

Independent Evaluation of M&E Systems for AusAID Water Sanitation and Hygiene Partners in Zimbabwe MANAGEMENT RESPONSE

Initiative Summary

Initiative Name		
AidWorks initiative number	INK 158, INJ107, INJ532,	
Initiative	Commencement date	Completion date
INK158 GIZ	02/09/11	30/06/15
INJ107 UNICEF	17/06/09	31/12/13
INJ107 BOWSER	01/04/10	28/02/13
INJ532 AFDB ZIMFUND	11/10/10	30/09/16
Total Australian \$	\$ 83,365,638.00	
Total other \$		
Delivery organisation(s)	GIZ, UNICEF, World Vision Australia, African Development Bank and World Bank	
Implementing partner(s)	GIZ, UNICEF, World Vision Zimbabwe, Africa Development Bank	
Country/Region	Zimbabwe	
Primary sector	Water, sanitation and hygiene	
Initiative objective/s	<p>The objectives of the WASH Programs in Zimbabwe are to:</p> <ul style="list-style-type: none"> - Improve the institutional and financial capacity of local authorities to sustainably delivery WASH services to residents and communities in targeted areas - Rehabilitate existing infrastructure to improve reliability of basic water supply and sanitation services and solid waste management in selection urban and peri-urban areas - Improve the policy environment - Improve hygiene promotion and behaviour - Improve access of vulnerable groups to improved water and sanitation services 	

Evaluation Summary

AusAID commissioned a review of its WASH Programme in Zimbabwe in October 2012 to take stock of key achievements, impacts, lessons learned, and challenges and provide advice on future directions for the AusAID Zimbabwe WASH programme. Within this overall programme review, AusAID commissioned an in-depth analysis of partner monitoring and evaluation (M&E) systems with a view of harmonizing and standardizing these systems for ease of progress reporting and tracking of the program outcomes and

impact. The M&E review also sought to establish how best to harmonise information requirements for AusAID's quality and performance systems.

The partners supported through the WASH initiatives are:

- The GIZ Urban Water Supply and Sanitation Program (\$25 million, 2011-12 to 2015), seeks to improve water supply, sanitation, and solid waste management services for approximately 1.07 million people in six towns. It focuses on rehabilitating critical infrastructure as well as providing institutional support to local councils to improve revenue collection, operations and maintenance.
- The Bulawayo Water and Sanitation Emergency Response (BOWSER) program (\$10.1 million, 2010-2012 – AusAID contributed \$9.1 million and World Vision Australia contributed \$1 million) put in place strategies to save lives and preserve existing water infrastructure assets in Zimbabwe's second largest city, Bulawayo following a cholera outbreak. AusAID provided funding to World Vision Australia who in turn delivered the program through World Vision Zimbabwe in partnership with Bulawayo City Council and local NGO Dabane Trust. AusAID also facilitated a partnership between the Bulawayo and Durban (South Africa) City Council's for the program. The program ended in February 2013.
- The Emergency Rehabilitation and Risk Reduction Program (ER&RR) implemented through UNICEF in response to the 2008/2009 cholera outbreak, assisted 20 local authorities, the Zimbabwe National Water Authority and rural district councils to improve the quantity and quality of drinking water and to implement innovative demand-led sanitation and hygiene approaches in targeted communities.
- African Development Bank (AfDB) Zimbabwe Multi-Donor Trust Fund (Zim-Fund) was established to support the priority recovery activities of the Inclusive Government, with an initial focus on rehabilitation of critical water and energy infrastructure. Australia has contributed \$20 million to date. There have been long delays in commencement of urgent water and power infrastructure work. AusAID's position as the Zim-Fund Co-Chair in 2013 provides an opportunity to work with the AfDB to regain the trust of government and donors by delivering on Zim-Fund's important and considerable potential.

The review employed a mixed method approach which included a desk review and interviews of key informants. A review of logframes, data collection tools and project documents was undertaken in light of the indicators, from inputs, activities, outputs, outcomes and impact. The indicators were assessed for sufficiency, relevance, measurability, insightfulness and practicality.

Key Informant Interviews and consultative meetings were held with Partner M&E staff and AusAID Staff. The purpose of the consultations with Partner focal persons on M&E were to understand the M&E systems being used, including data collection processes and tools, data analysis, reporting, data quality control as well as alignment with the AusAID WASH Performance Assessment Framework.

Evaluation Objectives:

The specific objectives of the Monitoring and Evaluation Systems review as outlined in the TORs were:

- Review of partner M&E frameworks and systems and how these are fit for purpose and adequate for reporting at both Partner and AusAID levels
- Make recommendations on harmonization of M&E Indicators and systems across Partners
- Standardise tools and methods for collecting and analyzing data on the same indicators
- Review reporting for headline figures in a way that feeds into the overall AusAID reporting framework and requirements and
- Conduct an M&E workshop for AusAID Partners to increase their appreciation and reporting requirements of the WASH Performance Assessment Framework (PAF).

Evaluation Completion Date: February 2013

Evaluation Team: Killian Mutiro; Independent Consultant; Fadzai Mukonoweshuro and Dagobert Mureriwa (AusAID Evaluation Managers), Dan Kark and Andrea Cole (AusAID Quality and Performance Managers)

AusAID's response to the evaluation report:General comments

- The independent Completion report meets AusAID quality criteria. Supported partners have agreed to have it published on the AusAID website. Findings were supported by evidence and the report sufficiently meets AusAID's quality requirements to close this activity.
- The M&E review of the Zimbabwe WASH Partners initiatives demonstrates that while partners have developed effective progress monitoring systems the robustness of the systems varies by Partner.
- Partner systems are weak on outcome monitoring and require strengthening. Partners need to consider additional resourcing of their M&E Plans to report on both process and outcome monitoring.
- The review provided an opportunity for partners to pre-test the AusAID WASH Delivery Strategy Theory of Change (TOC), the performance Assessment Framework and underlying assumptions. As a result, all partners are now reporting using this revised TOC, a move towards a more harmonized system. In addition partners have agreed in principle to report on a core set of indicators to AusAID.
- The quality of data and information varied with the Partner depending on who was collecting the data. Partners directly collecting the data provided good quality data whilst those relying on the local authorities for data and information had data quality challenges, an indication of human and financial capacity gaps in M&E. The lack of baseline data in some instances also proved to be problematic for partners when undertaking routine monitoring.
- While this was a review of partner M&E systems, further support is required by partners to assist them to operationalize the recommendations from this review.
- The review findings will inform any future WASH programming in Zimbabwe and (where relevant) southern Africa.

AusAID's response to the specific recommendations made in the report

Recommendation	Response	Actions	Responsibility
Reporting <ul style="list-style-type: none"> AusAID should, as part of its agreement with Partners, agree upfront with Partners on the expectations on reporting and adoption of a minimum set of PAF recommended indicators. 	Agree Partners have agreed to report on the four WASH core AusAID indicators. Periodic reporting by partners to coincide with AusAID's performance and quality reporting.	In future agreements and amendments with partners reporting expectations will be clear AusAID will monitor partner Indicator tracking matrixes and monitoring plans half yearly. AusAID will work with partners on a standard indicator protocol.	WASH program Managers
Harmonization <ul style="list-style-type: none"> There is need for harmonization of WASH indicators and approaches at national level. AusAID is strategically positioned to help advance this harmonization agenda given its overall WASH strategy for Zimbabwe and its investment in WASH to date. The development of a common set of indicators by the World Bank through the ongoing service level benchmarking study is an important starting point in the harmonization process. Without this harmonization it will continue to be difficult for NCU to consolidate WASH development outcomes and impact at national level 	Agree The World Bank/ WSP process of Service Level Benchmarking (SLB) for all the 32 local authorities includes harmonization of global indicators. All AusAID partners are closely involved in the benchmarking exercise and have committed to consider recommendations from the exercise into their M and E frameworks. The SLB process will provide social and technical baselines for all supported towns which in turn will assist partners to measure progress. AusAID notes the process will take time and be challenging both because of the multiple actors and institutions involved and the possibility that it may not be feasible for all partners to change their indicators. If so, it may be necessary to focus more on how to adapt indicators for purposes of AusAID's own reporting and for outcome and impact reporting on WASH interventions more broadly.	AusAID to monitor partner implementation of SLB recommendations	WASH Program Managers

Recommendation	Response	Actions	Responsibility
<p>Monitoring outcomes and cross cutting issues</p> <ul style="list-style-type: none"> Partners should develop a structured and systematic process for monitoring outcomes and cross cutting issues. The PHHE Index developed by the GRM managed Protracted Relief Programme (PRP) to which AusAID contributed financial resources can be adopted for measuring outcomes of urban WASH. <p>Theory of change</p> <ul style="list-style-type: none"> AusAID and Partners should commission special studies that specifically focus on the assumptions in the Theory of Change to provide strategic guidance to the WASH programme in Zimbabwe. 	<p>Agree</p> <p>There is no clear strategy or plan to monitor progress on cross cutting issues that include gender, disability, environment, child protection. This makes it difficult for AusAID to consolidate results to provide a programme wide picture on the status of cross cutting issues.</p> <p>Agree</p> <p>Special studies will provide in depth analysis of the project assumptions and approaches which cannot be fully captured by routine monitoring. While partners will commission other analytical work on this, an area of immediate interest is the impact of booming small and large scale mining operations on urbanisation in small towns, access to service delivery, environmental impacts or pollution. The other pertinent study is on the willingness and ability to pay for water and sanitation services.</p>	<p>AusAID to continue to share policy guidance on cross cutting issues</p> <p>AusAID will monitor partner progress on cross cutting issues based on at least 2 clearly defined cross cutting indicators at the outcome and output levels of reporting</p> <p>AusAID will consider an assessment on links between mining and water in small to medium sized towns by March 2014.</p> <p>AusAID will consider support to UNICEF to conduct a national disability study</p>	<p>WASH program Managers</p>