



AusAID – June 2012

Evaluation of the Civil Society WASH Fund 2009-2011





Evaluation of Civil Society WASH Fund

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Melbourne 28th June 2012

Griffin nrm



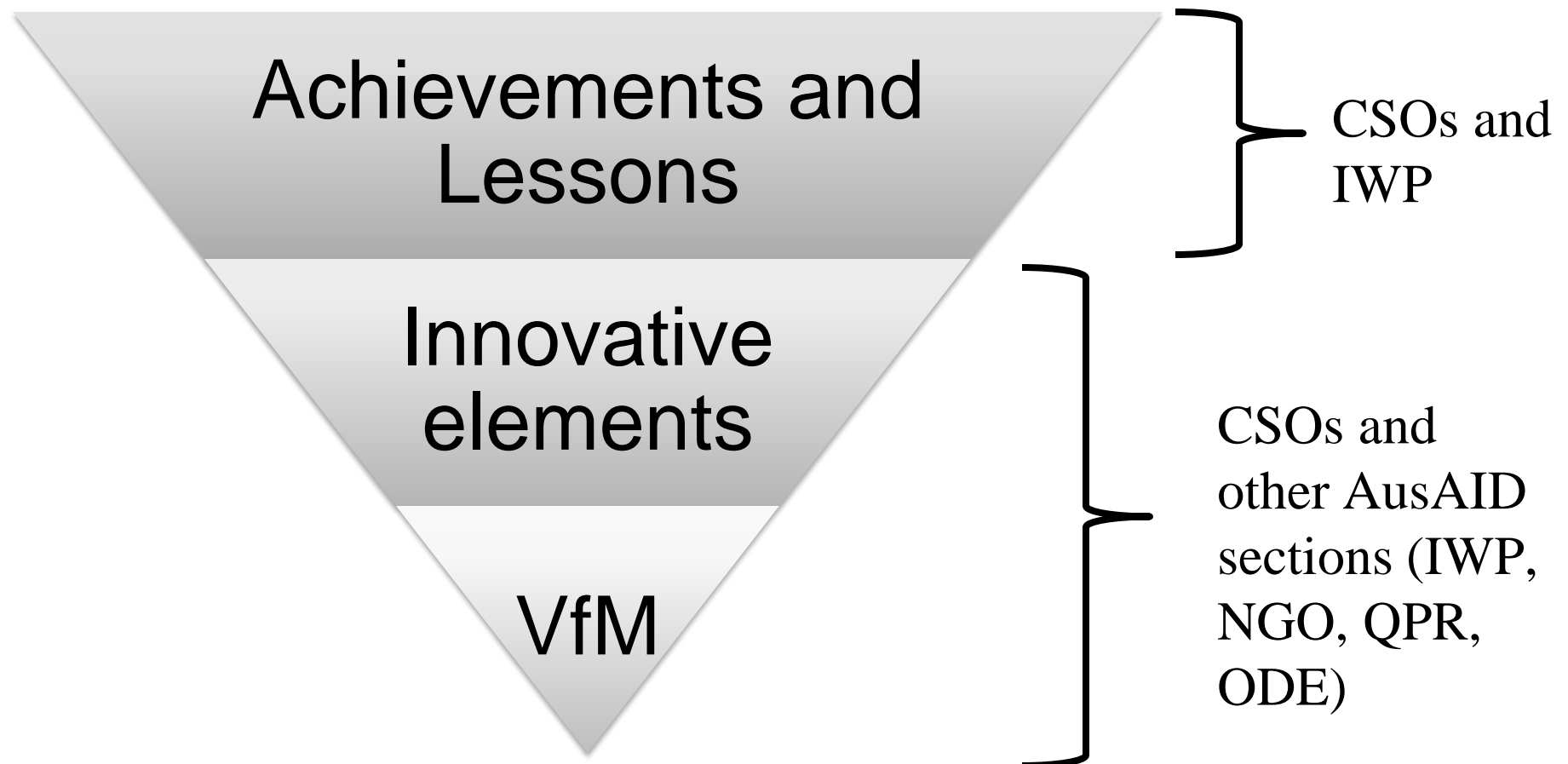
UNIVERSITY OF
TECHNOLOGY SYDNEY



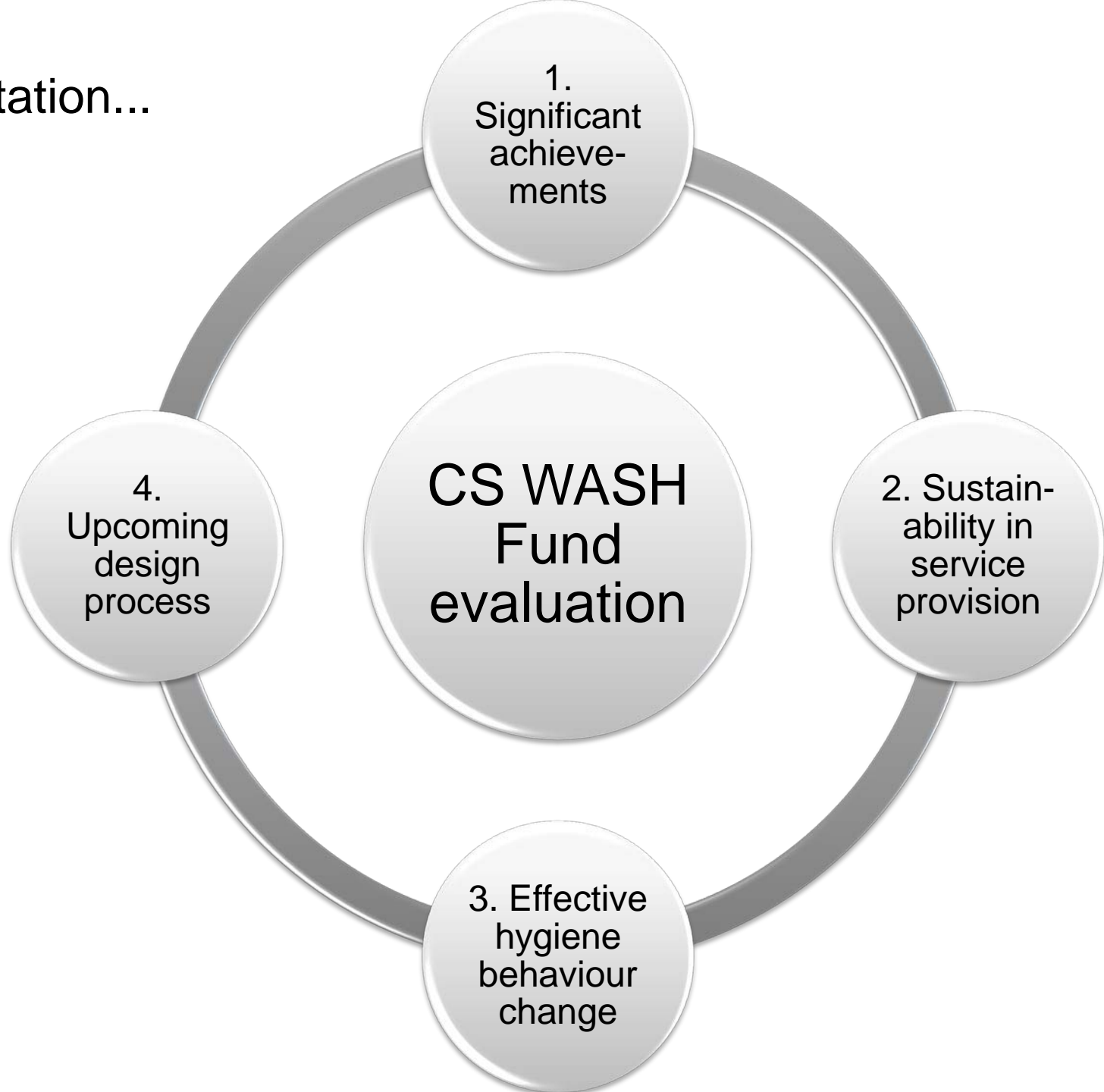
Key messages

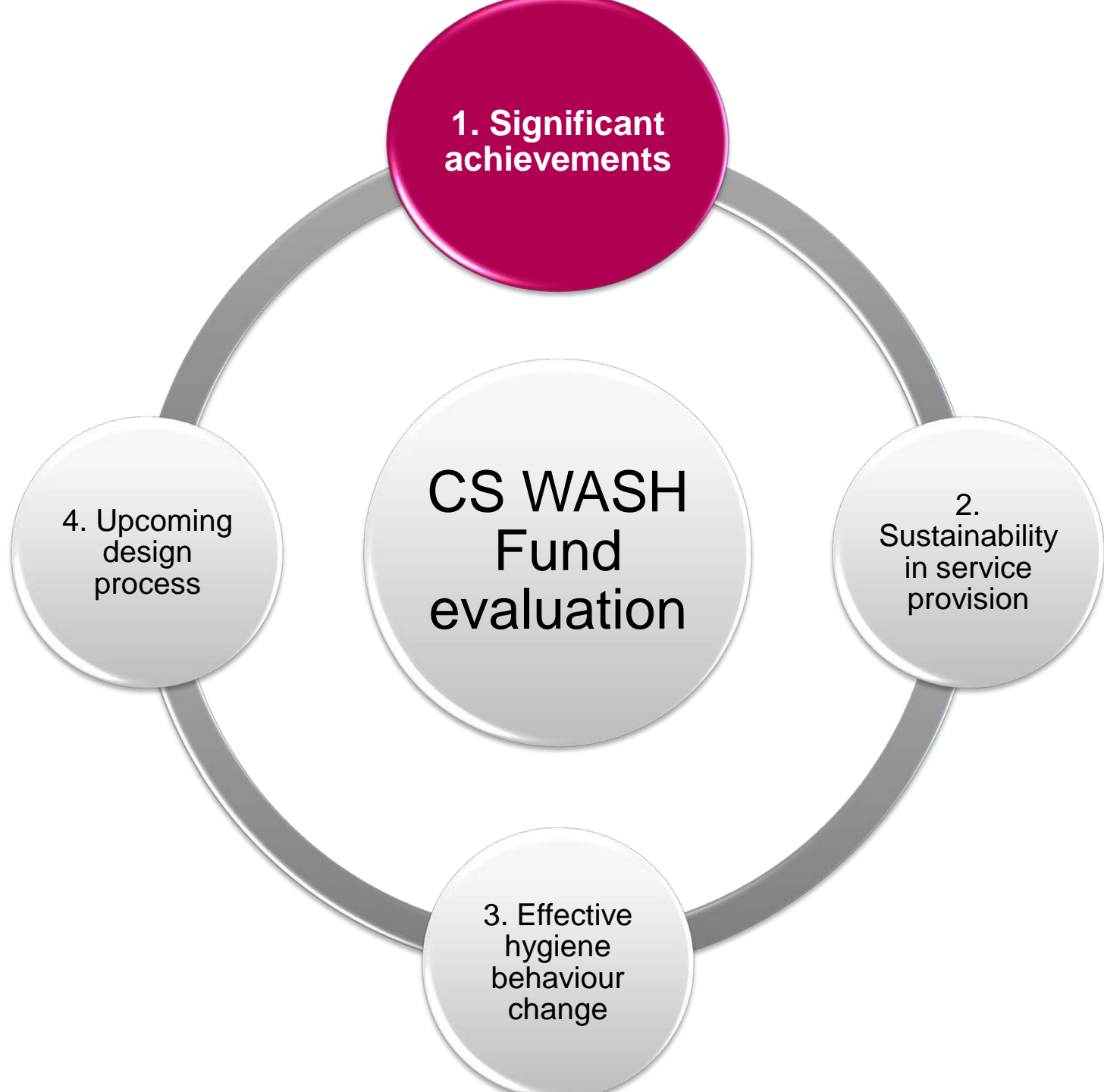
1. The Fund made a major contribution to WASH for the poor and to AusAID's policy objectives
2. There is room to extend and re-think current strategies in the light of sustainability
3. The design phase for the new fund is an opportunity to ensure that approaches and logic reflect lessons learned

Evaluation objectives and audience

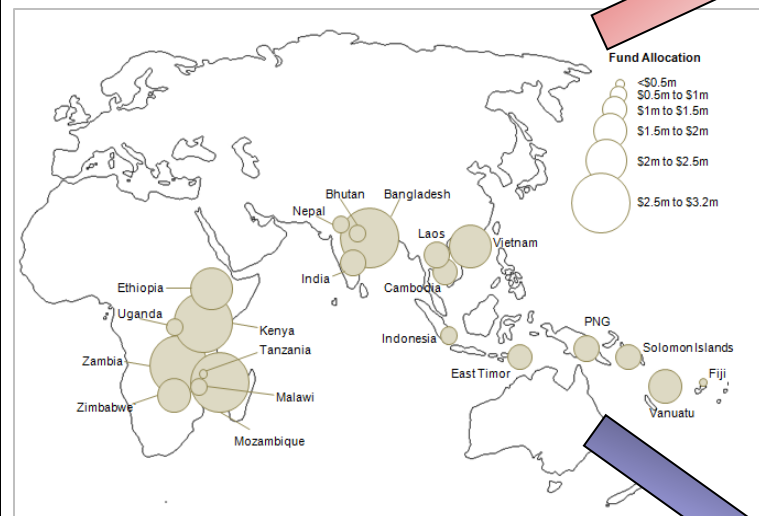
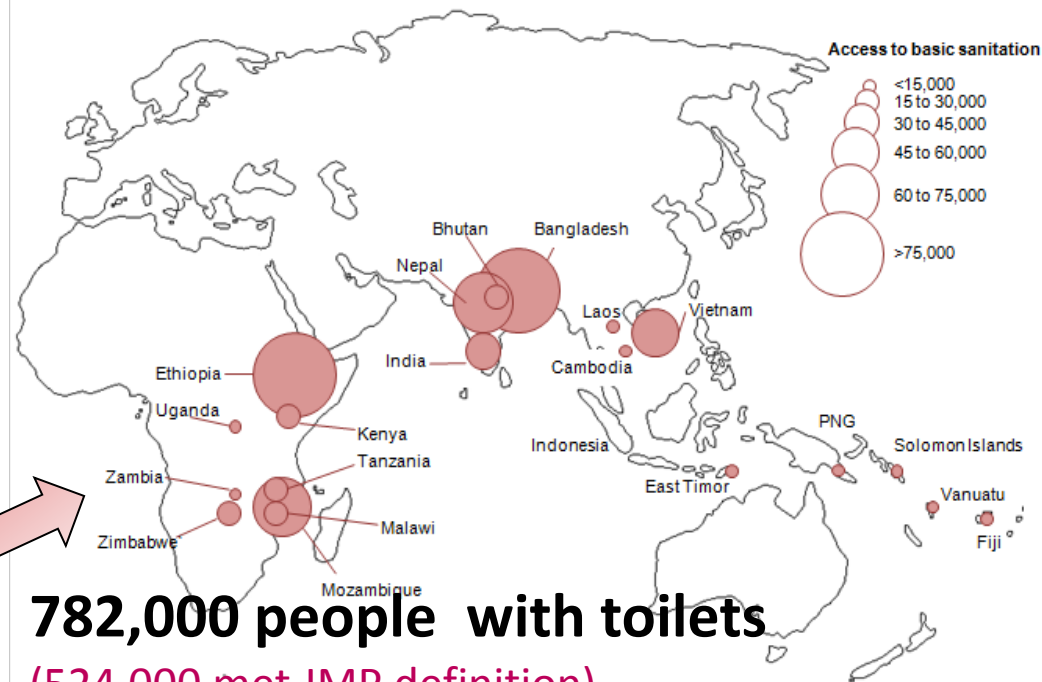


This
presentation...

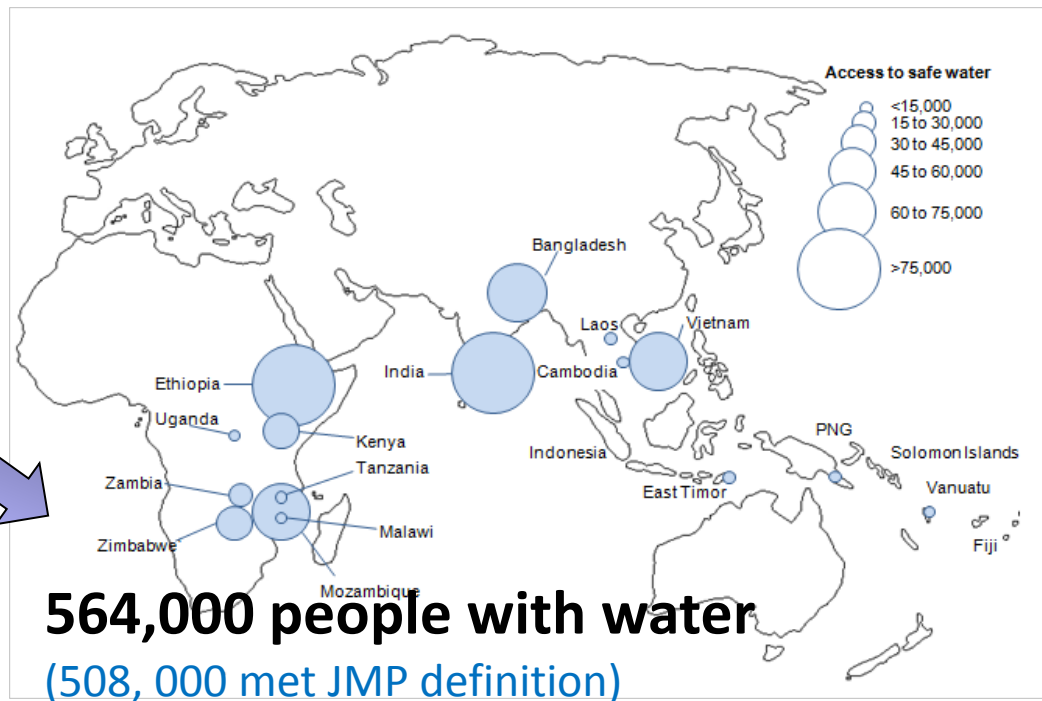




Increased access to services



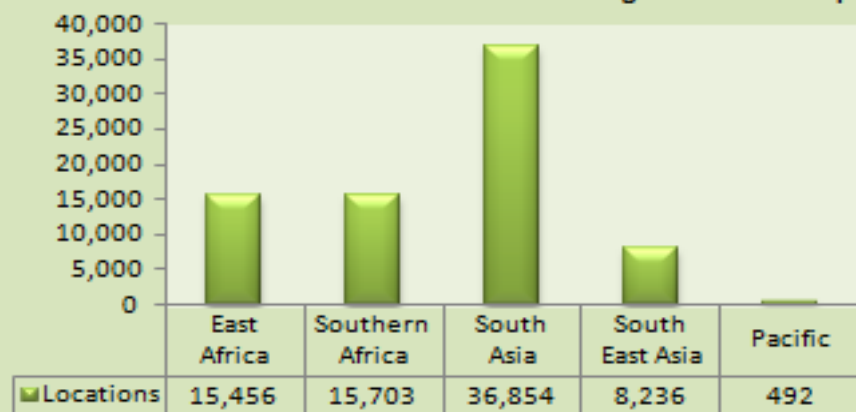
45 activities
Each \$200K- >\$1.6m



Who benefited?

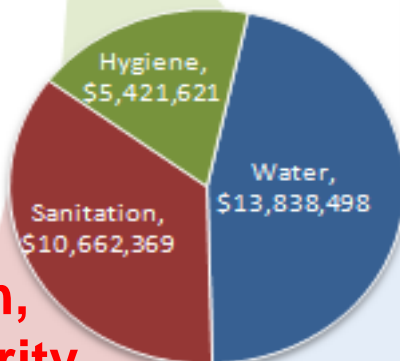


Additional locations with hand washing facilities and soap



Achievements against core indicators

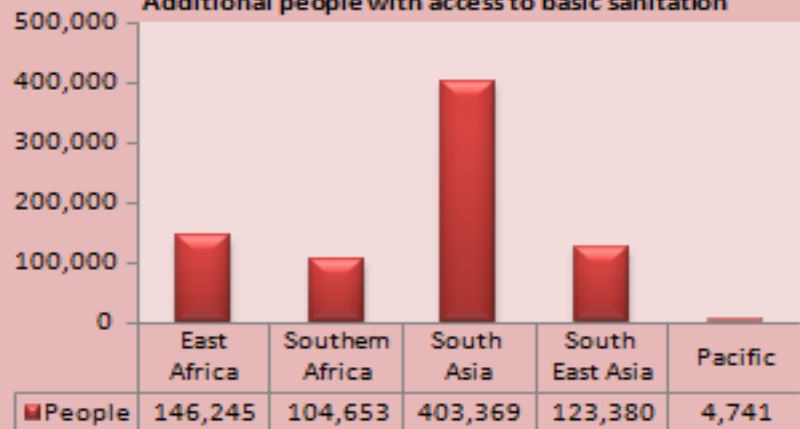
36% \$ spent on sanitation, a policy priority



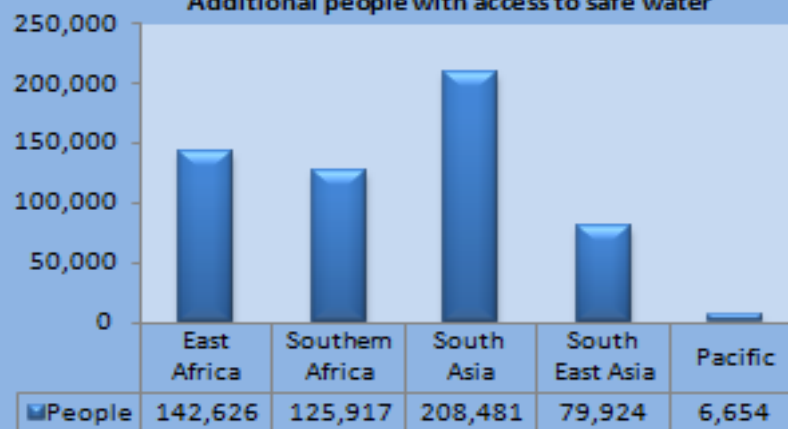
Core Indicator	Target	Achieved	% of Target
Additional people with access to basic sanitation	622,310	782,388	126%
Additional people with access to safe	352,049	563,602	160%
Number of additional locations with hand washing facilities and soap	58,697	76,741	131%
Number of additional schools with water, sanitation or hand washing	476	516	108%
Additional people with access to basic sanitation (JMP)	453,506	523,548	115%
Additional people with access to safe water (JMP)	345,011	508,223	147%

Exceeded targets by 30%

Additional people with access to basic sanitation



Additional people with access to safe water



Hygiene outcomes

77,000 additional households and schools
in which hand-washing is practiced
(according to proxy: locations with
hand-washing facilities and soap)

516 schools gained access to water,
sanitation and/or hand-washing facilities



Achievements against enabling outcomes: governance, capacity, gender, evidence base

80 significant changes to support the enabling environment for services (= average 2 per activity)

**Wide variation- some activities
had no significant changes, others
had > 5**



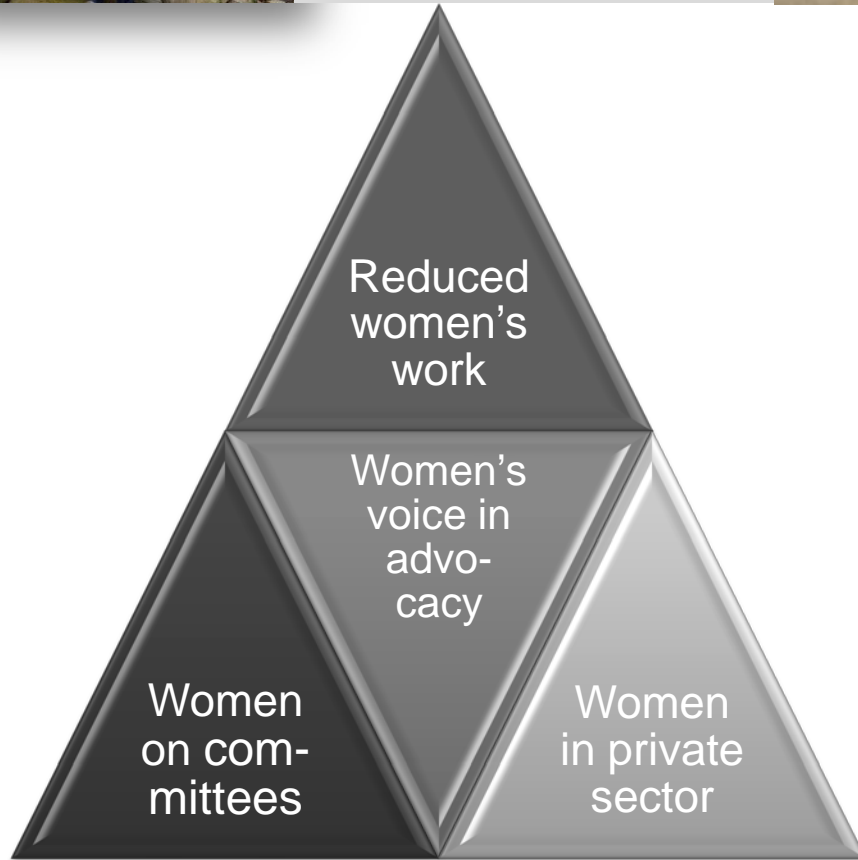
Governance



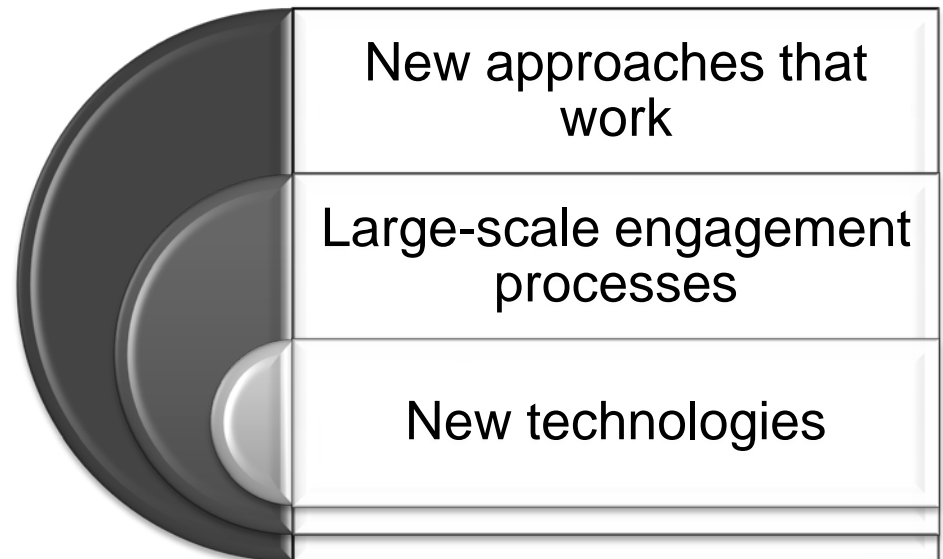
Capacity



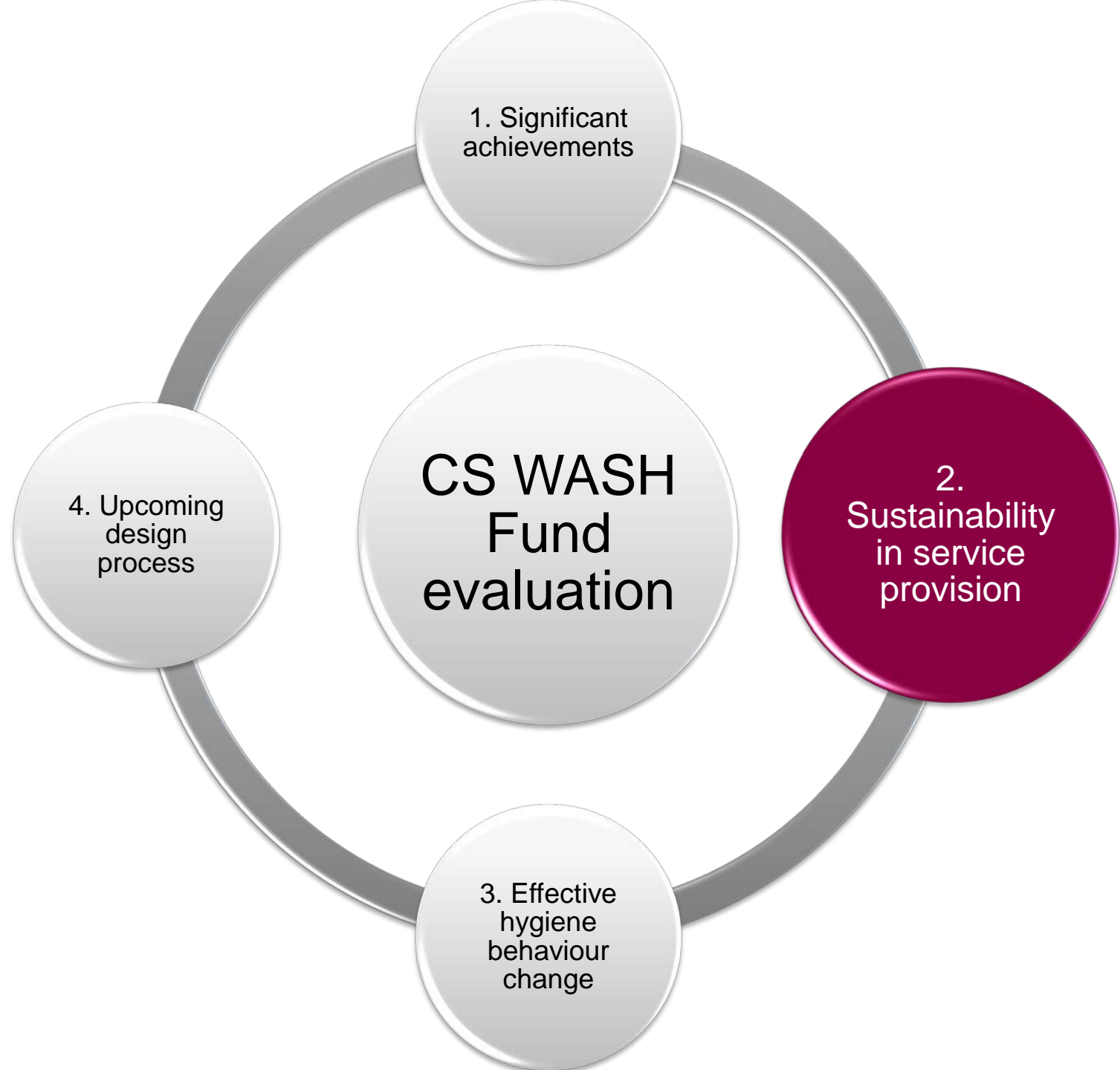
Average of **47%**
females on WASH
committees
 (30% is considered
 desirable) [AusAID
 headline indicator 6]



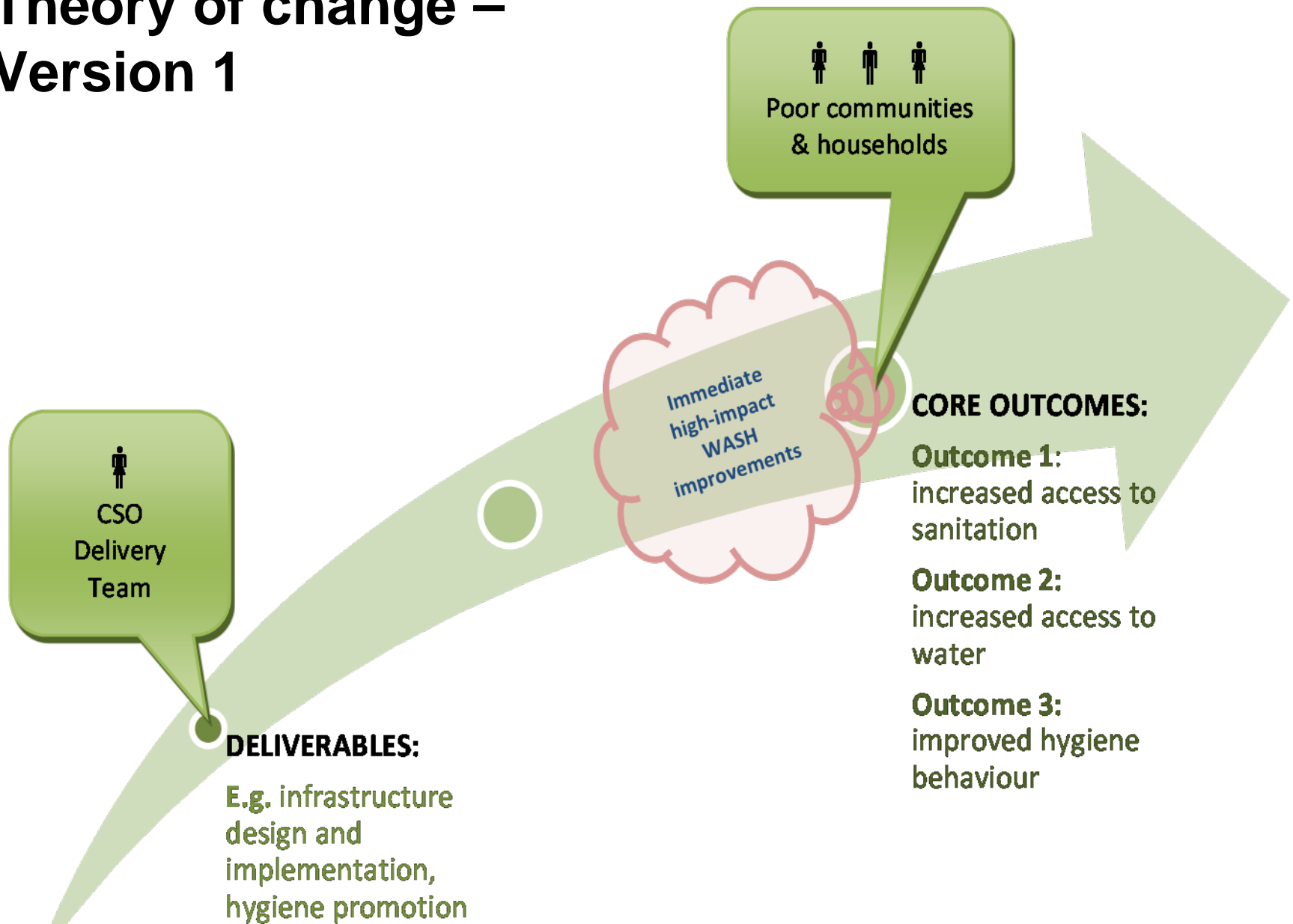
Gender equality



Evidence base

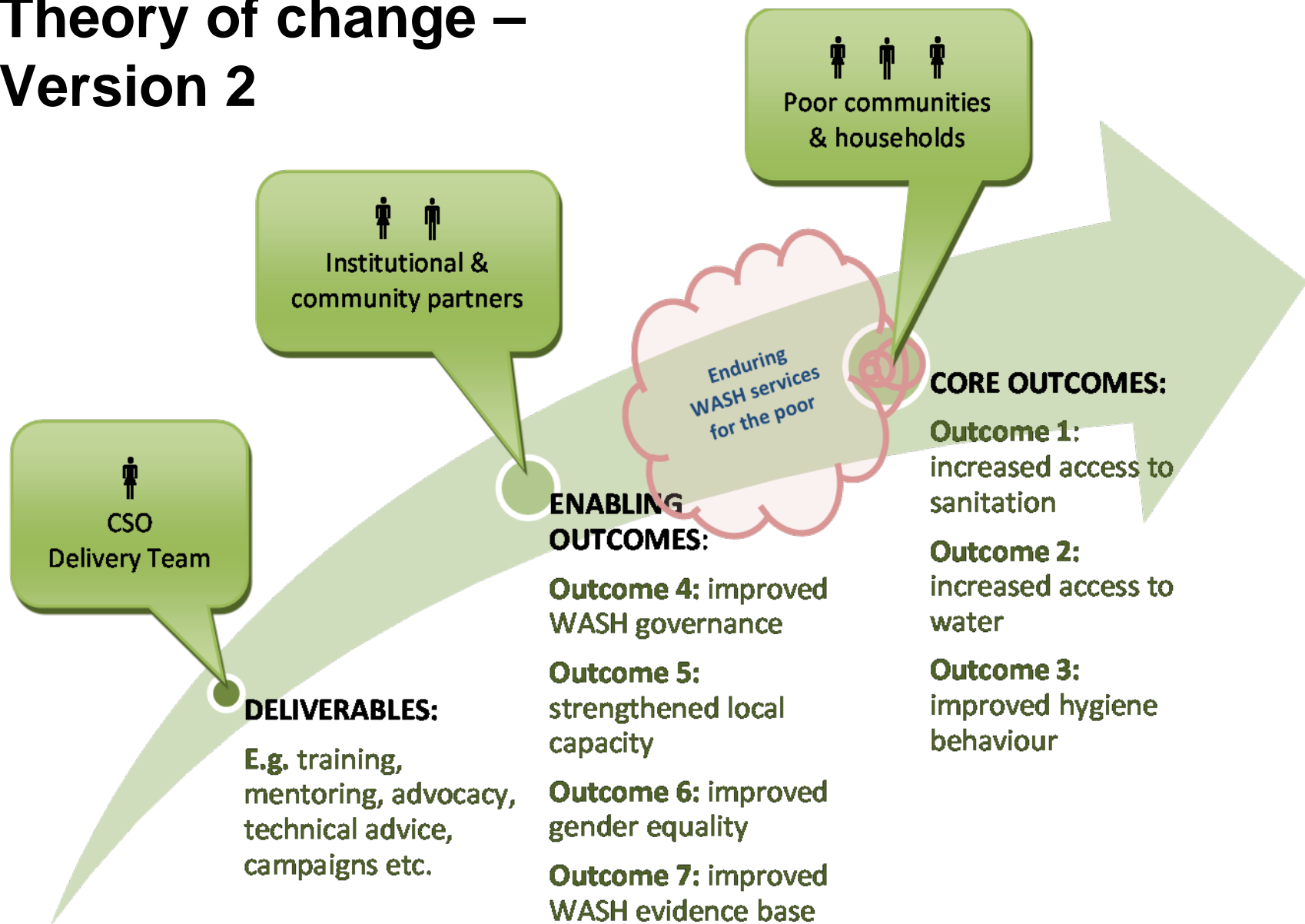


Theory of change – Version 1



This theory of change is unlikely to produce sustainable outcomes

Theory of change – Version 2

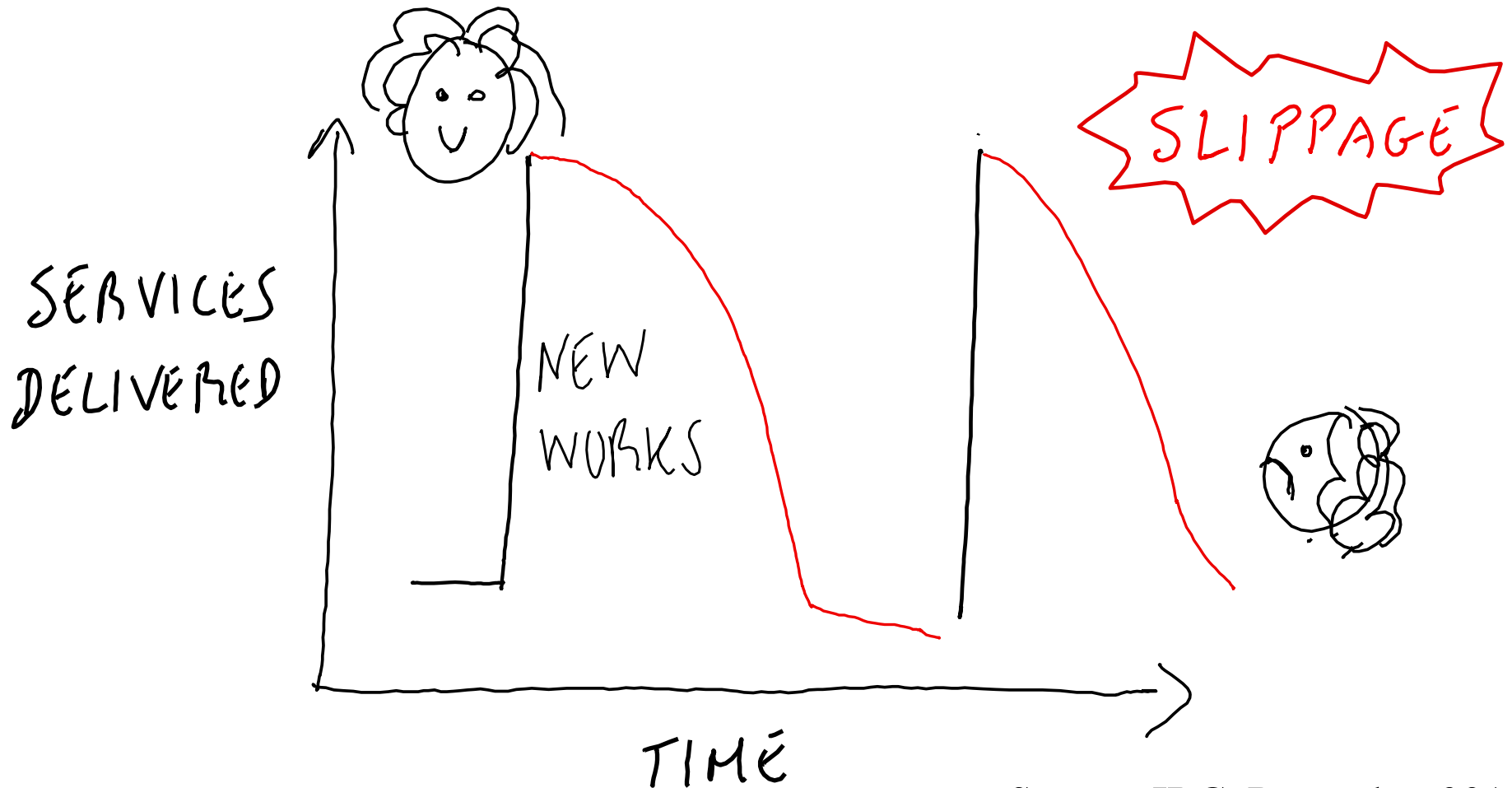


This theory of change is more likely to achieve sustainable outcomes, however ex-post monitoring during the new Fund is critical to learning about actual sustainability of outcomes

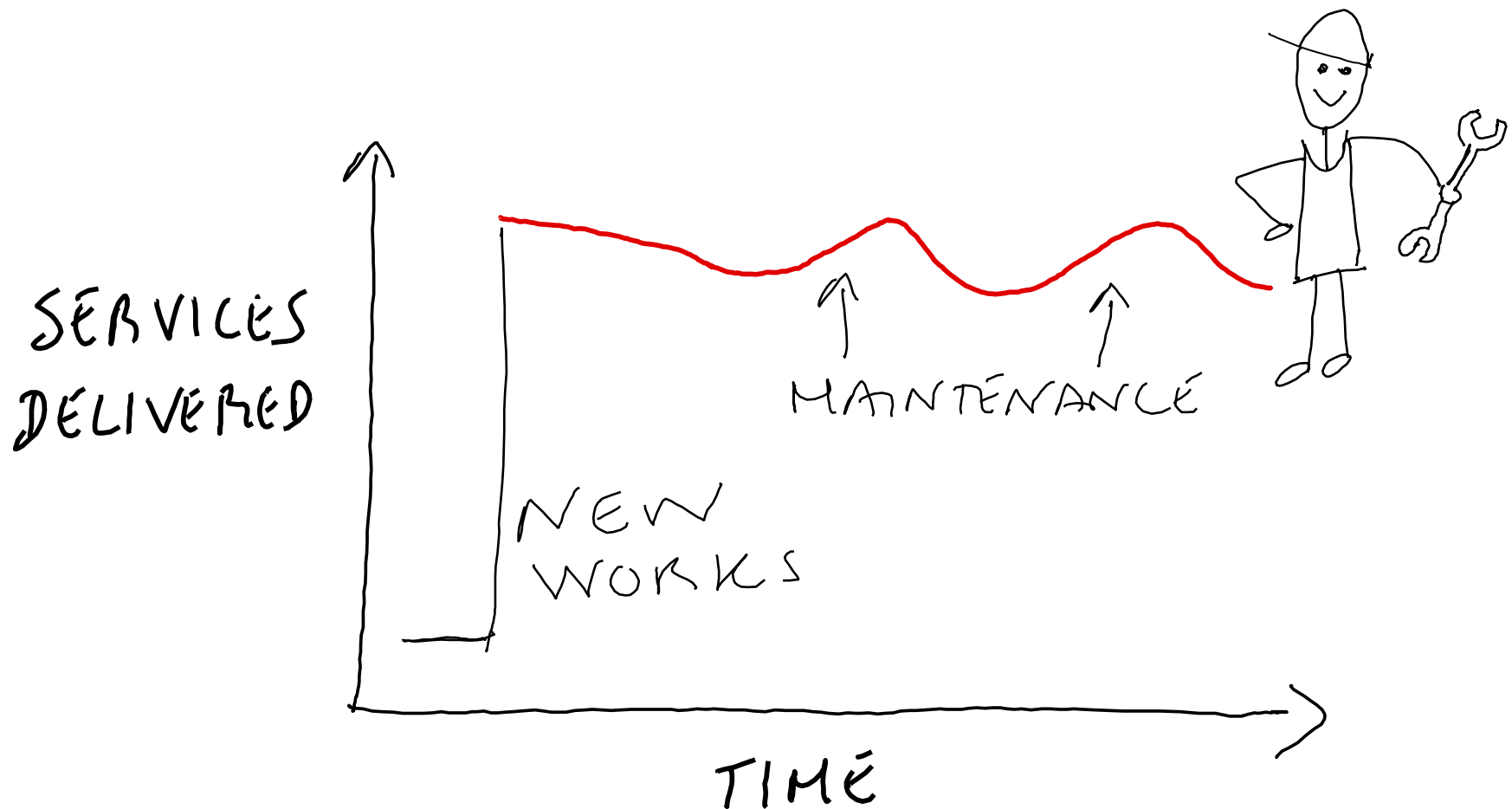
‘The Fund’ with respect to sustainability in rural water supply

- ✓ Some activities successfully worked through existing institutions
- ✓ Innovation in involvement of private sector – eg private sector rural water service providers in Vietnam, pump repairers in Zambia and India
- X 25-70% of water systems may fail (based on sector literature)
- X Reliance on ‘community-management’ may be unrealistic
- X Need more focus on supply-chain for spare parts
- X Varied attention to water quality/quantity/service level
- X Need for increased focus on links to water resources and climate change

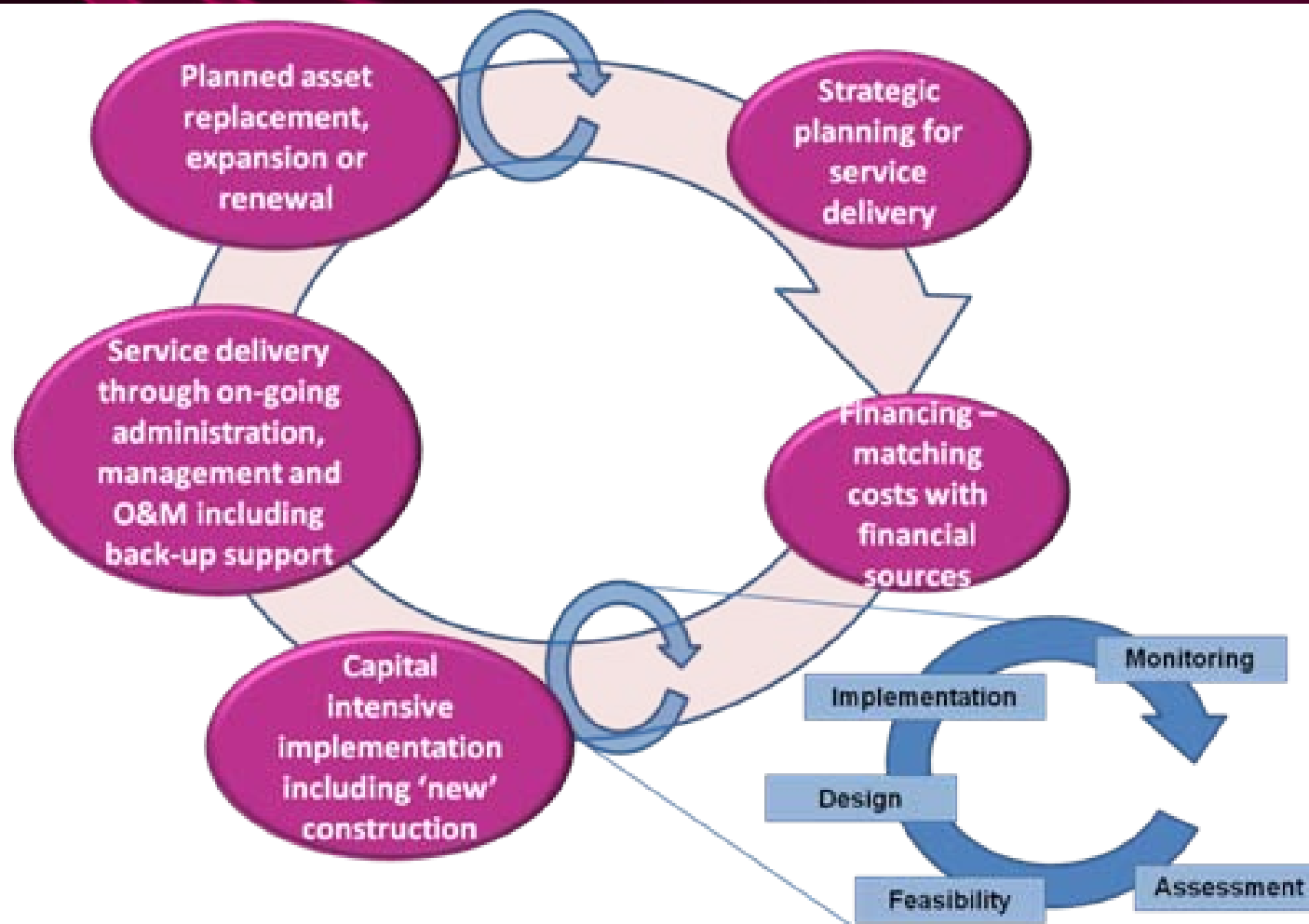
"BUSINESS AS USUAL"



SHIFTING TO SERVICES THAT LAST



Service delivery entails many things....



Source:
Lockwood
and Smits,
2011

There are many service delivery models...

Enabling environment: policy, legal and institutional frameworks, macro-level investment planning, learning and innovation

National or state level

Service authority functions: planning, contracting, monitoring, post-construction support

Local government

Service providers: day-to-day operation, administration, maintenance

System or community level

Community-based management

Private sector operators

Public sector operators

Self-supply

Community-based management with some or all O&M outsourced to private individuals or companies

Public-private partnerships with private sector operators managing under license or contract

...

Public sector management with O&M outsourced to private company

...

Adapted from
Lockwood
and Smits,
2011

CSOs could consider how to support improvements in community management, trial other service delivery models, and work to support local government as a service authority

Recent research provides building blocks to move from infrastructure focus to service delivery focus



1. Professionalisation of community management

2. Increased promotion of alternative service provider options

3. Sustainability targets and indicators

4. Standardisation of design/construction/implementation approaches

5. On-going 'direct support' to service providers

6. Capacity support to decentralised government (service authorities)

7. Learning and sharing experience

8. Planning for asset management

9. Financial planning frameworks cover all life cycle costs of service delivery

10. Regulation of rural services and service providers

11. Availability of spare parts and technical assistance

How can CSOs best support these changes in the wider sector?

Adapted from
Lockwood
and Smits,
2011

‘The Fund’ with respect to sustainability in sanitation outcomes

- ✓ Some activities successfully working through existing institutions eg in Bangladesh, Kenya, Vietnam, Nepal etc.
- ✓ Some focus on sanitation supply-chain/marketing
- X Highly varied results from CLTS ‘triggering’
- X Unproven sustainability of ODF (based on sector literature)
- X Need for greater skills and focus on supply-chain and sanitation marketing
- X Need for greater focus on safe disposal or re-use/pit emptying/on-going service needs

Deciding on an approach

Playing a CSO
role in sector-
wide reform?

Output-based
aid
approaches?

Understanding of
the basic
requirements for
ensuring on-
going services

Contextual
analysis of
WASH sector in
given
country/location

Prioritise points
of leverage, entry
points to create
change, new
roles

Social accountability
approaches based on
the 'right to water'?

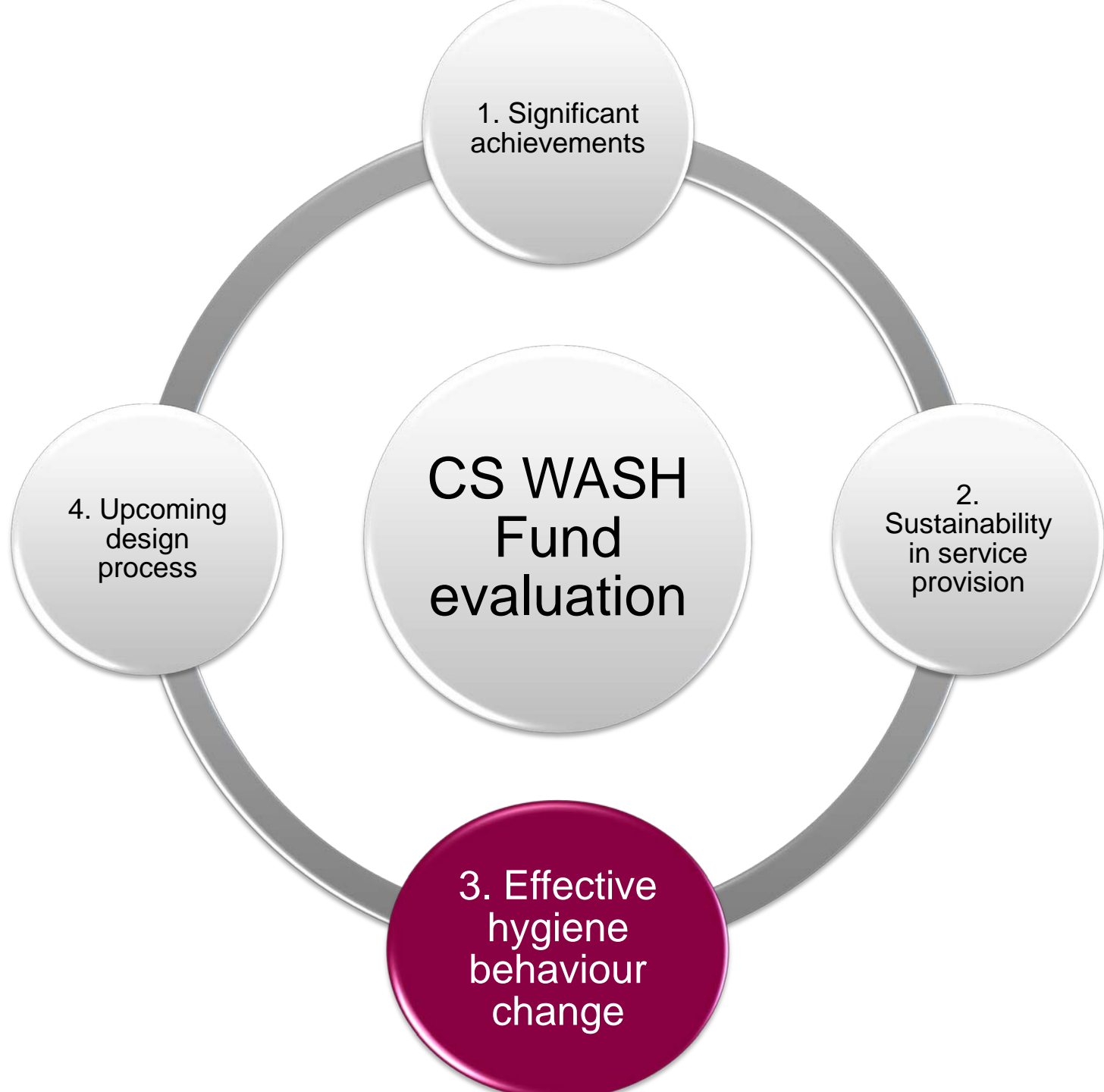
Private sector and/or
CBO role in de-sludging
or resource recovery?

A sole focus on
keeping existing water
systems running?

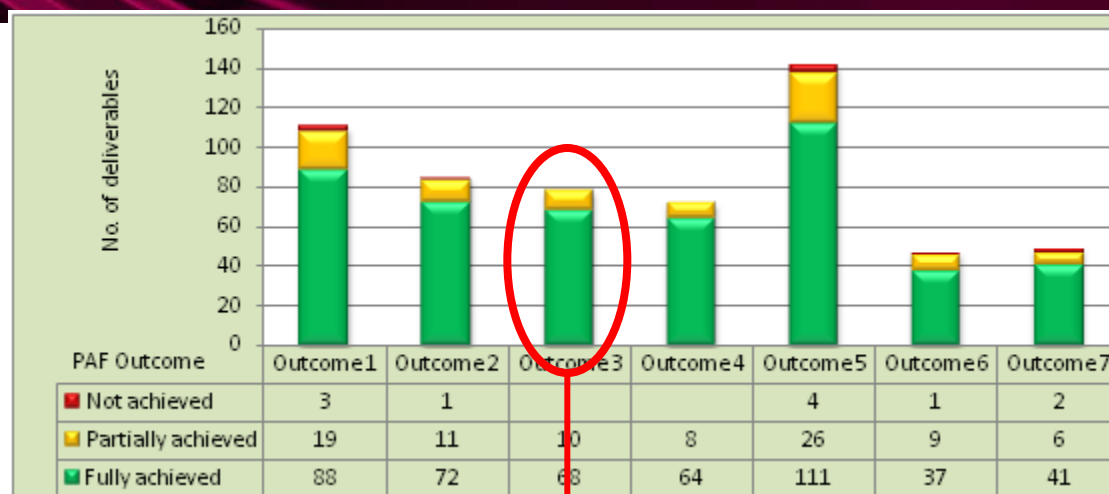
Private sector or
CBOs as
formalised service
provider roles?

Questions/discussion

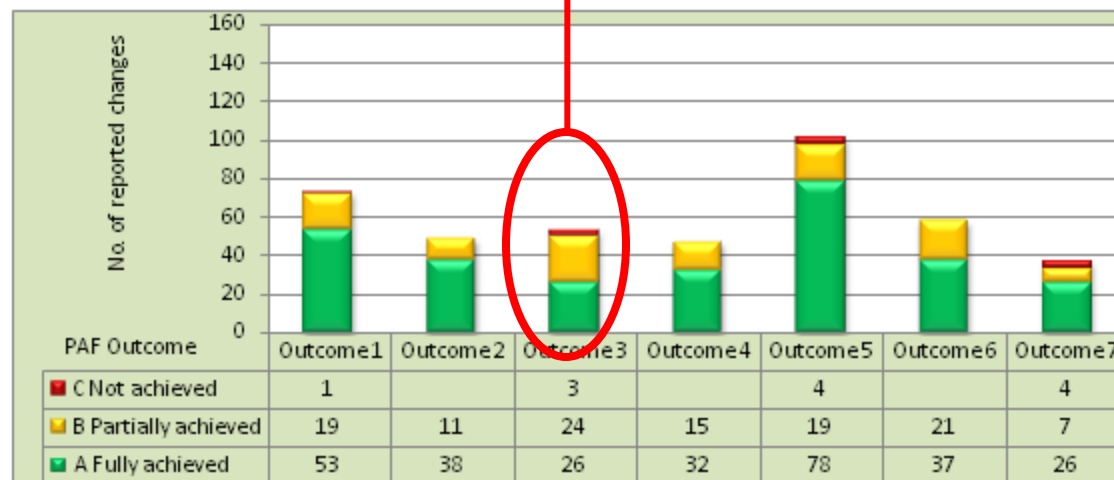
- > What process of analysis helped you arrive at your activity design in the previous Fund? Was it sufficient?
- > In the new Fund, what can CSOs meaningfully do to foster enduring WASH services?
- > What design considerations would help sharpen the sustainability agenda and PLANNING for sustainability from the outset?



Effectiveness of hygiene promotion efforts is not clear



Relative completion of deliverables



Relative achievement of expected changes

Need for better understanding of hygiene behaviour motivators

From

- > Assuming health is a motivator (generally, it is not)

To

- > Exploring culturally specific, gender-specific, group-specific motivators
- > Designing programs to appeal to these motivators

Need for improved strategies and measures of their success to inform effective and cost-effective hygiene promotion

Need for more strategic planning of hygiene promotion and WASH facilities in schools



Strengthen institutional links with Min/Dept Education when working in schools

Discussion/questions

- > How can designs for the new Fund benefit from a critical examination of what worked and did not work in this Fund regarding hygiene promotion?
- > What could generate deeper insights about drivers of hygiene behaviour change?



Advice for the design stage...

- > Build strategies based on strong sectoral knowledge and country-specific knowledge
- > Assess capacity of any implementation partners - be realistic about what can be achieved and what responsibilities they can take
- > Broaden participation of stakeholders in the design process
- > Set realistic targets for core indicators, and accept (AusAID and CSOs) inherent uncertainty in them when working through partners
- > Set up effective engagement between post and CSOs to capitalise on synergies

Towards improved clarity of purpose and intended changes... and better M&E

- > Proposed review panel for new Fund should set up the PAF with similar level of specificity
- > Ensure consultation in development of the PAF and subsequent training for its use
- > CSOs should take time and care in defining **what success looks like**
- > CSOs should examine their implicit theory of change. Elaborate the basic assumptions (especially for enabling outcomes eg. capacity building) and install ways to verify these

Doing better with articulating changes...

> From:

Phrased as an output (deliverable)
not an outcome (change)

Not substantiated

- “6 communities were mobilised for improved hygiene behaviour change”

Ambiguous change

> To:

Baseline established

Explicit focus of
change (class of
human actor)

Reliance on
established proxy
measure

- “Before the program, 88% of households had no place for hand-washing, and 9% had a designated place but with no soap. In January 2012, a designated place for hand washing with soap was observed in 61% of households...households without any hand-washing facilities reduced to 10%”

Substantiated
change

Remaining work to be done

Assessing VfM...

$$\text{VfM} = \frac{\text{(value generated)}}{\text{(money invested)}}$$

- > However, there is **no universal measure** of the value of aid; and lines of attribution are usually complex and ambiguous
- > Therefore VfM is difficult to employ with integrity, and offers only limited value beyond good practice program evaluation techniques

VfM assessment of the Fund: the Fund performed well...

Box 9: Cost per beneficiary ranges for access to sanitation, including software components and broader efforts to support the enabling environment for WASH services for the poor



East Africa: Unit costs varied from \$0.50-\$55. At the low end of this range was highly successful CLTS practice. The mid-range (\$26-33) included both CLTS as well as school toilet construction, and an activity comprising a desludging service for an urban informal settlement. The high end of this range reflected CLTS with a low success rate of toilet construction as compared with number of communities triggered. Southern Africa: The full range was from \$3.50-\$90. At the low end of this scale was successful CLTS with

1. **Costs-benefits:** \$32.5m spent, 2300,000 beneficiaries of WASH services, leveraged significant local investment, proven economic value of WASH investments of \$5-11 for \$1 spent
2. **Planned versus actual achievements (delivery of promised outcomes):** 83% deliverables completed, core outcome indicators exceeded by 30%, 69% of other expected outcomes achieved- acceptable for a short Fund
3. **Equity:** Strong focus on poor and vulnerable- remote rural and informal urban
4. **Cost per beneficiary of key outcomes:** on par with global benchmarks, challenging to analyse with integrity

Investment in a VfM assessment is not warranted in the upcoming Fund, since evidence already exists for the economic value of WASH outcomes, and the selection process, good M&E and performance management will ensure value for money

Key messages

1. The Fund made a major contribution to WASH for the poor and to AusAID's policy objectives
2. There is room to extend and re-think current strategies in the light of sustainability
3. The design phase for the new fund is an opportunity to ensure that approaches and logic reflect lessons learned



Thank you

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