

WaterAid in Mozambique Country programme evaluation

Introduction and background

This evaluation of WaterAid in Mozambique (WAMoz) was carried out in March 2011 by a team of two external consultants from WEDC and two WaterAid staff members. The evaluation focused on the relevance and effectiveness of the country programme in relation to the national context and strategic priorities as described in the 2007 Country Strategy Mid-term Review.

Mozambique has a relatively small population (22.9 million) that is predominantly rural; it comprises ten rural provinces and the capital city, Maputo which also has provincial status and is the only city with a population exceeding one million (1.589 million). WaterAid is active in Niassa province (since 1995/96) and Zambezia province (since 2002/03). Niassa is one of the most sparsely populated provinces with no other active donors; Zambezia is the most highly populated but has amongst the lowest rates of water and sanitation coverage in the country. The national coverage figures for water supply are: urban 77% and rural 38%. For sanitation the values are much lower at 29% for urban and only 4% for rural.

At the national level the Government of Mozambique (GoM) is proactive with sector coordination; a national forum (GAS) meets monthly and a 'common fund' (sector basket fund) has been established for the PRONASAR (rural water supply and sanitation programme).

Approach and Methodology

The aims of this evaluation are

- to focus on the high-level aspects of relevance and effectiveness in accordance with WaterAid's policy for Country Programme Evaluation and the OECD DAC evaluation framework; and
- to be forward-looking, drawing out lessons to advise future directions and approaches for the WAMoz programme

The main sources of primary data were: internal and external documents; key informants in WAMoz, Government, bilateral and multilateral agencies, partner NGOs and Community-Based Organizations (CBOs); observation and interviews with key informants and service users of systems and facilities supported by WAMoz in Niassa, Zambezia and Maputo. The degree of participation and involvement by WAMoz staff was good; a half-day briefing workshop at the start of the evaluation gave the opportunity for Programme Managers to outline the programme elements and strategy and for the evaluation team leader to explain the approach adopted for the evaluation.

Relevance of WAMoz Country Programme

Overall, the relevance of the WAMoz country programme is rated as good. A particular strength is the response to the GoM's decentralization policy whereby WAMoz has structured its own planning and financial procedures to align well with those of government, a fact which is highly

appreciated by Provincial and District level officials. Technical capacity within the decentralized governments is very weak and constitutes, along with lack of financial commitments, the principal blockage within the sector. WAMoz has begun to address this by providing embedded support at district level.

The most serious constraint to improving the relevance of WAMoz is its own lack of internal capacity due to the number of unfilled vacancies within the WAMoz offices. A particular gap is the lack of technical support available within the Senior Management Team (SMT); until this is addressed the potential for WAMoz to have major influence on the direction of the sector is severely limited.

Effectiveness of WAMoz Country Programme

Overall, the effectiveness of the WAMoz country programme is rated as good. WAMoz has been successful in promoting appropriate and productive relationships with both partners and government; however, those relationships could be further strengthened through joint planning initiatives. There is a strong awareness within the country team of the limitations and dependency of NGO partners on WAMoz. The programme has been successful overall in service delivery, although there are some distinctions to be drawn; for example, there are issues concerning urban sanitation that need to be addressed (see section 3.5.5). Current planning approaches in rural areas in general favour 100% coverage for household latrines; this restricts the “footprint” of WAMoz and will need to be reconsidered in the light of government’s PRONASAR programme. However, this is an effective approach with respect to equity and inclusion in targeted communities.

The lack of internal strategic capacity within the country team has resulted in an ineffective contribution to national sector discussions and WAMoz is not regarded as a leader in the sector – although it clearly could be, and there is a desire on the part of other actors that this should be the case. The detailed assessment results of the evaluation are shown in Table 7 in the main body of the report.

Recommendation 1

Resolve the internal human resource constraints. This is the most important recommendation and is an essential prerequisite to the successful implementation of the other recommendations. Rebuilding the SMT with good technical support for both urban and rural programmes is a matter of urgency. Once WAMoz has addressed this issue it can begin to work on the following five inter-linked recommendations.

Recommendation 2

Increase the visibility of WAMoz in the national sector. The reconstituted SMT needs to step back from the day-to-day operational pressures and decide what WaterAid wants to advocate for in Mozambique, create alliances with other WASH sector organisations, develop the evidence base to support the advocacy positions and present the evidence.

Recommendation 3

Develop a sector engagement strategy. The SMT needs to develop a strategy to address how best to respond to and engage with the different pillars of the government’s PRONASAR programme, specifically: the Community-Led Total Sanitation approach; alignment with proposed ‘PEC zonal’ planning; and approaches to sustainability

Recommendation 4

Review and modify programming approaches to focus on scale and sustainability, using lessons from experience. Reassess the approaches to rural and urban sanitation programmes to move away from full subsidy and use the small scale private sector. Widen the scope of the sustainability pilot to investigate partnership with District Government and the potential for private sector involvement in supply chains.

Recommendation 5

Make planning more dynamic by capitalising on existing relationships, data and project experience through promoting tripartite links between DG, local NGO partners and WAMoz; using monitoring and mapping data to improve future planning and targeting of investments and operations.

Recommendation 6

Document and disseminate experience in order to embed learning. Prepare a set of Briefing Notes on key technical and operational experience with an associated dissemination strategy that identifies target audiences, dissemination pathways and appropriate formats



WaterAid transforms lives by improving access to safe water, hygiene and sanitation in the world's poorest communities. We work with partners and influence decision-makers to maximise our impact.

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