalable models of pro-poor urban water and sanitation service delivery by service providers and the local / national government in Maputo City and Matola City by March 2014.		

**Evaluation Summary**

**Evaluation Objective:** The purposes of this external, independent evaluation were: to support DFAT's judgement on the effectiveness of Phase I; to serve as a basis for DFAT decision to proceed to Phase II and, subject to continuing with Phase II, make recommendations for Phase II planning.

The evaluation framework facilitated an assessment at program level and focussed on progress in three areas:

- 1) Towards sustainability of pro-poor sanitation service delivery;
- 2) Mainstreaming gender and disability inclusiveness (GDI); and
- 3) Strengthened capacities and the creation of opportunities for achieving wider influence focused on the scope, quality and content of partnerships developed with all key stakeholders.

**Evaluation Completion Date: 4 February 2014** (*the date when documentation from the peer review was finalised*)

**Evaluation Team:** Jacques-Edouard Tiberghien, consultant and Matt Kellam who later handed over to Stacey Walker, Africa Branch, DFAT

### **AusAID's response to the evaluation report**

The Independent Evaluation was high quality and based on a sound evaluation methodology and met the necessary quality standards. The evaluation report demonstrates an understanding of the project and the complexities of improving water and sanitation services in the crowded peri-urban areas of Maputo.

The evaluation findings have been provided to WSUP and the Government of Mozambique partner agencies participating in the program, inclusive of FIPAG, AdeM, CRA, AIAS and the Maputo City Council. All of these agencies have endorsed the findings of the report and have strongly stated their support for WSUP's work. WSUP has since clarified a number of areas raised in the report, but otherwise accepts the findings.

This evaluation report confirmed DFAT's views gained from reports provided by WSUP and previous monitoring visits of an extremely high quality program which is playing an important catalytic and influencing role. Despite working in the challenging environment of the poorest peri-urban areas of Maputo city and in very close partnership with government implementing agencies, local civil society organisations and the private sector, WSUP has achieved a great deal in a relatively short period of time, building a sound foundation on which to continue their program. While WSUP has faced contextual challenges, it has responded to them creatively, establishing an innovative model for others to follow. The purpose of the evaluation was to inform DFAT management decisions, specifically the funding of the proposed Phase II of the program in identifying any changes that could be considered to improve Phase II.

The evaluation has served as a valuable tool to stocktake progress, recommend adjustments and create a platform to discuss issues and challenges with our implementing partner WSUP, as well as Government of Mozambique (GoM) key stakeholders, especially AIAS, regarding service delivery of water supply and sanitation in the peri-urban areas around Maputo.

Since the evaluation was completed, the Australian Government has considered its policy and budget priorities for the aid program and due to budget constraints is unable, despite the positive findings of the evaluation, to proceed with support to Phase II of WSUP's program in Mozambique.

## DFAT's response to the specific recommendations made in the report

**NOTE:** On 1 November 2013, AusAID was merged with the Department of Foreign Affairs and Trade (DFAT). The initial WSUP Evaluation report was submitted prior to the merger and any reference to AusAID below refers to the Australian aid program managed by DFAT. In January 2014, as a result of budget constraints, DFAT decided it was not able to proceed with funding any further phases of water and sanitation programs in Mozambique. One of the original objectives of the evaluation was to inform the aid program's decision to proceed to fund Phase II and to make recommendations for its planning. As a result, at this stage, these recommendations serve to assist WSUP in its planning for the continued program, should it succeed in seeking alternative funding. The management response has been framed within this context and prepared against the summary recommendations from the report.

Recommendation	Response	Actions	Responsibility
<p>1. <b>WSUP needs to establish mechanisms to mitigate the risks of delays caused by partners, prioritising recurrent risks such as management changes.</b></p>	<p><u>Agree-in-principle</u></p> <p>Encourage WSUP to maintain an active and regular reflection of program risks.</p> <p>The Department acknowledges that timeframes for achieving program objectives are affected by matters often outside the control of WSUP.</p>	<p>WSUP has been made aware of this recommendation for future programming.</p>	<p>WSUP</p>
<p>2. <b>WSUP programme manager needs to dedicate more time to strategic networking. This shall help WSUP identify with CRA, AIAS, CMM, WSP and other relevant partners how to best foster institutional reform for sanitation in the coming months.</b></p>	<p><u>Agree-in-principle.</u></p> <p>Increased senior WSUP attention in-country to developing stakeholder partnerships will help move forward reform in areas critical to achieving program objectives.</p> <p>This process of delegation should be accompanied by a set of clear expectation and delineation of tasks and responsibilities.</p>	<p>WSUP has been made aware of this recommendation for future programming.</p>	<p>WSUP</p>
<p>3. <b>WSUP needs to find innovative ways to help CMM drive the country's sanitation agenda locally.</b></p>	<p><u>Agree in-principle.</u></p> <p>DFAT also recognises the importance of securing commitment from the Maputo Municipal Council and other key local stakeholders in their role to implement sector reforms. However, the report lacked advice and innovative ideas to assist WSUP in this challenging area.</p>	<p>WSUP has been made aware of this recommendation for future programming.</p>	<p>WSUP</p>

<p><b>4. AusAID could productively seize the opportunity of the programme to help CRA establish a regulatory framework matching the conditions prevailing in other cities, by encouraging its partners in Mozambique to feed CRA with relevant data from outside Maputo.</b></p>	<p><u>Agree-in-principle</u></p> <p>As part of its engagement on water and sanitation in southern Africa, the aid program provided the opportunity for WASH partners in Mozambique (and other partner countries) to share information and learn from each other.</p> <p>DFAT recognises that implementing partners may have constraining factors to the sharing of data, including workload, legal issues and relevance.</p> <p>DFAT agrees that coordinated sharing of relevant data by all stakeholders is critical to give Government data which it can use to make more informed decisions. This is relevant not just for CRA, but all key sector stakeholders in the Government of Mozambique (GoM), including the asset manager, AIAS.</p>	<p>WSUP has been made aware of this recommendation for future programming.</p> <p>For the remainder of the program, DFAT will encourage existing implementing partners in Mozambique to more proactively share data either with the GoM directly and/or through donor coordination mechanisms, including the 'Sanitation Platform'</p>	<p>Pretoria Post, WSUP and all WASH partners</p>
<p><b>5. WSUP's support to the regulator should include further study on price elasticity of demand for sanitation services, notably in relation to a sanitation tax. WSUP needs to foster and track access to latrines built under CLTS.</b></p>	<p><u>Agree-in-principle</u></p> <p>AusAID supports WSUP's approach to sanitation which includes the entire chain of sanitation activities.</p> <p>DFAT is concerned about evaluation findings concerning the viability and sustainability of the program's hygiene and sanitation models. For example, the pricing of the sanitation infrastructure component is heavily subsidised. Target outcomes for CLTS were reduced as take up was less than expected, in part due to pricing.</p>	<p>WSUP has been made aware of this recommendation for future programming.</p>	<p>WSUP</p>

<p><b>6. The M&amp;E framework needs to include processes that allow for a better assessment of behaviour change and reveal the extent to which the participation of women and PWD leverages greater socioeconomic status and improves development outcomes. Ensure that staff has the capacity required to collect and generate more and better data on outcomes around the empowerment of women and PWD.</b></p>	<p><u>Agree-in-principle</u></p> <p>DFAT felt that the report findings did not sufficiently support this recommendation although the report did endorse WSUP's inclusive approaches.</p> <p>Measuring behaviour change as a result of inclusive activities and advocacy is a common challenge for many programs that is rarely addressed well. DFAT would support WSUP focusing at this level in moving beyond advocacy messaging.</p> <p>Monitoring and Evaluation (M&amp;E) are an essential part of tracking program performance and impact and should be strengthened where possible and resourced appropriately.</p>	<p>WSUP has been made aware of this recommendation for future programming.</p>	<p>WSUP and partners</p>
<p><b>7. WSUP needs to share more explicitly in reports the specific advocacy objectives targeted by the programme through its activities and the progress made against these. Likewise, the capacity development assessments tracking organisational change and institutionalisation need to be integrated in annual and bi-annual reports.</b></p>	<p><u>Agree in-principle.</u></p> <p>Reporting needs to reflect the priority areas of the program in demonstrating progress made against them. WSUP has been innovative in its approach to capacity development and this information should be promoted in all its reporting.</p>	<p>WSUP has been made aware of this recommendation for future programming.</p>	<p>WSUP</p>