

Mozambique Country Programme

Strategy 2016 - 2021



Photo Caption: Water facilities at Unidade 7, Bairro Mavalane, Maputo; Credits: Helder Samo Gudo

0. EXECUTIVE SUMMARY

Mozambique is ranked 180 out of 188 countries in the Human Development Index¹, with a weak economy, that generates inadequate resources to provide basic public services. As a result, 48% of the total estimated population of 25.7 million, are without safe water and 77% are without improved sanitation and hygiene². The country lacks policy in hygiene and sanitation, and the implementation of other WASH related policies and strategies is weak.

The country remains heavily dependent on external financing. Public debt rose to over 56.8% of GDP in 2014³. The inefficiencies and weaknesses in the revenue collection system, are not helping to change the current WASH situation in the country. The high level of poverty, weak and ineffective citizen participation and social inequality affect capacity of beneficiaries to contribute to maintenance cost of water and sanitation systems. This exacerbates the threat to sustainability of WASH investments.

The Mozambique country programme has identified the following key blockages as hindering universal access to WASH: 1) limited integration and coordination in the WASH sector; 2) inability of citizens to assert their rights which perpetuates marginalization and WASH inequalities; 3) Inadequate implementation of policies in the WASH sector; 4) Low priority given to the WASH sector specifically sanitation and hygiene by the Government; and 5) inadequate capacities and limited resources within the decentralization structures that hinder the delivery of sustainable WASH services.

WaterAid has been present in Mozambique since 1995, and its contribution to the WASH sector is highly recognized by the Government and sector stakeholders.

To remain relevant and contribute to the Mozambican context in responding to the SDG6 and to the WaterAid Global Strategy, the country programme will use the experience and recognition already earned to reposition itself as an organization working in partnership with other actors to catalyse positive lasting change in the WASH sector.

The transformational change, WaterAid Mozambique wants to bring in the next five years, is *“active citizens claiming their rights for equitable and sustainable WASH services and a prioritized and stronger WASH sector that responds to citizen’s claims”*. We believe that for the above transformational change to be achieved, there are several conditions that need to be in place. These are: 1) effective and responsible leadership at all levels, 2) integrated and effective partnerships at all levels that influence lasting changes in WASH sector, 3) empowered communities that know and claim their WASH rights and fulfil their responsibilities, 4) Well-coordinated multi-sectorial national platforms and forums, 5) changed behaviour in hygiene and sanitation for communities and individuals, and 6) integrated planning that promotes and ensures sustainability, equity and social inclusion.

In order to achieve the desirable changes, the CP will focus on three overarching strategic objectives, namely: 1) to strength citizen and other actors capacity to understand and exercise their rights to WASH, influence policy implementation and accountability that enable equitable and sustainable WASH services, 2) to strengthen the WASH sector at all levels to ensure equitable and sustainable service delivery mechanisms, and 3) to Influence

¹ UNDP Human Development Report 2015

² Joint Monitoring Programme Report 2015

³ African Economic Outlook 2015

stakeholders in various sectors at all levels to recognize and promote behaviour change in hygiene and sanitation as key to human development.

In delivering this strategy, it is imperative that the CP makes some strategic shifts, which include mainstreaming the Rights Based Approach; partnership engagement at all levels including forging alliances and coalitions for greater voice; focus on hygiene and sanitation agenda and capitalization on youth energy to bring about change in the WASH sector.

In order to achieve the strategic objectives and the transformational change, the CP will use a combination of the following approaches: 1) district/city wide approach, 2) sector strengthening, 3) kukumana (convening) approach, 4) youth engagement approach, 5) sanitation marketing approach and 6) rights based approach.

To measure the success of the CPS, a developed measurement framework that contains clear outcomes and key performance indicators will be used. To ensure the achievement of strategic objectives, a results based monitoring and evaluation system will be developed, that balances quantitative and qualitative indicators.

To effectively deliver the Country Programme Strategy, an enabling framework based on the WaterAid Global Framework will be developed. The CP will also develop partnership strategy, an integrated human resources strategic plan, communication strategy, fundraising strategy and knowledge management mechanisms.

ABBREVIATIONS

Acronyms	Description
AIAS	Administração de Infraestruturas de Água e Saneamento
ARA	Administração Regional de Águas
CP	Country Programme
CPS	Country Programme Strategy
CRA	Conselho de Regulação de Aguas
FIPAG	Fundo de Investimento e Patrimonio de Aguas
FRELIMO	<i>Frente de Libertação de Moçambique</i>
GDP	Gross Domestic Product
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome
JMP	Joint Monitoring Programme
M&E	Monitoring and Evaluation
PIMS	Post Implementation Monitoring Survey
PMIS	Programme Management Information System
SNV	Stichting Nederlandse Vrijwilligers (Foundation of Netherlands Volunteers), a Netherlands development organisation
SWA	Sanitation and Water For All
UNICEF	The United Nations Children's Emergency Fund
WASH	Water, Sanitation, and Hygiene

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1. CONTEXTUAL ANALYSIS

1.1 Socio and Economic Situational Analysis

Mozambique has been ruled by FRELIMO since gaining independence in 1975 and adopting multiparty system of government in 1994. The current multiparty system is not yet giving space for effective citizen engagement in development processes. The country holds regular elections although the results have been consistently rejected by the opposition parties. The unresolved political situation negatively impacts on the welfare of the people, especially in rural areas where there is usually a threat of armed conflict. This leads to escalation of insecurity and increased migration from rural to urban areas thereby increasing demand for social services, including WASH.

The economy of Mozambique is driven by the extractive industries. Despite registering an average economic growth rate of 7.4% per annum⁴, Mozambique remains with high poverty levels⁵ and high unemployment rates⁶, with high number of people without access to safe water, improved sanitation and hygiene.

The country remains heavily dependent on external financing. Mozambique's public debt rose to 56.8% of GDP in 2014⁷. The inefficiencies, weaknesses and corruption on the revenue collection system, however, are not helping to change the situation. According to Joint Monitoring Programme report 2015, population without safe water is 12.3 million (48%) and population without sanitation is 19.8 million (77%). The priority sectors (Health, Education, Infrastructures, Agriculture and Rural Development, Governance, Security and

Legal System and others priority sectors) were given 64.2% of total budget in which: 18.1% for Education, 9.1% for Health, 14.8% for infrastructures and 1.5% for *Water and Sanitation (under infrastructures)*.

MULTIDIMENSIONAL POVERTY INDEX	
LOCATION	PERCENTAGE OF SEVERE POVERTY
NATIONAL	45%
URBAN	17.5%
RURAL	57.5%
MULTIDIMENSIONAL POVERTY INDEX BY PROVINCE	
ZAMBÉZIA	65.6%
C.	64.8%
DELGADO	
TETE	55.9%
NIASSA	50.5%
NAMPULA	46.8%
SOFALA	43.4%
GAZA	32.1%
INHAMBANE	29.0%
MANICA	28.3%
MAPUTO P.	11.1%
MAPUTO CITY	1.8%

Multidimensional Poverty across sub-national regions (OPHI - Jun

The geographical distribution of poverty, both moderate and extreme poverty, is concentrated in rural areas especially in the Central and Northern regions of the country. Moreover, the allocation of funds for poorest regions of the country is much lower, which exacerbates the existing high level of WASH inequalities in the country. This presents an opportunity for WaterAid to engage on governance and rights issues. The table below shows geographical disparities in WASH resource allocation

The estimated population for the country is 25.7 million, with over 33% being youth with vibrant energy to be engaged in WASH issues. About 10.5% of girls enrolled in primary schools drop out per year before completing 5th grade compared to 8.3% of boys as a result

⁴ African Economic Outlook, 2015

⁵ 54.7% of the population lives below the international poverty line of USD 1.90 per day according to WB 2008

⁶ 23% according to INEFP, 2013

⁷ African Economic Outlook, 2015

of either forced marriage, culture and religious norms, support in household chores and lack of appropriate school WASH facilities.

The Country is exposed to a number of Neglected Tropical Diseases (NTDs) such as trachoma, lymphatic filariasis, and there is high prevalence of HIV/AIDS, and malaria. There is need to integrate WASH components in the designed strategies to combat these epidemics.

The high level of poverty, weak and ineffective citizen participation and social inequality affect capacity of beneficiaries to contribute to maintenance cost of water and sanitation systems. This exacerbates the threat to sustainability of WASH investments. There is a need for more feasibility and research studies to generate evidence for influencing.

The country continues to experience repeated cycles of natural disasters, such as floods, droughts, cyclones and earthquakes which destroy WASH infrastructures and affect their sustainability. There is need to work with other sectors such as environment to carry out assessments on the effects of natural disasters and mitigation needs at both national and community levels.

The legal framework in Mozambique is strong but laws are not well disseminated and not effectively implemented. Although there is a legal space for civil society engagement, the spectrum of dominance by one party does not promote the realization of some aspects of people's rights. Civil society Capacity to engage in governance processes needs to be strengthened.

1.2 Water, Sanitation and Hygiene Context

The Ministry of Public Works, Housing and Water Resources (MOPHRH) is responsible for policy and strategic management of WASH sector through the National Water Supply and Sanitation Directorate (DNAAS). The water sector, however, has a set of agencies that are undertaking specific tasks with different levels of autonomy. These agencies include: (i) the ARAs⁵ with the responsibility for water resources management; (ii) FIPAG⁸ with the responsibility for urban water through a delegated management framework; (iii) CRA⁹ with the responsibility to regulate and protect consumer rights in water and sanitation sector in urban areas; and (iv) AIAS¹⁰ with the responsibility to operate water supply and sanitation systems in small towns. These agencies have different strategies that are not well harmonized, hence the need to advocate sector coordination.

As part of sector monitoring and coordination; government, donors and implementers come together to review annual progress through the Joint Annual Review (JAR) which is a functional forum for influence, although for it to be more effective, it needs further strengthening.

Mozambique has developed sound policies and strategies for the WASH sector and signed international commitments such as e-Tikwini, Ngor and SWA. These policies, strategies and commitments lack implementation, monitoring and evaluation. Despite these commitments, Mozambique is not progressing as expected to achieve universal access to WASH by 2030.

⁸ FIPAG – Fundo de Investimento e Património de Abastecimento de Água

⁹ CRA – Conselho de Regulação de Aguas

¹⁰ AIAS – Administração de Infraestruturas de Agua e Saneamento

Access to safe water in Mozambique stands at 52%, 37% and 81% at national, rural and urban populations respectively. Sanitation access coverage is at 23%, 10% and 42% at national, rural and urban populations respectively.¹¹ The country did not achieve the MDG goals which were planned at 70% water and 60% sanitation. This is as a result of WASH sector being underfinanced and highly dependent on external funding. This affects the sustainability of the WASH services which has been a major concern for many years.

Based on the context and stakeholders feedback, the Mozambique programme has identified five key WASH blockages that would hinder the move towards everyone everywhere having access to WASH services by 2030:

Firstly, weak integration and coordination in the WASH sector, leading to actors in the sector working separately, not sharing plans and resources as well and not making joint decisions to improve the sector;

Secondly, weak citizen voices demanding their WASH rights and holding duty bearers accountable, resulting from lack of community knowledge and capacity and limited collaboration amongst actors;

Thirdly, insufficient funding for the WASH sector, due to low prioritization of the sector, limited advocacy for sector financing and poor planning;

Fourthly, non-existence of sanitation and hygiene policies due to the low attention paid to hygiene and sanitation by the Government, resulting into poor quality and limited coverage of these services; and

Fifthly, weak implementation of decentralization process, due to weak institutional capacity, poor planning and low prioritization of the process.

2. DEFINITION OF CP FOCUS – ROLE AND NICHE

2.1 Role and Niche

In order to contribute to the achievement of the global goal, WAMoz, in the next 5 years, will position itself to play two distinct niches and roles:

- (i) We will strive to be recognized as an organization that catalyses change in the WASH sector through promoting and developing innovative, adaptable, sustainable and scalable models. WA Moz will influence duty bearers and other actors to replicate these models in their respective spaces in order to achieve universal access. In its catalytic role, WA Moz. will also build stronger alliances among CSOs, private sector, government and research institutions, challenge obstacles to resources mobilization and influence other actors to invest more resources into the sector.
- (ii) We will also endeavor to be known as convener that brings together actors including government, donors, civil society, citizens and leaders at all levels to set ambitious agenda of change in the WASH sector. We will facilitate and create spaces for actors to have joint dialogue and engagement in WASH sector aimed at changing the WASH

¹¹ JMP Update Report 2015

sector narrative and debates in the country. In its convener role, WAMoz. will engage all actors including the key WASH sector players to deal with key blockages that would hinder progress towards access to WASH for everyone everywhere by 2030.

There are various actors contributing to the WASH sector. WAMoz would like to move away from the previous approach of doing service delivery as an end in itself, but to do service delivery as a way of modelling service delivery, scaling up models and using this to influence decision makers in the broader agenda of prioritizing WASH as an important contributor to human development. WAMoz convening role is the approach to catalyse the desired change.

3. THEORY OF CHANGE

The Mozambique context analysis had highlighted that WAMoz works in a complex, diverse, dynamic and risk prone environment in which it aspires to bring the desired change.

WaterAid Mozambique's vision is "everyone everywhere has access to safe water, sanitation and hygiene by 2030".

WAMoz believes that citizen empowerment to claim their WASH rights and influence policy implementation and accountability, WASH sector strengthening at all levels and strong alliances building across the sector to recognize and promote behaviour change in hygiene and sanitation are the appropriate pathways to bring positive change towards WASH services accessibility by everyone, everywhere at all times (see Diagram –Appendix I).

The **transformational change** WaterAid Mozambique wants to bring in the next five years is "**active citizens claiming their rights for equitable and sustainable WASH services and a prioritized and stronger WASH sector that responds to citizen claims**".

WAMoz believes that, for the transformational change to be achieved, there are several **conditions** that need to be in place.

First, existence of effective and responsible leadership at all levels of government. Strong leadership will help to influence key actors to prioritize WASH, improve coordination and planning for enhanced service delivery and transparent allocation of resources, especially for the poor and marginalized.

Second, existence of integrated and effective partnerships at all levels. The diverse partnerships are the agents that influence lasting changes and support scaling up service delivery and integration.

Third, empowered communities that know their WASH rights, claim them and fulfil their responsibilities. This condition is about the existence of communities with knowledge and capacity to understand, demand and exercise their WASH rights.

Fourth, well-coordinated multi-sectoral national platforms and forums that enhance sustainable delivery of WASH services and innovative models. This condition implies that there should exist multi-sectoral national platforms and forums that are facilitating joint planning, resources mobilization, implementation, sharing of experiences and lessons learned and joint monitoring of WASH services.

Fifth, changed behaviour in hygiene and sanitation for communities and individuals. This condition demand that there should exist positive changes in the knowledge, attitude and practice of good hygiene and sanitation at community and individual levels including institutions.

4. STRATEGIC OBJECTIVES

In order to achieve the transformational change, the Country Programme will focus on the following three overarching strategic objectives over the next five years (see diagram in Appendix I):

Strategic Objective 1: *To strength citizen and other actors' capacity to understand and exercise their rights to WASH, influence policy implementation and accountability that enable equitable and sustainable WASH services.*

We will strengthen citizen engagement with the WASH sector actors in claiming their rights as well as recognising their roles and responsibilities to achieve sustainable WASH services. Similarly, we improve capacity of other sector actors to be aware of citizen rights and how to support citizen engagement with duty bearers on issues of WASH rights. This objective aims to empower citizen and other actors with the knowledge and capacity to understand and exercise their WASH rights and hold government accountable and honour its obligations and commitments.

With this strategic objective, the CP is expected to achieve the following three results:

- Communities and citizens empowered, claiming their rights and taking responsibilities of their obligations
- Strong and powerful alliances of actors engaging government to meet its obligations on citizens WASH rights
- Media, forums, youth and other movements are actively monitoring government and duty bearers in fulfilling its commitments on citizens WASH rights

Strategic Objective 2: *To strengthen the WASH sector at all levels with a particular focus at districts and local authorities to ensure equitable and sustainable service delivery mechanisms.*

WA Moz will mobilise and work with other actors to ensure WASH sector is prioritized by government and resource allocation is improved, there is well coordination and integration within the sector and with other sectors (education, health and environment) and as well as a functional and effective sector monitoring system. This objective aims to improve coordination within the sector and other sector actors, to improve policy implementation, sector financing, sector monitoring and adoption of innovative WASH service delivery models by all actors.

This strategic objective will achieve the following expected results (outcomes):

- Well-functioning stakeholder WASH platform
- Improved implementation of WASH policies, regulations and strategies
- WASH sector prioritized by all stakeholders at all levels including government
- Increased adoption of innovative WASH service delivery models by all actors

Strategic Objective 3: To Influence stakeholders in various sectors at all levels to recognize and promote behaviour change in hygiene and sanitation as key to human development

WA Moz will endeavour to ensure hygiene and sanitation is recognised and that both receive high attention and priority. This objective aims to have government recognize and prioritize hygiene and sanitation as central to human development. Specifically, the objective aims for Government to develop and implement hygiene and sanitation policies that would raise its profile. This objective further aims to work with other stakeholders to influence the government to increase budget allocation, using harmonized hygiene and sanitation approaches and models that leads to sustaining improved hygiene and sanitation practices by households and institutions.

The following are the expected results to be achieved by this Strategic Objective:

- Government has adequate policies, plans and increased budget for sanitation and hygiene
- Stakeholders use harmonized and innovative hygiene and sanitation approaches and models
- Improved hygiene and sanitation practices are sustained by households and institutions

WAMoz also acknowledge that, to achieve the above objectives, it needs to continuously monitor and assess the following *three critical assumptions*.

First, is that we will work with other actors to influence the **Government to have the political will to support the strategy and fully implement the decentralization process.**

Second, **communities and civil society will be given space to engage with duty bearers in the realization of WASH rights.** In order for the citizens' rights to be actively promoted and advocated for, it is assumed government will ensure the right to information, freedom of expression and media space.

Lastly, **WaterAid Mozambique and its partners will have adequate capacity and resources to achieve transformational change.**

5. PROGRAMMATIC APPROACH

WaterAid Mozambique will implement the following programmes which are interlinked and complement each other to achieve the strategic objectives: 1) Advocacy and Learning, 2) Urban and Small Towns; and 3) Rural Programmes. The programmes will be anchored by a programme effectiveness functions including: monitoring, evaluation, research and communication functions. These will be central to the improvement of programme planning, reporting, generation of innovative models, learning, and knowledge and information management.

WaterAid Mozambique has reflected on the programme approaches it has been using over the years and what approaches it will use to deliver on the strategy. WAMoz believes that this five-year strategy is an important phase towards achieving universal access to WASH, which will have a profound impact on people's lives and result in transformative outcomes.

5.1 Approaches

In order to achieve the strategic objectives and the transformational change, WAMoz will use a combination of the following of approaches:

- **District/ City wide Approach (D/CWA):** with this approach, the CP will support the districts and cities where it will be operating, to take a holistic forecast on long term WASH plans and budgets coordinating with all key stakeholders in the development and implementation of these plans and building capacity in response to their needs. In order to maximize its success and impact, the CP will capitalize on the past efforts of using these approaches. It will critically analyse and learn from the experiences of its past efforts to improve the delivery of its programmes and identify and design solutions that will be implemented as models. These approaches will contribute to the CP strategic objectives as they will enable the CP to build appropriate alliances, support coordination, promote innovative models and share technical expertise at scale. This innovative approach will be used for the implementation and achievement of all strategic objectives and expected results
- **Sector strengthening:** The CP will use this approach to support the sector in development of strategies and policies, improvement of monitoring processes, improving coordination, strengthening financing and institutional arrangements by building capacity and systems for integrated WASH services that combine water provision, sanitation and hygiene at all levels. To achieve this, WAMoz will forge alliances to influence policy development on hygiene and sanitation. The CP will support government to form multisectoral forums at district and municipality levels to improve coordination. This innovative approach will be used to support and complement the District and City Wide approaches and will be supported by the Kukumana approach.
- **Kukumana (convening) Approach:** In WAMoz catalytic role, it will use this approach as a convener, bringing together actors including government, donors, civil society, citizen and leaders at all levels to discuss specific WASH agenda. WAMoz will play a role of a convener using available platforms and spaces in the sector and cross sector dialogue at all levels. In addition to what is existing, WAMoz will facilitate the creation of National civil society Platform on WASH. This approach will help us facilitate the engagement with actors and influence policies and strategies and prioritization of WASH. This is an innovative approach that will support all the other approaches.
- **Youth engagement approach:** This approach is innovative as it will enable the CP to bring the youth to participate in the WASH sector and capitalize on their energy and skills in the use of ICT to disseminate hygiene and sanitation messages as well as to influence decision makers and government to honour their commitments. The CP will bring the youth at district, provincial and national levels to get them engaged through their social networks, make them contribute WASH related issues into the youth agenda. it will motivate them to contribute solutions for the WASH sector. The CP will strengthen the youth networks (students, associations, etc.) to engage in mass mobilization and championing rights based approaches, get involved with the media to and champion the WASH agenda. This approach will be complemented by the Kukumana approaches
- **Sanitation Marketing Approach:** WAMoz will continue developing and implementing this innovative approach that adopts a business perspective in promoting sanitation services especially toilets and improved hygiene.it will focus on product development, promotion, partnership arrangements, demand creation, and monitoring and evaluation.

As part of this approach WAMoz will promote the creation of entrepreneurship models for entrepreneurship and micro financing institutions as it considers sanitation as a chain of services which include building latrines, collection, transport and treatment. This approach will include hygiene behaviour promotion at community and institutional level.

- **Rights Based Approach:** This innovative approach will enable WAMoz to design and implement programmes with a consideration on recognising and respecting people rights. The key aspects in this approach is capacity strengthening for citizen and actors to understand their rights, roles and responsibilities, strengthening citizen capacities to claim their rights and how to engage with decision makers to honour their commitments. Building the CP capacities as well as those of the partners to mainstream RBA is one of the key elements of this approach.

5.2 Key Shifts

In delivering this strategy, it will be imperative that WAMoz make some strategic shifts as follows:

- **Rights Based Focus** – WAMoz will mainstream RBA in all its programming. This shift is new to WAMoz, hence, initially the CP will invest in building its capacity and that of its partners to understand and implement rights based interventions. WAMoz will also support right based organisations and other partners to engage communities in raising awareness about their rights to WASH and building capacity to claim and own their rights, roles and obligations.
- **Partnership engagement at all levels** – WAMoz will engage key partners at strategic level for advocacy, policy influencing, research, innovations, WASH service delivery, capacity development and financing through forging alliances and coalitions for a bigger voice.
- **Focus on hygiene and sanitation agenda** – hygiene and sanitation have been less prioritised by the WASH sector in Mozambique, therefore WAMoz wants to put more emphasis on this as key drivers for improving living and health conditions of the population. One of the key elements of this shift is to identify and establish strategic partnerships to define a common hygiene and sanitation agenda and advocate for prioritization and behaviour change.
- **Capitalization of youth energy as change agent** – As a key element to this shift, WAMoz will capitalize on youth energy and skills in the use of ICT to disseminate rights based messages, monitoring performance, policy influencing and advocacy as well as involving them in decision making processes at all levels to bring changes in the WASH sector.

5.3 Where WAMoz will work

WAMoz will develop and implement programmes and projects in line with this strategy in the following geographical locations: Maputo, Niassa, Nampula and Zambezia Provinces. Niassa, Zambezia and Nampula Provinces are among the poorest provinces in Mozambique with low WASH coverage especially sanitation and hygiene. Sanitation coverage is estimated at 29%, 5% and 20% in Niassa, Zambezia and Nampula respectively and hygiene at 30%, 14% and 1% in Niassa, Zambezia and Nampula respectively (see Fig 1 below). Maputo

Province, even though is among the top 5 with better access to water, hygiene and sanitation with 17% and 46% coverage respectively, still has issues of concern. WAMoz will continue to implement the strategy in Maputo and Niassa to consolidate its existing efforts and scale up models as well as tackle the aspects of hygiene and sanitation which are lagging behind.

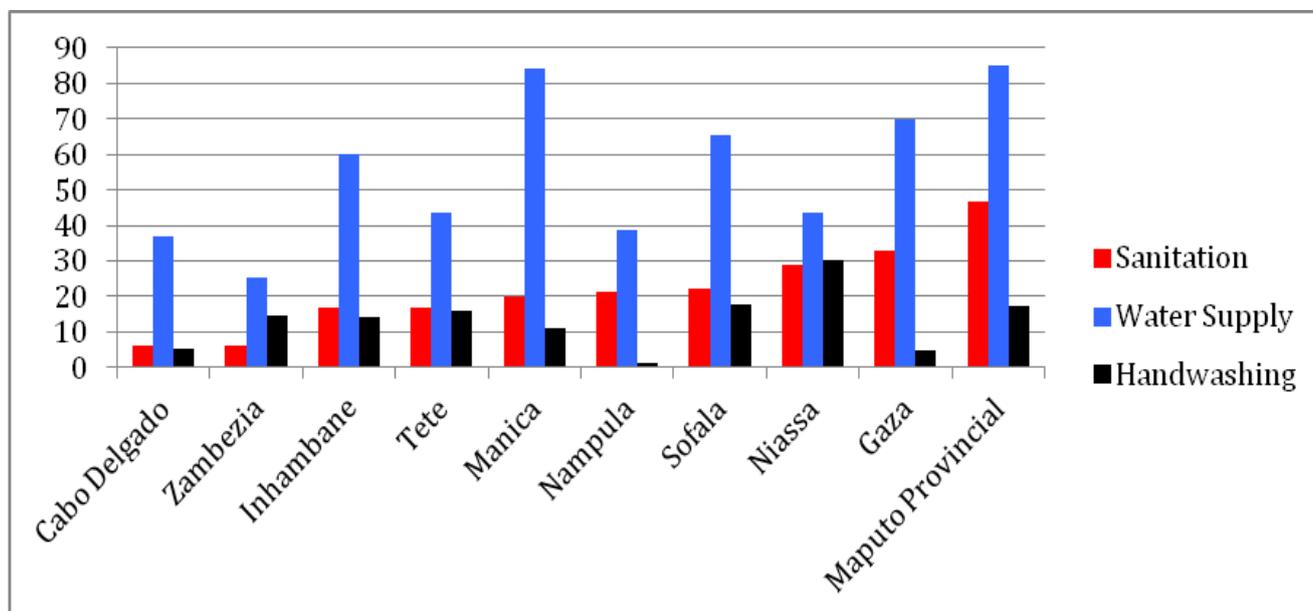


Figure 1: Provincial Access to WASH services (DHS 2011)

WAMoz will develop new programmes and projects in Nampula as its new geographical location and with lowest hygiene coverage and low sanitation coverage. Choices on specific districts of project implementation will be informed by scoping studies at provincial level using selection criteria such as low WASH coverage, inequalities, poverty statistics and locations with potential for integration.

WAMoz **will exit from areas** where it has made significant progress and sustainability mechanisms are in place to sustain the gains overtime. During the implementation of this strategy, the CP will exit from two districts in Niassa; namely: Macanheles and Nipepe.

5.4 Partnerships

WaterAid Mozambique vision is to have long-term partnerships and the right mixture of partners that WAMoz will forge alliances and coalitions to drive a common agenda. WAMoz will collaborate with diverse strategic partners to contribute to the achievement of its Country Programme strategies. WAMoz will partner with organisations with capacity to leverage resources to achieve its strategic objectives. WaterAid Mozambique will be guided by the following aspects in its partnership approach: partners to forge alliances and coalition with, partners to complement each other, partners with capacity to deliver and partners not dependent on WAMoz for their organisational survival.

The CP will work with partners for different purposes: (i) to implement projects and programmes; (ii) to forge alliances and coalitions for influencing decision makers; (iii) to collaborate for improved coordination; (iv) to build capacity for partners and ourselves to catalyse change.

The CP approach to working in partnership will, therefore, uphold the principles of complementarity, value addition, mutual respect and accountability. The CP will explore the

possibility of working in consortium to maximise impact, bridge capacity and financial gaps for delivering the strategy.

Partners with the right mixed of skills and experience to contribute to the achievement of the CP three strategic objectives, thus those who are well placed to support and deliver on citizen rights such as rights based organizations and youth groups, those who are well placed for advocating and influencing, sector strengthening such as WASH sector institutions and those technically positioned for hygiene and sanitation promotion. Finally those partners who will contribute significantly to the CP organisational effectiveness such as staff and partners capacity improvement, improvement the CP planning, monitoring and evaluation system and those that will significantly contribute to research and technology development and modelling.

The choice of WAMoz partners for this new strategy will come from a mix of organisations including: government, international organisations, local organisations, civil society, private sector youth and women groups depending on their niche and added value to the achievement of WAMoz strategic objectives.

6. WHAT SUCCESS WILL LOOK LIKE AND HOW IT WILL BE MEASURED

6.1 Measurement Framework

Over the coming 5 years WaterAid Mozambique will work in partnerships with various stakeholders in order to contribute towards the attainment of universal access to WASH services.

The country programme has developed a measurement framework that is contained in a logical framework attached in Appendix II. To ensure the achievement of the CP strategic objective, the CP will build a results based monitoring and evaluation system that will measure outcome and impact indicators. This will range from the level of knowledge of the communities to demand their rights, resource allocated to the WASH sector, level of engagement of all stakeholders at all levels on WASH issues and change of behaviours, attitudes and practices among the community in relation to hygiene and sanitation. The CP will build the capacity of partners and its staff in results based M&E which will be a key element of the CP M&E plan. The full description of the outcomes and key performance indicators are listed in the attached log frame (Appendix II).

Recognising that the CP will be focused on influencing change, the CP will maintain the balance between quantitative targets, and qualitative indicators to ensure that its M&E system is not only focused on numbers.

The Programme Management Information System (PMIS) will continue to be the main tool to manage programme information. The electronic PIMS will be the main system for recording, analysing, storing data and producing reports. The CP will also be rolling out the accountability framework.

As part of the evaluation process, WAMoz will assess the effectiveness of the CP intervention on government and other sector stakeholder's influence and the community hygiene behaviour changes.

WAMoz will carry out a baseline study within the first 6 months of the CPS implementation to establish the status of indicators at the beginning which will feed into target setting within the operation plan. It will conduct internal mid-term evaluation and External final evaluation of the strategy implementation

All activities and procedures related to the planning, monitoring, evaluation and report will be described and systematized in the internal manual of PMER and some aspects in the CPOP

6.2 Learning, Research and Knowledge

WAMoz will work in partnership with research institutions and universities to conduct studies and generate technology models for implementation. It will work with these institutions to document and publish research results and use them for influencing agenda. Working with implementing partners will allow WAMoz to experience model adoption and learn from them. The various forums, existing and those to be developed such as the national civil society WASH forum, will be used for sharing the service delivery models with stakeholders at district, provincial and national levels to influence their scaling up. Regional and international meetings and conferences within WaterAid and outside will be used for sharing the models influencing their adaptation and scaling up by other stakeholders.

WAMoz will hold regular internal reflection meetings where successes and challenges in WASH model development, implementation and adaptation will be analysed for sharing with sector stakeholders; WaterAid country programmes in the region and to the global organization.

7. Resources and organisational development plan

7.1 Building partners' capacity

To deliver the CPS and achieve the aimed transformational change WAMoz will need to work in strong partnership with different WASH and non-WASH actors.

To guide WAMoz on the type of partners it will work with, a partnership strategy will be developed.

Although WAMoz assumes partnering with organisations with capacity to leverage resources to achieve its strategic objectives, it also understands that there is a need for these partners to have concrete adequate capacities and skills to implement the strategy. Thus, after identification of partners, the CP will assess the capacity gaps which will be addressed through different capacity development approaches.

7.2 People development at all levels

WAMoz will adjust the current CP structure to realign roles, functions and staff in accordance with the programmatic approach and future programme structures in order to position itself to deliver the strategy and drive the change that is needed.

The revised structure will be complemented with leadership actions that will empower staff at all levels, increase autonomy and accountability. WAMoz will develop an integrated human resources strategic plan and, at the same time, reflect and strengthen its human resources management practices in order to attract, hire, motivate, develop and retain highly competent staff required to respond to the implementation of the its Strategy.

The CP will promote synergy between programmes to improve good communication, coordination and relationship among all staff. Teambuilding will be promoted to strengthen and reinforce WAMoz values and organisational culture so that they are respected and

exercised by all staff. WAMoz will strive to enforce work life balance by improving planning, reducing work load and encouraging staff to take time off.

WAMoz will encourage and reward its staff to engage in research and investigation, writing and publishing papers.

7.3 Improving systems, processes and procedures

WAMoz will continue to use participatory planning processes in decision making on all relevant issues. PMER responsibilities will be shared to all levels. The CP is committed to achieving high quality results, thus will invest in quality control mechanisms.

To increase efficiency and effectiveness in the delivery of the new Strategy, the CP will also improve and update its internal systems, processes and procedures. These will be aligned to local legislation and WA Global policies.

The CP will invest in ICT infrastructure to optimise twofold communications between its central office and programme implementation sites. Regarding ICT, the CP will also improve internally in the quality of connectivity, MIS and mutual support.

As a learning organisation the CP will develop knowledge management mechanisms which will help it implement clear processes of collection, treatment, gathering, use and sharing information.

7.4 Budget and fundraising

Budget

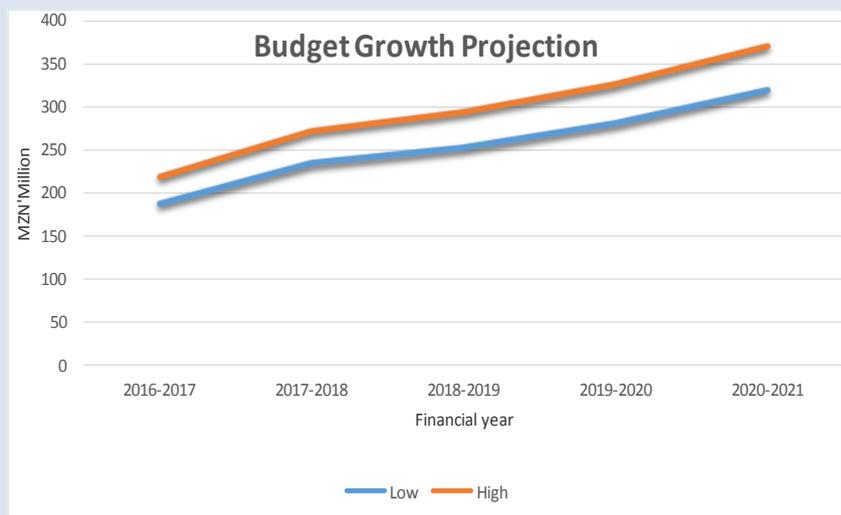
The table below summarises the financial needs to run the new Strategy. This is an ideal budget based on the high level analysis of the needs of each strategic objectives and expected results, taking into account the CP current commitments.

Table 1: Estimated CPS budget (MZN'Million)

Budget level	2016-17	2017-18	2018-19	2019-20	2020-21
Low	189	235	253	281	320
High	219	272	294	326	371

The budget growth during the five years is projected as follows

Figure 2: Budget growth Projection



Fundraising

The CP fundraising effort for the upcoming five (5) years will be oriented to mobilising a mix of funding streams for the implementation of programmes. WAMoz will strive to raise financial resources in the following manner, 80% restricted and 20% non-restricted, including reserves and financial leverage.

WAMoz will develop and implement a fundraising strategy guided by programme-led approach with a desired funding mix. Projections for the next five year period will target 20% in country fundraising, that will include bilateral agencies like JICA, DFID, AFD, SIDA; corporate and private sector, as well as small grants for matching and community fundraising. WAMoz will target 30% through partnerships and other subcontracting opportunities such as joint proposals. International foundations will be targeted for additional 15% while the remaining 35% will be targeted through international funding commissioned directly by WA member countries.

With the ambitions of the new strategic aims for the next five years, the following key shifts in the fundraising approach are desirable: (i) adopting the programme led funding approach; (ii) increased efforts for in-country fundraising; (iii) invest in branding and visibility through development and implementation of a communication strategy that will enhance innovative communications tools (e.g. social media, attractive donor reports); (iv) engage with private sector for investment in WASH as corporate social responsibility; (v) mass engagement through community fundraising events; (vi) enlarge collaboration with other WaterAid member countries; (vii) seek partnerships and consortium with other key organizations to raise funds through joint proposals.

To enhance grants management system the CP will ensure that the grant management and accountability mechanisms are effective to mitigate any potential risks on project implementation. WAMoz will continue to use the Grant Tracker as a management tool and will support the project teams in giving timely feedback on grants' compliance.

Full cost recovery will be enforced through implementation of bench marks that range from 18% to 21% of the grants channelled to support central cost and the use of time sheets to capture the time spent in project services and cover the respective cost.

APPENDICES

- I. Diagram*
- II. Logframe, your one-stop reference that covers the entire strategy – purpose (strategic intent) strategic objectives and your measures of success*
- III. Risk management plan*

Appendix I - Diagram

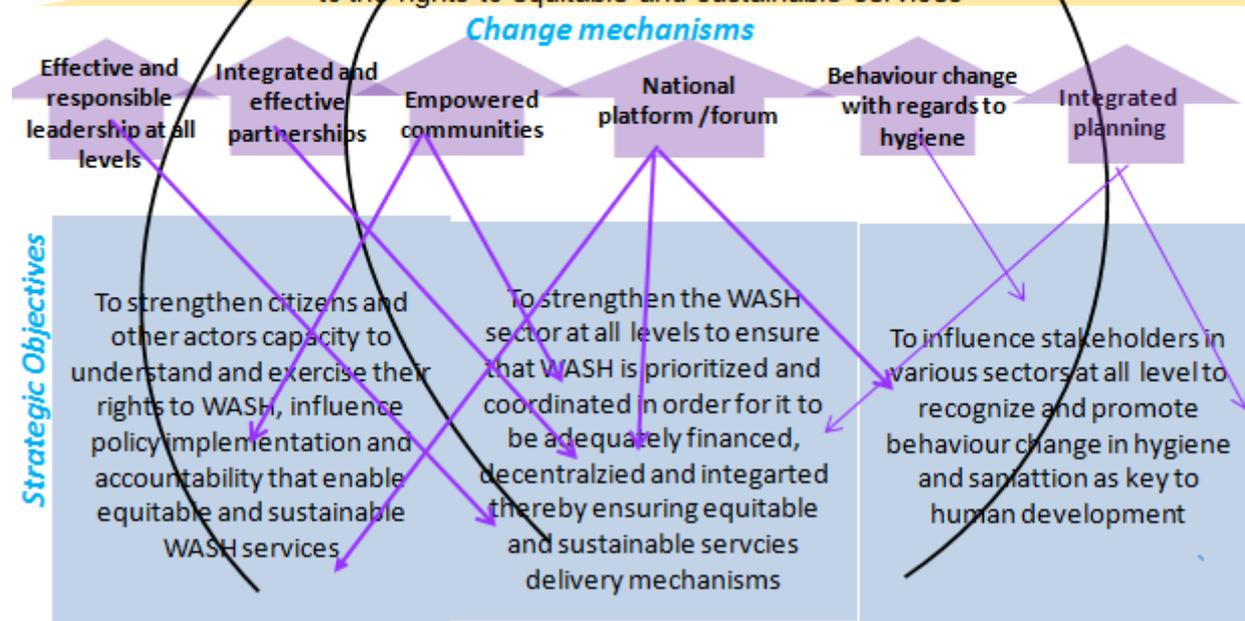
Mozambique

Niche

An organization that works in partnerships to catalyze change in WASH through influencing and promoting proactive citizenship

Transformational Change we want to bring

Active citizens and a prioritized WASH sector that responds in an effective and integrated manner to the rights to equitable and sustainable services



Assumptions

Assumption 1: Government will have political will and willingness to provide leadership at policy, laws and regulations level in WASH sector, as well to bring resources in the sector.
Assumption 2: Government will have the willingness to implement the decentralization policy
Assumption 3: communities and civil society which should have given space to engage with duty bearers and operate towards fulfilment of their mission
Assumption 4: WaterAid Mozambique and its partners and other stakeholders with which is engaging will have adequate capacity and resources so that the CP will achieve the transformational change

Appendix II - Logframe

	Country Programme description	Performance measures	Sources and means of verification	Assumptions	Linkages and contributions
Strategic purpose statement	Active citizens claiming their rights for equitable and sustainable WASH services and a prioritized WASH sector that responds to the citizen claims				
Strategic objective 1	<p>SO1: to Strengthen citizens and other actors capacity to understand and exercise their rights to WASH, influence policy implementation and accountability that enable equitable and sustainable WASH services</p>	<ul style="list-style-type: none"> • Level of knowledge of citizens and other actors on WASH rights, • Level of WASH services delivered to citizens, • Existence of good governance mechanisms among actors including government. • Level of engagement of citizens and other actors in planning, budgeting in sustaining WASH services. 	<ul style="list-style-type: none"> • KAP surveys reports • Sustainability study reports • Government national statistics (INE). • Government bulletin reports • Media releases 	<ul style="list-style-type: none"> • Government willingness to cooperate and support. • Communities and other stakeholders are willing to participate and support. There is political and economic stability prevailing in the country. 	<ul style="list-style-type: none"> • Equality • Integration • sustainability
Expected results	<p>ER1.1. Communities and citizens claiming their rights and taking responsibilities of their obligations.</p>	<ul style="list-style-type: none"> • Level of citizens claims on WASH rights; • Level of WASH services delivered to citizens, • Level of sustainability of WASH service, 	<ul style="list-style-type: none"> • Annual and mid-term reports. • Government reports at all levels. • Score cards. • KAP surveys. • PIMs • Mid-term and end of projects and programmes evaluations. • Mid-term and end of strategy evaluation. 	<ul style="list-style-type: none"> • Civil society and communities are given space to participate and engage in WASH activities. • Communities and other stakeholders are willing to participate and support. • Availability of resources to enable the activities implementation 	<ul style="list-style-type: none"> • Equality • Integration • sustainability

	Country Programmes' description	Performance measures	Sources and means of verification	Assumptions	Linkages and contributions
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	Country Programme description	Performance measures	Sources and means of verification	Assumptions	Linkages and contributions
	ER1.2. Strong and powerful Alliances of actors engaging government to meet their obligations on citizens WASH rights	<ul style="list-style-type: none"> Levels of fulfilment of SDGs and other obligations on WASH by government Existence of stronger and powerful alliances of actors engaging government to meet their obligation on citizens WASH rights. 	<ul style="list-style-type: none"> Annual and mid-term reports. Government reports at all levels. Score cards. PIMs Mid-term and end of projects and programmes evaluations. Mid-term and end of strategy evaluation. Memorandums of understanding 	<ul style="list-style-type: none"> Civil society and communities are given space to participate and engage in WASH activities. Communities and other stakeholders are willing to participate and support. Availability of resources to enable the activities implementation 	
	ER1.3. Media forums, youth and other movements actively monitor government and duty bears fulfilling of their commitments on citizens WASH rights	<ul style="list-style-type: none"> Existence of functional media forums, youth and other movements actively monitoring government and duty bears honeying their commitments. Level of engagement of the media, youth and other movements with government on WASH issues. Level of visibility of WASH issues in the public arena. 	<ul style="list-style-type: none"> Annual and mid-term reports. Government reports at all levels. Score cards. PIMs Mid-term and end of projects and programmes evaluations. Mid-term and end of strategy evaluation. Media reports. Minutes from forums. Register of participants. 	<ul style="list-style-type: none"> Civil society and communities are given space to participate and engage in WASH activities. Communities and other stakeholders are willing to participate and support. Availability of resources to enable the activities implementation There is adequate capacity of partners and government to implement the programmes. 	<ul style="list-style-type: none"> Equality Integration sustainability

<p>Strategic objective 2</p>	<p>SO2: To strengthen the WASH sector at all levels to ensure that WASH is prioritized and coordinated in order for it to be adequately financed, decentralized and integrated thereby ensuring equitable and sustainable services delivery mechanisms.</p>	<ul style="list-style-type: none"> • Extent of sustainability of the sector. • Levels of resource allocation to the sector. • Levels of coordination mechanisms. • Status of policy implementation and monitoring. • Level of sector institutional capacity. 	<ul style="list-style-type: none"> • Sustainability assessment. • Institutional capacity assessment • Government annual reports; (INE) • Evaluation strategy report. 	<ul style="list-style-type: none"> • Political and Financial stability; Government willingness to participate and cooperate. • Communities and other actors willing to participate and cooperate. 	<ul style="list-style-type: none"> • Integration and sustainable services
<p>Expected results</p>	<p>ER2.1. Improved coordination within the WASH sector and non-WASH sectors.</p>	<ul style="list-style-type: none"> • Existence of functional multisectoral forums. • Existence of integrated WASH programmes within and outside the sector. • Existence of functional joint planning and monitoring mechanisms in the WASH sector. • Level satisfaction of stakeholders regarding coordination mechanisms within the WASH sector. 	<ul style="list-style-type: none"> • Government annual plans and budgets • JAR reports; CP annual report; PIMS; End and mid-term programme reviews reports. • Stakeholders meeting minutes • Civil society platform reports. • Stakeholders' perception surveys. 	<ul style="list-style-type: none"> • Stakeholders' willingness to participate. Political stability. • Ownership and commitment of government leaders to be involved; • Availability of capacity and resources 	<ul style="list-style-type: none"> • Integration and sustainable services
	<p>ER2.2. Improved implementation of WASH policies, regulations and strategies.</p>	<ul style="list-style-type: none"> • Change in policy, regulations, laws related to WASH. • Existence of new and old policies, laws and regulations reviewed 	<ul style="list-style-type: none"> • District and municipal reports; sustainability assessment; Stakeholders interview reports 	<ul style="list-style-type: none"> • Willingness by government of having those policies 	<ul style="list-style-type: none"> • Integration; sustainable services and hygiene

		and implemented.			
	ER2.3. WASH sector prioritised by all sectors at all level including government	<ul style="list-style-type: none"> • Levels of budget allocation by stakeholders including government. • Levels of stakeholder participation in coordination structures. • Levels of adoption of the harmonized policies by all stakeholders. 	<ul style="list-style-type: none"> • District and municipal reports; sustainability assessment; baseline and impact surveys; JAR reports; CP annual report; PIMS; End and mid-term programme reviews; 	<ul style="list-style-type: none"> • Ownership and commitment of government leaders to be involved; • Availability of capacity and resources; • Communities and other actors willing to participate and cooperate. • Government willingness to allow community participation. 	<ul style="list-style-type: none"> • Integration and sustainable services
	ER2.4. WASH service delivery models adoption by all actors.	<ul style="list-style-type: none"> • Levels of adoption of service delivery models by actors. 			

	Country Programme description	Performance measures	Sources and means of verification	Assumptions	Linkages and contributions
Strategic objective 3	SO3. To influence stakeholders in various sectors at all level to recognize and promote behavior change in hygiene and sanitation as key to human development.	<ul style="list-style-type: none"> • Level of knowledge, attitudes and practices of households and institutions on hygiene and sanitation. • Policy changes on hygiene and sanitation. • Percentage of the targeted population with access to improved hygiene and sanitation services. 	<ul style="list-style-type: none"> • Sector Budget • JAR Reports • GAS Minutes • Platform Forum Minutes 	<ul style="list-style-type: none"> • Conducive Political environment that listen to citizens demanding their rights ; • Government recognized and promote WASH issues; • Stakeholders share a common understanding and 	<ul style="list-style-type: none"> • AIM number 4 Hygiene and Sanitation

				<p>prioritize WASH issues;</p> <ul style="list-style-type: none"> • Communities accept and are willing to adopted WASH principles 	
Expected results	<p>ER3.1. Government have adequate policies and plans and increased budget for sanitation and hygiene</p>	<ul style="list-style-type: none"> • Level of funding allocated to hygiene and sanitation; • Existence of Sanitation and hygiene policies, plans and strategies implemented. 	<ul style="list-style-type: none"> • Sector Budget • National Policy and plans 	<ul style="list-style-type: none"> • Cultural and habits aspects • the technical staff capacity for application of sensitization communal approaches 	<ul style="list-style-type: none"> • AIM number 4 Hygiene and Sanitation
	<p>ER3.2. Stakeholders use harmonized, innovative hygiene and sanitation approaches and models.</p>	<ul style="list-style-type: none"> • At least one model for sanitation per District adopted. • Existence of agreed functional harmonized approaches and models for hygiene and sanitation promotion. 	<ul style="list-style-type: none"> • Field Reports • Documented Platform Reports 	<ul style="list-style-type: none"> • Cultural and habits aspects the technical staff capacity for application of sensitization communal approaches 	<ul style="list-style-type: none"> • AIM number 4 Hygiene and Sanitation
	<p>ER3.3. Improved hygiene and sanitation practices are sustained by households and institutions.</p>	<ul style="list-style-type: none"> • % of targeted population attaining Open Defecation Free (ODF) status. • % of households and institutions adopting improved hygiene and sanitation practices. • 	<ul style="list-style-type: none"> • Field reports • M&E Reports • Health reports • Health Centres reports of hydric disease cases. 	<ul style="list-style-type: none"> • Cultural and habits aspects • the technical staff capacity for application of sensitization communal approaches 	<ul style="list-style-type: none"> • AIM number 4 Hygiene and Sanitation

Appendix III. Risk Management Plan

Risks	Risk Description	Impact	Likelihood	Risk Mitigation Measures
1. REPUTATIONAL AND OPERATIONAL RISKS				
1.1. Partnerships	<ul style="list-style-type: none"> Inadequate capacities of Partners to implement programmes. 	H	M	MoUs and Partnership agreements. Partnership implementation and monitoring system in place.
1.2. Economic risks	<ul style="list-style-type: none"> Fluctuation of the local currency against major currencies lead to inflation and continued devaluation of the local currency can lead to high prices which may affect WAMoz programmes in meeting their commitments. Also this affect the cost of living of staff. 	H	M	Factoring expected future inflation rates in their budgeting process, using reputable country economic forecasting tools and online sources to minimise the effect of this risk. Engage UK on staff salaries reviews. CP Funding strategy development.
1.3 Funding	<ul style="list-style-type: none"> Inadequate funds to implement WAMoz programmes, due to lack of Donor interests 	H	M	Factoring expected future inflation rates in their budgeting process, using reputable country economic forecasting tools and online sources to minimise the effect of this risk. Engage UK on staff salaries reviews. CP Funding strategy development.
2. POLITICAL				
2.1. Political and civil unrest	<ul style="list-style-type: none"> Political instability and civil war can lead to suspension of WAMoz work especially in the Central and Northern provinces. 	H	M	Plans which factor in possible disruptions. Jointly working with other civil societies in assessing current and future situations and make proper decisions. Updating WAMoz security policies and plan.
2.2. Political Party interests	<ul style="list-style-type: none"> There is risk of WAMoz work being politicised which may lead to exclusion of those targeted communities with different political opinions. 	M	M	WaterAid will remain non-partisan and will work with all stakeholders and communities of different political affiliations and will communicate this message clearly to all parties involved.
2.3 Changes in policies and legislation	<ul style="list-style-type: none"> The government consistently change of legislations and laws that affect Water Aid work 	H	M	Regular maintenance and renewal of good working relations with all Government departments and ministries related to WaterAid work.
2.4. Lack of space for Civil society and also	<ul style="list-style-type: none"> Lack of space for Civil society and also WaterAid being viewed as pursuing a political agenda 	H	M	WaterAid will work through Partner ships with local Civil society organisations with mandate to engage and confront the government. The CP will only support in technical,

WaterAid being viewed as pursuing a political agenda.				material and financial resources.
3. NATURAL DISASTERS				
NATURAL DISASTERS	<ul style="list-style-type: none"> Such as draught, and earth quake floods affect the sustainability of WAMoz work. 	H	H	The CP and its Partners will continue to implement disaster reduction approaches, such as the use of low cost technologies which are resilient or adaptive to the effects of natural disasters. We will also engage the key stakeholders such as the local National Department for Disaster Management.