

CIVIL SOCIETY
WATER, SANITATION
AND HYGIENE FUND

Civil Society Organisations and Government working together for sustainable WASH services: Focus on Southern Africa



SOUTHERN AFRICA REGIONAL LEARNING EVENT SYNTHESIS REPORT

5-8 MAY 2015 | HARARE, ZIMBABWE

The CS WASH Fund is supported by the Australian Government and managed by GRM International Pty Ltd.

Acknowledgements

Thanks to all the contributors to the Southern Africa WASH Regional Learning Event, particularly: Civil Society Organisations for their prior preparation and whole-hearted participation, their partners from Local Government and other organisations, the numerous guest speakers and rapporteurs who helped record the substance of participatory sessions. Thanks also to GRM Zimbabwe for providing the logistical and field work support, and the Cresta Lodge Conference Centre for venue arrangements.

The contributors to this report include Harold Lockwood, Bronwyn Powell, Dr Kudzai Chatiza, Paul Tyndale-Biscoe and Guardiner Manikai. Thanks to Sally Bannah and Bruce Bailey for valuable comments and edits.

This activity is supported by the Australian Department of Foreign Affairs and Trade and managed by GRM International Pty Ltd.

Citation:

Civil Society WASH Fund (2015) Civil Society Organisations and Local Government Working Together for Sustainable WASH Services: Focus is Southern Africa. Southern Africa Regional Learning Event Synthesis Report.

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Contents

5	Chapter 1: Background	
1.1	Purpose of the report	5
1.2	The Civil Society Water, Sanitation and Hygiene Fund	6
1.3	The CS WASH Fund in Southern Africa	6
1.4	The Southern Africa Regional Learning Event	7
8	Chapter 2: The role of CSOs and Local Governments in Southern Africa	
2.1	Background to the theme: Working together for WASH service delivery	8
2.2	WASH governance in Southern Africa	9
13	Chapter 3: Participatory learning	
3.1	CSO project marketplace	13
3.2	Thematic focus areas	14
3.2.1	Equity and inclusion: Focus on disability	14
3.2.2	Behaviour change	15
3.2.3	Incentivising and mobilising transformation agents	15
3.2.4	Disaster Risk Reduction and WASH	16
3.2.5	Monitoring and evaluation for equity and sustainability	16
17	Chapter 4: Strategy mapping: A spectrum of CSO engagement with the enabling environment	



Contents, continued

21	Chapter 5: Critical issues for CSOs working with Local Government	
	5.1	Monitoring for sustainable WASH service delivery 22
	5.2	Harmonisation amongst CSOs, aligning with government and incentivising change agents 24
	5.3	Financing for sustainable WASH service delivery 26
28	Chapter 6: Common themes and cross-cutting concerns	
	6.1	The political dimension is important and influences decision-making 22
	6.2	Transparency and accountability: Everyone needs to be more open 24
	6.3	Fundamental economic conditions impact everything we do 26
31	Chapter 7: Concluding reflections and ways forward	
	7.1	Way forward 33
34	Annex 1: CS WASH Fund Southern Africa: Project overviews	
40	Annex 2: Southern Africa Regional Learning Event Program	
45	Annex 3: CS WASH Fund Southern Africa Projects: Marketplace posters	



CHAPTER 1

Background



Participants and invited speakers at the Southern Africa Regional Learning Event.

1.1 Purpose of the report

This report provides a synthesis and summary of the Southern Africa Regional Learning Event ('the event') held in Harare, Zimbabwe by the Civil Society Water, Sanitation and Hygiene Fund (CS WASH, 'the Fund') from 5–8 May 2015.

The purpose of the report is to be a useful reference for practitioners and managers across the civil society organisations (CSOs) operating under the Fund, as well as local governments and other water, sanitation and hygiene (WASH) actors who are together working to deliver sustainable WASH services. It aims to capture the key content delivered by experts at the event: a synopsis of WASH governance in Southern Africa; insights into WASH monitoring and financing; and harmonisation between donors and coordination of CSO initiatives. The work of participating CSOs across specific thematic areas,

how they work with local government and lessons to share are recorded here, all of which highlight successes and common challenges. It is hoped that the report will serve as a record of deliberations for participants, and also as a resource for the broader WASH sector wherever similar challenges are faced.

This report can be read in conjunction with supporting resource materials provided at the event, available on the Fund's website¹. Insights from the event highlight the important and ongoing role of CSOs, from strengthening the WASH enabling environment through to WASH delivery. It is not intended to record the detail of every session, but rather to capture the key topics and 'red threads' of discussion and reflection over the course of the week. It closes by drawing together some of the key conclusions and possible ways forward.

¹ <http://www.cswashfund.org/>



1.2 The Civil Society Water, Sanitation and Hygiene Fund

The CS WASH Fund is an Australian aid initiative funded by the Department of Foreign Affairs and Trade (DFAT)². The Fund resources 13 international CSOs selected through a competitive grants program to deliver 29 WASH projects over a four-year implementation period in countries in Southern Africa, South and West Asia, East Asia and the Pacific. Grant funding for the implementation period is approximately AUD93 million. The overarching goal of the Fund is to improve public health. The Fund's objective is to enhance the health and quality of life of the poor and vulnerable by improving sustainable access to safe water and sanitation and improve hygiene behaviours.

The **Fund Theory of Change** is for CSO delivery teams to effectively influence change agents, such as government, private sector or local water authorities to achieve a long-term sustainable impact on the target population. This approach is a fundamental guiding approach of the Fund design and the key actors are described below:

- **Delivery team** are those whose actions CSOs can largely control in relation to the project scope, for example Fund partner CSO staff, national partners and those directly contracted by CSOs.
- **Change agents**, also called boundary partners, are those entities with whom CSOs work directly to influence changes in the target population and can include national CSOs, Local Government or private sector companies.
- **Target populations** are the beneficiaries whose WASH behaviours and circumstances CSOs wish to see improved on a lasting basis.

1.3 The CS WASH Fund in Southern Africa

In the Southern Africa region the CS WASH Fund operates in four countries, namely **Lesotho, Malawi, Mozambique** and **Zimbabwe** with six projects being implemented by six CSOs, namely **Welthungerhilfe, World Vision, WaterAid, Plan International, Concern Universal** and the **Australian Red Cross**. The projects are spread over a wide range of operating contexts, from the challenging and dispersed rural populations of the Lesotho highlands (Australian Red Cross) to peri-urban and small town environments (Concern Universal in Malawi and Welthungerhilfe in Zimbabwe). The projects also vary in their engagement strategies and approaches, with some taking a direct role in service provision or working indirectly through partners and others with a greater focus on capacity building and support to Local Government (both rural and urban authorities).

In total, the six projects in the Southern Africa region aim to benefit more than 1.1 million people with improved and sustainable access to water and sanitation services and improved hygiene practices. Further details of these projects are available at Annex 1 and the various case studies below.



A mother from a village in the Mhondoro-Ngezi district in Zimbabwe helps her child use their tippy-tap for handwashing.

² The Fund is overseen by the Water, Sanitation and Hygiene Section within DFAT and managed by the CS WASH Fund Management Facility (FMF) under contract to GRM International Pty Ltd (GRM).



1.4 The Southern Africa Regional Learning Event

A component of the Fund is dedicated to improving knowledge and learning (K&L). The K&L component includes two global learning and reflection events and four regional learning events (RLEs) over the life of the Fund. In generic terms the objectives of the RLEs are to:

- i. Improve the effectiveness and sustainability of WASH projects within the Fund.
- ii. Strengthen relationships between:
 - a) CSOs and individuals to establish specific areas for collaboration and sharing throughout the life of the Fund.
 - b) grantees and change agents.
- iii. Produce reference material to support other CSOs who cannot attend the event.

The first RLE was held in Zimbabwe from 5–8 May 2015 and attracted some 80 participants from the four southern African countries where the Fund is active. The design and content |focus for the workshop was informed by both an e-discussion and a webinar that were held in April 2015. The program comprised of two days for content, followed by a one-day field trip to visit project sites in both urban and rural settings, and with a final day open to external organisations active in WASH. The workshop was designed to include sharing of information and experiences between the CSOs, content and thematic elements and short participatory training sessions. Guest speakers and a panel discussion formed much of the final open day discussions. Participants also worked on a **Personal Action Plan** throughout the week, both to follow personal and project team learning objectives and to record concrete actions which they could follow up with after the event. The full program for the RLE is provided in Annex 2.



Topic Expert, Harold Lockwood, leads a group activity on Day Two.



CHAPTER 2

The role of CSOs and Local Governments in Southern Africa



Local government worker discussing sanitation issues with the community.

2.1 Background to the theme: Working together for WASH service delivery

CSOs are an important set of stakeholders in development assistance, both in the form of large international or national agencies, as well as local or grassroots organisations. They have a unique role in many countries to help bridge the gap between government and local populations and have been consistently partnered by donors as a delivery mechanism for external aid. Given the relatively independent and agile nature of most CSOs they can often play a catalytic role for change at the local level, which is where they normally have their greatest comparative advantage. CSOs traditionally have strengths in community development and engagement, participatory approaches, facilitation and in delivery of the software components of WASH.

These skill sets are often complementary to Local Government activities. Conversely CSOs, with a few notable exceptions, do not usually combine service delivery activities at the local level with upstream work to influence and support the development of the enabling environment (e.g. policy and institutional systems at national level).

With the signature of the Paris Declaration in 2005 and its guiding principles for aid effectiveness³ the donor community has acknowledged and broadly embraced the importance of strengthening governments and coordinating activities to avoid undermining country-led processes. These principles apply equally at national and local levels. In countries which have opted for decentralisation, this alignment takes the form of working with, and actively supporting, Local Governments which often have the mandate for providing new access and sustaining WASH services

³ Aid effectiveness principles are structured around the five pillars of: i) greater country ownership and leadership; ii) improved alignment of donors behind country priorities and systems; iii) harmonisation and simplifications across donors; iii) managing for and measurement of development results; and iv) mutual accountability for improved development results between governments and donors.

See: <http://www.oecd.org/dac/effectiveness/parisdeclarationandaccraagendaforaction.htm>

over time. For organisations implementing WASH programs, supporting Local Government is one of the primary pathways to develop effective exit strategies, scale up successful innovations, learn from failures and support effective services beyond short-term cycles of donor-funded intervention.

In contexts where decentralisation is only partial or authorities have insufficient technical, human and financial resources, engaging with Local Governments can be a real challenge. For practical reasons it is not uncommon for CSOs to by-pass Local Government and to work in parallel to government systems. This trend is only exacerbated by the pressure from donors which often have short funding time-frames and push for 'quick results'. Although this approach may bring short-term benefits and more efficient project implementation, it generally leaves behind a heavy burden for Local Governments. They face the uphill challenge of supporting services that have not been planned in accordance with their technical capacities and about which they are at times not even made aware of.

Compounding this situation is the reality that most Local Governments often lack recurrent funding to provide effective support and oversight to users and communities. In cases where governments are better resourced engagement is easier but unfortunately not always systematic. In still other cases there can be tensions between central government line ministries for water and sanitation in their relationship to Local Government. CSOs can find themselves caught between the competing interests and incentives of these two sets of actors. However, even in such challenging contexts, steps can be taken by all organisations to ensure Local Governments are more actively involved in the planning and coordination of activities thereby enhancing the likelihood that services will be sustained in the long term.

2.2 WASH governance in Southern Africa

A number of the presentations made at the workshop, including the two keynotes, addressed issues of institutional context and WASH governance in the region⁴. There is agreement that all four of these Southern African Development Community (SADC) member states have relatively well established legislation, policy and institutional frameworks for decentralisation (see Table 1).



National Facilitator Guardiner Manikai kept deliberations lively.

⁴ This section draws on the work of Dr. Kudzai Chatiza of the Development Governance Institute, Zimbabwe, who was a keynote speaker at the Southern Africa Regional Learning Event.



Table 1: Overview of dimensions of decentralisation (Lesotho, Malawi, Mozambique and Zimbabwe)

	Legal framework for decentralisation	Structure of Local Government	Legal framework to support fiscal decentralisation
Lesotho	<ul style="list-style-type: none"> • The Constitution of Lesotho Section 106: Obliges Parliament to establish Local Governments (LGs) • LG Act 1997: Stipulates powers and functions of LGs • LG Elections Act 1998: Outlines procedures, rules and regulations for the conduct of local elections • Programme for the Implementation of LG in Lesotho (2004): The document defines the broad objectives of decentralisation in Lesotho 	Districts and Cities (10) Community Councils (128)	
Malawi	<ul style="list-style-type: none"> • Constitution of Malawi Section 146: Setting up of LG areas • Decentralisation Policy, October 1998 (Revised in 2010): Creates a democratic environment and institutions for governance and development at the local level • LG Act, 1999 (Revised in 2011): Establishes LGs and describes their powers and functions 	District Councils (28) Cities (4) Municipal Councils (2)	<p>Section 150 of the Constitution empowers Central Government to collect revenues for the proper exercise of LG functions.</p> <p>Sections 44–60 of the 1998 LG Act empower LGs to mobilise and manage financial resources for governance and development.</p>
Mozambique	<ul style="list-style-type: none"> • Constitution of Mozambique 1996: Accommodates the legal framework for decentralisation and municipalities in Mozambique • LG Act 1997: Established LGs and gives them administrative and financial powers • Law No. 2/97: Known as the Municipalities Law, establishes municipalities in Maputo City and the ten provincial capital cities • Law No. 10/97: Establishes as municipalities the remaining 22 cities and ten towns in the districts 	Municipalities (33) Group A (1) Group B (2) Group C (8) Group D (12) Villages (9)	<p>LG Finance Law No. 1 of 2008 gives LGs powers to raise their own revenues and manage their finances, and defines the financial, budgeting and patrimonial regime as well as the Tributary System of the Mozambican LGs.</p> <p>Through the LG Act No. 2 of 1997, LGs are authorised to collect, locally, revenues in order to finance local expenditure and investments on a series of decentralised services.</p>
Zimbabwe	<ul style="list-style-type: none"> • The District Councils Act 1980 • The Prime Minister’s Directive 1984 • Provincial Councils and Administrative Act 1985 • Rural District Councils Act Chapter 29.13 • Urban Councils Act Chapter 29.15 • Efforts are currently under way to have a section on LG in the Constitution 	City Councils (7) Municipal Councils (9) Town Councils (11) Local boards (4) Rural District Councils (61)	Urban LGs which cover city councils, municipalities, town councils and local boards are governed by the Urban Councils Act (Chapter 29:15) while rural councils fall under the Rural District Councils Act (Chapter 29:13) . These Acts empower LGs to enact by-laws that allow the authority to raise revenue through various sources. Other documents are Financial Management Handbook and Public Accounts Act.

Source: Adapted from UNDP (2012) *Local Governments in Southern Africa: An analytical study of decentralisation, Financing, Service Delivery and Capacities*. UNDP, CLGF, UNCDF 2012



These set out the relationships and division of roles and responsibilities between different levels of government, as well as the role of civil society and private sector (in some cases). However, there are major challenges relating to the practical implementation of these institutional provisions. In all countries, while the legislative instruments clearly define Local Government roles in WASH governance, the capacity of these institutions are critically undermined by a combination of stalled decentralisation, weak local institutions, limited fiscal flows and lack of real decision-making authority transferred from the centre.

As a result, some of the worst indicators globally are to be found in many parts of Africa. Southern Africa, for instance, has about 174 million people lacking basic latrines and over 100 million without access to safe water. In essence, millions go without the necessary basic services and thousands die from preventable water and sanitation related diseases. The outbreak

of cholera in 2008–2009 in Zimbabwe, where over 4,300 people died, is a case in point. Table 2 below shows the status of WASH service coverage in the four countries.

Despite these challenges, African countries are increasingly prioritising WASH funding in recognition of its importance to the attainment of other Millennium Development Goals and as a goal in its own right. Institutional frameworks often assign leadership to a water ministry with a nominal role for the Local Government ministry at national level, which in some jurisdictions often coordinates different actors. Sanitation and associated hygiene promotion is normally routed through health ministries, often creating problems with coordination of interventions and leading to parallel, or at least duplicative systems of planning and monitoring for sanitation and water.

The Local Government role is often curtailed by a generalised context of only partial or stalled

Table 2: WASH progress in Lesotho, Malawi, Mozambique and Zimbabwe

Country	Water Coverage (%)		Sanitation Coverage (%)		Open defecation rate 2012 (%)
	1990	2012	1990	2012	
Lesotho	77.5	81.3	-	29.6	34
Malawi	42.1	85.0	9.6	10.3	7
Mozambique	33.6	49.2	8.5	21.0	40
Zimbabwe	79.2	79.9	40.6	39.9	25
Africa	-	69.0	-	45.0	25

Source: WHO and UNICEF (2014) Progress on Drinking Water and Sanitation, a 2014 Joint Monitoring Program (JMP) Update



decentralisation. At the same time involvement of CSOs, other non-state actors and the private sector has often evolved from a largely humanitarian or pro-poor focus raising strategic issues relating to scalability and sustainability. These challenging institutional dynamics are set against a backdrop of weak economies, rising poverty, weak public institutions and rapid urbanisation. All countries in the Fund are characterised by low or very low levels of gross domestic product and Zimbabwe in particular is facing a prolonged economic crisis which has led to the paralysis of many aspects of government; for example, Local Government staff have not been paid for many months in the country and there is hardly any funding available under development budgets. This particular reality explains why, although the delivery models are mixed they have a distinct donor dependency, they are frequently dominated by the public sector and have limited private sector involvement.

The inadequate institutionalisation of learning, scaling up and sustainability also conspire to limit abilities to

address improved WASH delivery. This is connected to issues of inadequate political will to address complex challenges such as tenure in peri-urban areas, holistic planning and setting WASH standards. Political economy factors more generally therefore constrain institutional performance, which is often expressed by inadequate human resources (skills, knowledge and attitudes) and financial governance.

The final challenge facing WASH governance in the region—and which emerged as a common thread throughout the RLE workshop—relates to the limited mechanisms or channels for citizens (both residents and consumers) to hold Local Government and operators and other levels of government to account. This, however, works both ways and citizen responsibility and informed participation is also viewed as a challenge in this context. Transparency in planning, resource allocation and decision-making are all recognised as critical barriers to improved WASH governance in the region.



A farmer in Zimbabwe extracting water from the family well.



CHAPTER 3

Participatory learning



Harun Joho from the Australian Red Cross shares his marketplace poster with CSO colleagues.

The overall design of the workshop was participatory with numerous activities facilitated to encourage exchange between attendees. Specifically, the event provided opportunities for learning between CSO project staff and change agents, and this was particularly true on Day One in the CSO-led marketplace and thematic sessions.

3.1 CSO project marketplace

In the ‘marketplace’ CSOs within the Fund shared a poster profiling their project. The format of the session was set so that participants were able to visit project ‘market stalls’ and learn about the ‘wares’ (e.g. project approaches, lessons learned, recent outputs, etc.) from the ‘stall holders’ (project staff). Participants moved from poster to poster at regular intervals resulting in a high level of engagement and interest: the ‘buzz’ in the room was tangible. Many participants reported that this activity was a highlight of the event for them. Peer-to-peer learning is considered one of the most useful mechanisms for practitioners to share challenges, experiences and develop lasting networks. CSO posters are included in Annex 3.



3.2 Thematic focus areas

Further peer-to-peer learning focussed around thematic areas in which particular CSOs have strengths and specific goals to improve their WASH practice. The selected thematic areas were chosen based on previous interest expressed in these topics⁵ and also based on key areas of focus within the CSO Southern Africa projects (see Annex 1 for summaries of projects). The following topics were presented in parallel break-out sessions, with CSOs presenting their work and facilitating small group discussion.

3.2.1 Equity and inclusion: Focus on disability

The World Vision Zimbabwe (WVZ) team presented together with the London School of Hygiene and Tropical Medicine (LSHTM) to share lessons and lead a discussion on WASH and disability. WVZ has a strong disability inclusion component in their WASH programming and LSHTM's research grant under the Australian Development Research Award (ADRA) is on WASH and disability with case studies in Malawi and Bangladesh.

Sian White from the LSHTM project reported on research surveys of people with disabilities (PWD) undertaken in Malawi which indicate that access to WASH facilities is one of the primary issues, or daily challenges, for PWDs (35% of responses). WVZ gave a case study of 'Patience', a woman who is wheelchair bound from arthritis and experiences social, physical and institutional isolation, as well as isolation within her own family and feels excluded from the broader community. WVZ's approach is to include PWD in their activities at all stages of the project cycle. This breaks down social barriers of exclusion and improves the profile and status of PWD in the community. In many cases, the challenges faced by



A man demonstrates hand washing at a wheelchair accessible tippy-tap station.

PWDs may become common to the general population in later life when decreased mobility and ill-health are often experienced. This illustrates the importance of inclusive approaches for the whole community.

“There are gaps in the inclusion of people with disabilities in WASH. At a village committee level there needs to be a representative with a disability so that they can highlight those issues. We have policies in place at a national level for WASH [in Zimbabwe], but disability is not mentioned.

My request to decision makers is to please include people with disabilities from the water point, to the village, to the district and right through to the national level. No-one is representing the aspirations of people with disabilities and WASH must cater for everyone.”

ISHMAEL ZHOU

FEDERATION OF DISABLED PEOPLE OF ZIMBABWE

⁵ Topics of interest were discussed at the Global Learning and Reflection Event held in Melbourne in November 2014.



A primary school and toilet blocks in Norton, Zimbabwe.

3.2.2 Behaviour change

The discussion led by Mats'epo Moletsane from Lesotho Red Cross addressed the multi-faceted requirements for behaviour change programs to be effective. Contributing factors for success include political support, clear target audiences, well-designed integrated plans with supporting budget and the regular reinforcement of messages. Behaviour change is key to the success of WASH programs (software and hardware), but participants agreed that the focus is still primarily on hardware, and the software (behaviour change messages and approaches) that are developed often do not reflect community needs or evidence-based research. Instead, as one participant commented, *“We tend to impose our prescribed ideas and views.”*

3.2.3 Incentivising and mobilising transformation agents

Welthungerhilfe's Mark Harper led a discussion on incentivising change agents (also referred to as transformation agents), predominantly from Local Government, in their project work in Zimbabwe. Their experience highlights the importance of managing expectations to avoid distorting peoples' engagement with the project. The importance of building project ownership within Local Government was emphasised, including the need for a well-articulated exit plan for projects to assist with post-project sustainability. Further issues on incentivising are addressed in section 5.2.

“CSOs need to lobby and coordinate for a harmonised approach to incentivising Local Government.”

ZIMBABWE CSO PARTICIPANT



A Sanitation Action Group that works in partnership with Welthungerhilfe.

3.2.4 Disaster Risk Reduction and WASH

Plan Malawi (Tom Rankin) and Concern Malawi (Macpherson Kapalamula) respectively presented on frameworks for conceptualising Disaster Risk Reduction (DRR) and WASH and a case study of the response to severe flooding experienced in Malawi in January 2015. The disaster affected 15 districts with a total of 64,000 hectares of land flooded. It resulted in 173,000 people being displaced and 16 deaths. Two of the deaths were confirmed from the 148 cases of cholera recorded.

Concern worked through Local Government structures and other partners to coordinate its responses across hygiene promotion, safe water provision, sanitation promotion and capacity provision. Their activities included: supporting disaster contingency planning and tree planting (prevention); activation of the WASH cluster; and, providing training and Information Education Communication materials on DRR and WASH (preparedness). As part of the response, Concern also provided water storage and household treatment units and comfort kits for adolescent girls, and constructed temporary latrines and hand washing stations.

3.2.5 Monitoring and evaluation for equity and sustainability

WaterAid's David Shaw presented on lessons in developing and testing the sustainability of monitoring systems, particularly in East Timor, Malawi and elsewhere in Southern Africa. WaterAid's 'post-implementation monitoring surveys' are an internal monitoring process wherein projects completed one, three, five and ten years previously are revisited to assess the status of WASH services against a set of key indicators. Indicators considered are water quality and quantity, sanitation design, use, quality and hand-washing.

Overall lessons were that projects are often 'hardware heavy and software light', and that data collection and entry takes too much time, as does the analysis. As a result, experience shows that when developing monitoring frameworks it is important to identify stakeholders who will be longer-term permanent partners to take charge once projects end in order to increase the likelihood of sustainability. Whilst the benefits of post-implementation monitoring as outlined by the WaterAid case study were acknowledged, it was generally agreed by CSOs that they are rarely able to budget for this in project designs.



CHAPTER 4

Strategy mapping: A spectrum of CSO engagement with the enabling environment



Self mapping strengthening government is on the left with direct delivery on the far right.

Given the challenging institutional contexts and governance constraints in the region, the approaches adopted by CSOs to the implementation of their projects are a very important dimension of the CS WASH Fund.

The overall design of the Fund has evolved from lessons learnt from the first iteration, which had more of a focus on the simple delivery of WASH infrastructure and improved hygiene behaviour at the local or community level. The evolution to the current Fund's approach is consistent with more recent sectoral thinking around sustainable WASH which places greater emphasis on engagement with the enabling environment and support for long-term capacity development, especially at Local Government level.

To better understand the approaches of CSO partners, the workshop included a number of exercises to map and reflect on the way in which they link to government and the broader enabling environment. The first step in this was carried out on Day One of the workshop and included a 'continuum exercise'

in which both CSO staff and their Local Government counterparts were asked to locate their project along the length of a wall chart with distinct stages marking a typology of approaches based on five levels of engagement with the sector, as illustrated in Figure 1.

On one extreme there is direct implementation at the community level followed by implementing at the community level but through a local partner or the private sector. Moving along the spectrum are approaches typified by greater engagement with government and the broader sector, at first just in an informative or collaborative way, then through direct support to individuals to enable them to work more effectively and finally to supporting the improvement of government systems to enable more efficient and effective delivery of WASH services. Individual participants were asked to locate their project along this continuum and then to explain why they did so, noting that a project could be considered as being in more than one stage at the same time. It was also noted that there may be externalities that influence an organisation's chosen approach to WASH programming (circumstantial or contextual), as well as internal factors based on a particular philosophy or organisational structure; see photograph.



Figure 1: Engagement strategy spectrum



On Day Two of the workshop this theme was revisited and explored in more detail with members of the Monitoring, Evaluation and Review Panel (MERP) who led a strategy mapping exercise in which teams analysed the component elements of their projects based on the deliverables given in their respective operational plans. These were scored by associating each one with the range of sector engagement approaches with a score of 1 to 5. The resultant spider diagrams (see Figure 2) were then discussed and analysed both by the teams and in plenary. This session was in practice a test-case for the strategy mapping approach being developed by the MERP and was in part aimed at assessing the usefulness of the scoring system.

CSOs were then invited to reflect on their engagement with the enabling environment at both a coarse, or broad, scale and at a finer resolution. The coarse scale assessment was done for the whole project by again inviting individuals to place themselves across the spectrum on the wall. Interestingly this approach

resulted in people within the same project typifying their work at very different parts of the scale: i.e. there was high level of variation within projects. The more fine resolution helped explain this variation by identifying that some elements of projects (typified as WASH infrastructure, policy and governance, behaviour change, gender and social inclusion and environment and DRR) were more actively engaged with strengthening government than other areas.

The spread of people and changes from Day One to Day Four highlighted some inconsistencies. Whilst people appear to have moved closer to the 'strengthening government' end of the spectrum only a small number indicated that they had moved. In other words, the strategy mapping and other activities tended to make people either: a) reflect on their projects and conclude that they were actually doing more to support the enabling environment than they had previously thought, or b) place themselves closer to the end of the spectrum which was perceived by many participants as being more highly valued.



The spider chart diagrams (Figure 2) showed a range of levels of engagement in the enabling environment, from high in the case of the two Zimbabwe projects to quite low in Lesotho. This may reflect either:

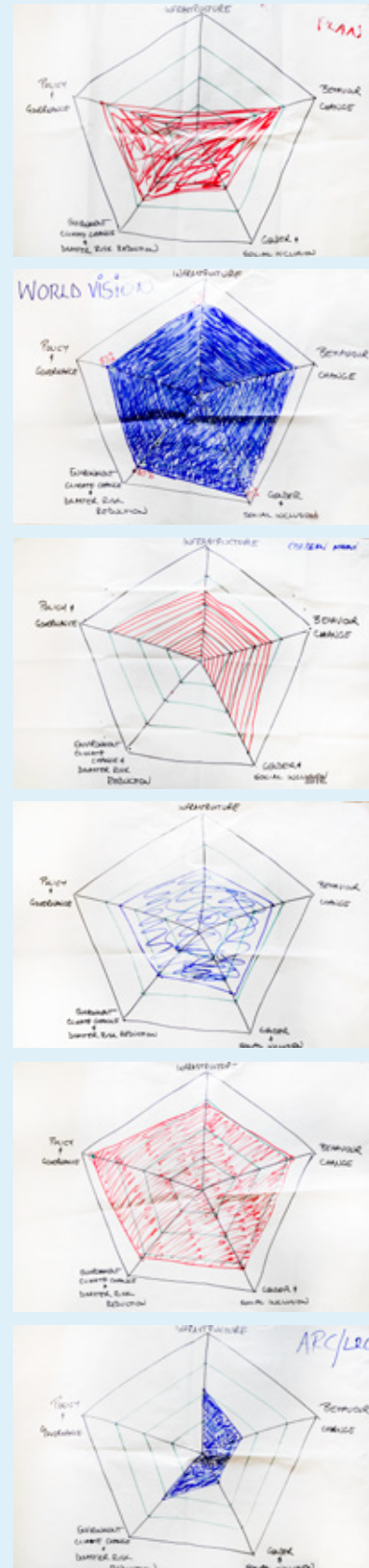
- The context in which the projects are operating. For example, in Zimbabwe where the effectiveness of government institutions has been good historically, there are existing institutional frameworks in place within which to operate, whereas in the other countries institutional frameworks are less established so it is more difficult for the projects to engage with Local Government to the same degree; or
- The level of reliability of the CSOs in critiquing their projects as a result of the process' clear value system. This then reflects a weakness in the scoring where in the case that a deliverable could be assigned to more than two approach levels (or elements), the tendency was to choose the higher value one.

The feedback from participants on the value of this strategy mapping as a self-reflection process was mixed. Some appreciated being able to see where their projects were less engaged in the enabling environment. One participant said that he would look to see how the project could better integrate gender into its work with Local Government, whilst others felt that it was too value laden and failed to take context into account. Welthungerhilfe said that it reflected their project approach but not in a particularly useful way, and that mapping expected changes would be a more helpful approach to measuring progress.

Overall, however, participants were positive about the exercise and its potential as a self-reflection tool. A senior WVZ staff member said that as a result of the strategy mapping and the discussions generally at the learning event, the organisation would no longer undertake direct delivery in its programs. This change will have to be validated going forward.

Figure 2:

Spider charts for the six projects





As the activity is being considered for future RLEs, specific feedback on both the concept or the strategy mapping and the process was sought. Strengths and weaknesses highlighted by the process, and suggestions for improvements included:

- The scoring process worked well and was viable, with all six projects completing their spider charts within the allocated time. However, splitting project teams into smaller groups led to different scores being assigned to the same project depending on the interpretation by each group, and highlighted the need for project teams to discuss and reach a shared view on the nature and level of engagement with the enabling environment for each element of their project.
- The scoring itself was problematic, as it was prone to value-laden choices and could not account for the appraisal of components relative to the context in which they were being delivered. Suggestions for addressing this include not publicly sharing results so that CSOs are more inclined to appraise their

projects more critically (and reliably) and replacing numerical scoring with A-E rather than 1-5.

- Allow deliverables to be mapped to more than one element, and/or more than one approach marker.
- Explore alternative ways of presenting the results that are less value-laden and incorporate context into the process. Context could be included, for example, by mapping the context separately and overlaying the project mapping on the country context.

Overall, the approach is useful in encouraging CSOs to think more analytically about the sustainability of their interventions, aligning and coordinating their work with the entities that will have long-term ownership (Local Government in many cases) and putting further efforts into strengthening Local Government. Regular reinforcement of the Fund's engagement spectrum Theory of Change either through a tool or activity such as the one undertaken at the RLE would be valuable for CSOs.



CSOs doing the strategy mapping exercise.



CHAPTER 5

Critical issues for CSOs working with Local Government



Children filling a hand washing station at their school.

As part of the workshop design, Day Two focused on a number of ‘hot’ topics in the broader theme of CSOs working with Local Government.

These were also topics that had been identified during the e-discussion and webinar that preceded the workshop. Each was introduced with a short overview from the topic expert⁶ and was accompanied by a background briefing note. Participants were then split into groups—both by project and by constituency, with CSO and Local Government staff in separate groups—to work on specific questions, both to reflect on current challenges and how to overcome them.

Resources Available

A full set of briefing papers on the following topics are available for free download from the Fund website at **www.cswashfund.org**:

- Monitoring WASH services at the Local Government level.
- Harmonisation amongst CSOs, aligning with government and incentivising for change.
- Financing for sustainable WASH services.

⁶ The topic expert for the workshop was Harold Lockwood of Aguaconsult (UK)



5.1 Monitoring for sustainable WASH service delivery

Within the CS WASH Fund there is a mix of projects operating in urban and large-scale systems and smaller-scale rural systems, as well as household-level sanitation interventions. Monitoring across these contexts requires moving beyond monitoring infrastructure and people served, and towards monitoring of the services in a holistic manner. Whilst resources attached to projects usually mean that monitoring is mobilised and activated in association within the boundaries (of duration and geography) of the project, effective monitoring systems should not be stand-alone, or project-based, but rather always seek to link to permanent systems. Monitoring should address:

- The **services received by users**, usually in terms of quantity, quality, accessibility and reliability over time.
- The **performance of service providers** or operators, in terms of fulfilment of basic technical, financial, management and organisation functions necessary to deliver a sustainable service.
- The **performance of the service authority**, in terms of fulfilment of planning, coordination, regulatory, and support functions necessary to ensure the establishment and performance of service providers.

In some cases the service provider and service authority are one and the same in the Southern African context with Local Government providing both technical, financial and management functions, as well as planning and coordination, with regulation spread across a range of organisations. Additionally,

A case study: Service level benchmarking in urban and small towns, Zimbabwe

Welthungerhilfe Zimbabwe provided a case study on the work already underway to harmonise monitoring efforts through Service Level Benchmarking (SLB) within urban and small town contexts. A national system has been put in place to measure indicators across: coverage, quality and efficiency of services and maintenance. A process of peer review visits has been established to assist with compliance and accountability and another measure for accountability has been established through embedding performance indicators in performance reviews of Town Clerks (mayors).

Water quality monitoring is one area of note where multiple groups are undertaking similar activities. However, in light of the recent cholera outbreak and crisis response, this duplication of roles is not seen as problematic but rather a form of quality control and cross-checking.

the need for alignment and coordination with broader government information management systems at a local, provincial and national level is a work in progress. Reflections during the RLE revealed that whilst there is progress towards monitoring beyond access and people served in Southern Africa, this is not consistent and challenges remain as illustrated by specific country examples.

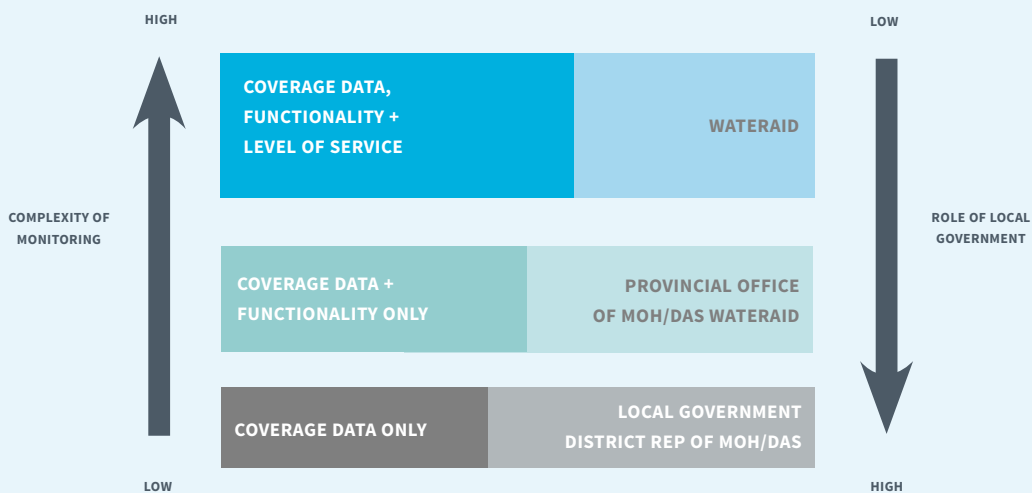


In Zimbabwe, Local Government authorities indicated that there are adequate systems in place to undertake monitoring with communities and CSOs involved, but that the resources (funding, materials and capacity) to implement effective monitoring is lacking. There is also a lack of prioritisation of monitoring in the central government, resulting in minimal budget allocations. Thus, whilst systems are in place they are not always being implemented. This perpetuates the practice of monitoring only project-specific activities, and contributes to a perception that the Local Government authorities lack accountability and transparency. Capacity development and coordination in analysing data and generating reports by central government would greatly assist with coordination and information sharing across the sector. In urban areas, SLB provides the framework for Local Governments to harmonise monitoring, as described in the pull-out box. CSOs consistently note the lack of information sharing with communities as a particular gap, which is especially important for disease surveillance at community level. In other countries, monitoring systems are not as strong, particularly in

measuring functionality. In Mozambique, for example, data is collected and fed into three separate systems for different users containing similar information: for national government agencies (the Bureau of Statistics and Ministry of Planning and Housing); for the CSO itself and the donor; and thirdly for Local Government. In many cases there is duplication and a lack of clarity in roles and responsibilities with an obvious need for improved harmonisation of efforts through multi-stakeholder forums. One observation is that as monitoring gets more complex, the role of Local Government is reduced because of a lack of resources and political will (see Figure 3).

It was generally agreed that **indicators for disability** were inadequate in assessing the WASH situation of PWD and other vulnerable groups. A resounding message was that marginalised groups are not consulted and are thus often excluded from monitoring. PWDs need to be involved in crafting monitoring and evaluation (M&E) frameworks so that relevant issues are considered from the outset. Data is often not disaggregated by disability and

Figure 3: Monitoring functions and roles: Mozambique



MOH: Ministry of Health **DAS:** District Administrators



both the funding and environment for surrounding infrastructure are not always considered. For example, whilst a measure might include wheelchair accessibility of a toilet, it does not include an assessment of the surrounding environment for wheelchair accessibility to the site itself. Some of the CS WASH Fund projects (e.g. World Vision Zimbabwe) are making progress to address this, including involving PWDs in the design of M&E frameworks, as well as in data collection itself.

5.2 Harmonisation amongst CSOs, aligning with government and incentivising change agents

Aid effectiveness can be negatively affected by lack of coordination and collaboration among development partners. The Paris Declaration on Aid Effectiveness (2005) urges donor countries and other

development partners to coordinate their actions, simplify their procedures and share information. In some developing countries, there is a disconnect between Local Government plans and those of development partners and even within government ministries and departments of recipient countries (intra-governmental coordination). The session on coordination and harmonisation and incentivising for participation and cooperation sought to discuss WASH coordination mechanisms, constraints and bottlenecks, and reflect on ways to overcome these barriers, suggesting incentives for improved organisational behaviours.

Coordination mechanisms or structures exist and are functional, with varying degrees of success, in all the CS WASH Fund countries: Zimbabwe; Mozambique; Lesotho; and Malawi. Table 3 indicates the principal WASH platforms at various levels of government in these four countries.

Table 3: WASH coordination platforms in Lesotho, Malawi, Mozambique and Zimbabwe

	Lesotho	Malawi	Mozambique	Zimbabwe
National	National WASH Stakeholders Committee (this forum is coordinated by the Water Commissioner)	National WASH Cluster	National Group of Water and Sanitation (GAS)	National WASH Cluster
Provincial	Not applicable	Not applicable	Provincial GAS	Provincial WASH Sub-committee
Local	District Planning Unit; Rural Water and Sanitation Forum	District Coordination team: includes Heads of Departments and held every month	Local Level: Multi-Sect Oral Group	District WASH Sub-committee
Comment	Effective coordination and leadership by government	Effective coordination	Some NGOs not complying with national policies	District coordination is limited and some NGOs operating without Memorandum of Understanding as required by government.



It is clear that similar WASH coordination structures exist in the different countries, however, their effectiveness varies according to specific contexts and conditions. Some structures are weak due to disagreements between different government departments. In Malawi, for example, coordination structures cover all sectors, not just WASH with the result that WASH can be de-prioritised. During the group discussions, participants reflected on the underlying constraints and bottlenecks to more effective coordination. These were identified as being both operational and more structural in nature. For example, simple non-attendance at meetings by critical decision-makers is often an issue, thereby compromising the quality of discussions and mandate to implement decisions. This is further compromised by the lack of continuity of attendees. Another relatively obvious problem is lack of funding to organise regular coordination meetings as many Local Governments do not have adequate budgets. These constraints, combined with the fact that Local Government staff in many countries have poor conditions of service (resulting in low levels of staff motivation and high staff turnover), means that there is often limited action and follow-up on decisions.

At a more fundamental level, coordination and harmonisation is confounded by competing sectoral priorities between government ministries, Local Governments and CSOs. In spite of its broad recognition as a priority, WASH can often lose out to health and education when hard funding decisions need to be made. Where mandates are not fully clear, the overlap of roles among partners may lead to misunderstandings, conflict and therefore non-cooperation. Finally, participants noted that, at times, suspicion and mistrust exists between partners, as CSOs are sometimes viewed as agents of destabilisation or ‘opposition’ politics and as not providing full disclosure of vital information, for example the scope and size of their project budgets.

In light of these constraints participants recommended a number of measures to improve the likelihood of coordination. These include improving transparency and information sharing on all sides: Local Government to be more open about their planning and share with CSOs to guide their strategic involvement; conversely CSOs to share information about their programs, so as to eliminate duplication and consequently the inefficient utilisation of scarce resources; and, joint planning of development projects should be encouraged. In very practical terms, wherever possible Local Government and CSOs are encouraged to share offices. This physical proximity can often encourage the sharing of information, bonding and building trust. Donors—and in this case including the CS WASH Fund management—are encouraged to be transparent about their budgets, targets and activities during the project life cycle. Partners are encouraged to adequately resource coordination forums including continuity of representation on the platform by appropriate leadership levels.

The discussions indicated that incentives can improve cooperation and harmonisation when used judiciously and where relevant. One group noted that, *“Incentives are an issue everywhere. If you don’t pay, they don’t come or they send non-decision making staff”*. This clearly demonstrates the ‘pull-push’ effect of incentives. As well as direct monetary incentives (through sitting allowance for example) the following ‘pull’ incentives were identified: provision of transport, stationary, food, facilitation fees and supply of uniforms. Involvement of transformation agents in program activities, including aligning projects to Local Government strategic plans encourages collaboration, and some noted that attendance in such strategic meetings can be motivating in and of itself, especially if new information is shared by the group. The provision of ‘free’ office space by either party was also flagged as a major incentive by showing good will.



Other ideas for incentives include offering training opportunities both locally and internationally, setting up twinning arrangements to provide travelling and learning opportunities, exchange visits to share experiences and good practice, as well as lessons from ‘failures’ and establishing WASH ‘competitions’ to cultivate team spirit among members of particular coordination committees. Participants at the RLE therefore identified a range of incentives, from simple, low-cost measures to more higher-value opportunities, such as travel and learning opportunities. These incentives can act as motivators especially in countries like Zimbabwe where staff currently go without pay for a number of months. Ultimately building relationships is considered key in promoting cooperation.

5.3 Financing for sustainable WASH service delivery

Financing is one of the most critical dimensions of sustainable service delivery. This was the final theme of Day Two introduced by the topic expert and subsequently discussed in break-out groups of mixed participants. Over time there has been an overwhelming focus, by national governments and development partners alike, on investments in the first-time provision of infrastructure and building water and sanitation facilities rather than on delivering permanent services. In order to better address financing it is first necessary to fully define all of the costs associated with the provision of a service. This is a relatively common practice in some sectors dominated by heavy infrastructure (most notably the road sector), but has been under-represented in WASH, particularly for those populations or areas not served by formal utilities and instead relying on community management, informal providers or where aid programs are active and may only support a limited range of costs. Financing to meet life-time service costs is derived from three broad categories of revenue or financing: tariffs, taxes, and transfers, as described in the pull-out box.

Participants, working in groups, were asked to identify the main cost categories for WASH (i.e. initial capital costs, minor and major maintenance, costs of support, etc.) and to then match these with available, or potential, financing streams. There was consensus across the groups about the existing focus of financing, both by development partners and national authorities, on capital investment and the general lack of attention paid to costs over the longer-term, particularly for maintenance and capital replacement. It was also noted that for the most part income from user tariffs are limited and do not cover all regular maintenance costs. Several insights

The three ‘Ts’ of financing

- 1. Tariffs (consumer finance):**
Funds contributed by users of WASH services (and also including the monetary labour and material investments of households managing their own water supply).
- 2. Taxes (public finance):**
Funds originating from public sources, via domestic taxes that are channelled to the sector by the central, regional and local governments.
- 3. Transfers (aid finance):**
Funds from international donors and charitable foundations. Transfers include grants and concessional loans, which include a grant element in the form of a subsidised interest rate or a grace period.



into financing were also generated. Firstly, it was recognised that there is a challenge in ‘ring-fencing’ or protecting funds raised via tariffs and rates at the local authority level from water supply and sanitation service provision from the broader funding ‘pool’ from which salaries are paid and other costs covered. This means that what little is being paid to municipal operators is often absorbed into non-WASH budgets and no longer available for maintenance purposes. Secondly, in several instances, but particularly in the case of Zimbabwe, which is facing a critical financial crisis, the very low levels of on-going investment in regular maintenance means that the replacement costs are far greater than they should be and major components of a system tend to fail sooner than the planned life-span.

Lastly, a common dimension of financing noted across several of the discussion groups was the role of private sector or corporate financing, both for initial capital investments and longer-term operation and maintenance. This was noted as often being linked to very localised businesses or industries, such as mining corporations, which contribute to water supply and sanitation systems of communities in the immediate locality of their operations. Clearly support from the private sector through Corporate Social Responsibility schemes based on profit sharing or royalties from mining is in some cases a potentially significant source of financing. This does, however, raise questions over regulation and accountability especially of big business which is likely to be far better resourced than local authorities.



An ungradeable Blair ventilation improved pit latrine.



CHAPTER 6

Common themes and cross-cutting concerns



Suzanne McCourt, Ambassador to Zimbabwe, Australian Department of Foreign Affairs and Trade, delivers a speech on Australian aid and WASH in Southern Africa.

Throughout the course of the week in Harare, through participant discussion groups, presentations and panel discussion, as well as on field trips and around lunchtime tables, a number of themes or ‘red threads’ appeared to resurface.

These topics include some of the more intangible dimensions of CSOs and Local Government working together, but they are nonetheless critical to improving our understanding of both the challenging contexts and some of the pathways to more successful collaboration and ultimately the delivery of more sustained outcomes. These topics are summarised below, but are not intended to be exhaustive in scope.

6.1 The political dimension is important and influences decision-making

Participants from all countries reflected on the political dimension of WASH service delivery, referring to general political influences, rather than specific party politics. This is seen to impact in a number of ways including the level of support to the sector that is provided—and more critically when this is not—by central to local levels of government. One of the most pressing ways in which this manifests is around tariff setting, both at the local level through the issuing of by-laws, which may limit tariffs to an unrealistically low level, or by restrictions set by central government on the ability of local authorities to raise adequate revenue.

The issue of tariff setting and collection is particularly challenging in urban areas where communities are often unwilling to pay for unreliable service delivery,



so establishing a vicious cycle. Participants indicated that charging, or attempting to charge, tariffs to consumers who are not receiving an adequate service was common and severely impacts on peoples' willingness to pay, and creates a lack of trust and goodwill towards the service provider. There is a need to improve service provision to adequate levels to ensure consumer satisfaction and willingness to pay, thereby inculcating a virtuous cycle.

“We cannot afford to ignore the current community mindset which does not acknowledge the need to pay for WASH services. Without addressing this, we will not be in a position to retrieve adequate funding for improved levels of service delivery.”

BEN HENSON, WASH CONSULTANT, ZIMBABWE

Because of the political dimension and desire for populist measures (especially around the time of elections) tariff setting may not reflect local conditions, both in willingness or ability to pay, and in relation to the real life-cycle costs of delivering a service. In extreme cases, such as the recent ruling in Zimbabwe, the national government has unilaterally removed all debts owing to Local Government which wipes out potential funding at a stroke, but perhaps more critically undermines any culture of payment in the longer-term. When such actions are taken, additional work is required to inform communities of the real need for cost recovery and to reset expectations to be realistic and change mindsets around willingness to pay for services.

6.2 Transparency and accountability: Everyone needs to be more open

Improving accountability and greater transparency were common themes raised throughout the learning event. This is typically thought of in terms of greater transparency on the part of Local Government to be more proactive about sharing budgets, as well as establishing mechanisms to better involve local citizens in planning and priority setting. However, it was also interesting to note the depth of feeling in terms of demand and desirability of the reverse transparency for CSOs to share more information about what they may bring to the table. This was identified in terms of sharing their own plans and budgets so that Local Government and other partners are clear on the scale and scope of what is, and is not, available in terms of resources and of the objectives of CSO projects.

There was also recognition that users, communities and Residents Associations or other grassroots organisations need to be made more aware of the reality for operators (municipal utilities). More specifically that operators have real costs and need real revenue to keep services working, and hence also need regular tariff payments by consumers. Finally there was a call for greater transparency on the part of central governments regarding the levels of fiscal disbursements that are being planned and actually made to lower levels of government. The ability to improve accountability and facilitate the dialogue between the different set of actors at the local level, particularly by bringing citizens or users closer to Local Government, is seen as the added value of CSOs such as those working under the CS WASH Fund.



6.3 Fundamental economic conditions impact everything we do

One of the important, if not self-evident, discussion points running through the event were the fundamental difficulties and challenges in supporting service delivery in very constrained resource environments. Simply put, where public funding is limited, where consumers struggle to pay tariffs towards even partial cost recovery and where aid transfers are quite targeted, it is inevitable that service provision will suffer. Participants voiced concerns that even where policy and institutional

frameworks are relatively well thought through at the level of the enabling environment, it will be extremely difficult to achieve full coverage and sustained services. The example of Zimbabwe is again seen as a case in point, where even with relatively sophisticated frameworks in place and starting from a much higher level historically, the WASH sector is effectively 'going backwards' in a downward spiral of lack of investment, poor services and limited or no tariff payment. Monitoring in Malawi was another example: whilst policies and procedures are in place there is a wide resource gap in local authorities and central government to operationalise these.



The tippy-tap is commonly used for hand washing in Zimbabwe.



CHAPTER 7

Concluding reflections and ways forward



Participants discuss their project approach.

The RLE provided a valuable opportunity for CSOs in the Southern Africa Region and their Local Government and other counterparts to step out of their daily business, take stock and reflect on what they do and how they approach their work. In spite of the variable contexts across four countries, a number of clear conclusions emerged regarding the relationship between CSOs and Local Government and the relative strength of CSOs in aid delivery, as well as some of the limitations.

This topic was posed on the final day in a ‘kick-off’ statement for the panel of experts who were each

asked to respond to the intentionally provocative statement: **“CSOs have no role in direct service delivery of WASH services”**. This prompted a lively debate across the panel and in further reflections from participants in plenary about both the added-value and potential dangers presented by CSO involvement. The consensus across the various panellists was to disagree with this statement for the following reasons:

- Overall the role of CSOs in the CS WASH Fund is largely positive. This conclusion was supported by the fact that there are still immediate and severe needs within communities that cannot be met by governments, particularly in countries where public financing is inadequate to provide for basic needs in WASH services. Where such humanitarian imperatives and gaps exist, the general view expressed at the RLE was that CSOs can, and must, step in to provide direct service delivery.



- Another point of consensus was around the added-value for CSOs in providing so-called **software interventions** and components, especially in community engagement for hygiene promotion and behaviour change which are typically not where Local Government is strongest.
- It was also agreed that CSOs have a role to play in support to **monitoring** and linking community-level data collection to more formalised systems at both Local Government level and with national systems.
- One of the most important ‘added-value’ roles for CSOs was identified as providing a linkage for **accountability** purposes between grass roots civil society (local community based organisations, consumer groups, residents associations, etc.) and Local Government, whether it plays the role of direct service provider (through a municipal operator) or the role of guarantor of services locally. This was recognised as being particularly important for highlighting the needs and rights of the most **vulnerable**, including PWD, women and children. On a more practical level, CSOs have a very positive role to play in **innovation** and testing of design and technologies for PWD.

One of the striking characteristics of the Fund in Southern Africa is the **wide range of water management models**, with CSOs filling a role across all of these, not only in the more conventional context of rural, community-managed point source systems. For example, WaterAid, Welthungerhilfe and World Vision all had roles in developing **urban or town master planning** (with a five to ten year outlook) beyond just WASH to include drainage, solid waste management, energy demand and population projections which is a significant departure from the traditional role of CSOs. This was found to be equally applicable to **urban sanitation** with a number of cases of CSOs working with Local Government to rehabilitate large-scale sewerage

systems, as well as working with private operators, for example, in designing and developing business models for mobile desludging machines.

Although the consensus amongst panellists and the broader plenary was largely a positive one, there was also the recognition that CSOs need to be more mindful of working in line with government policies and in partnership with local authorities to enable good planning, improvement of government systems and opportunity for sustainability in the long term. Other limitations of CSO engagement were identified as follows:

- It was agreed that CSOs should recognise the **limits of their own capacity**, especially when it comes to more specialised (technical) tasks relating to more complex urban and small town settings; engineering design, integrated urban planning, non-revenue water improvement, asset management and other disciplines require highly-qualified experts to address and these are not skill sets often found represented in CSO core staff.
- The modalities for collaboration and coordination between CSOs and Local Government need improving. However, as one commentator from Zimbabwe noted: *“We are facing a tug of war between CSOs and Local Government about accessing communities”* (Robert Ndhlovu, National Association of NGOs, Zimbabwe). CSOs that have the support of Local Government and work most closely with them are often able to have the greatest impact on communities, though the politicisation of water and sanitation services still occurs from time to time.
- There were some notable gaps in the conversation during the RLE, especially around private sector engagement for more sustainable service provision, for example in the area of sanitation marketing. These are gaps which CSOs need to start addressing in future in order to respond to



segments of the population which are ready to engage in more market-driven solutions.

7.1 Way forward

At the end of the event, the more than 80 participants departed from Harare and travelled back to their 'day jobs' both in CSOs and Local Government, taking with them new insights, networks and friendships. Undoubtedly these will help to pave the way for a continuous process of improvements within projects; taking ideas and lessons from the RLE and sharing within teams and with change agents more widely.

The vision that wherever possible CSOs should transition away from direct service delivery was reaffirmed as a valid one; with the caveat that in most cases this remains a long-term goal. What is immediately important for CSOs is in choosing the appropriate level of engagement with government and in providing direct delivery versus strengthening government. This will always be a challenging balance and will remain both context and project specific. Some organisations have made quite bold commitments to fundamental changes in the way they will approach their work, but only time will tell if these will in fact be borne out. The Knowledge

and Learning Manager (KALM)⁷ and her colleagues from the CS WASH Fund management team will provide follow-up support, guidance and monitoring. The first iteration of the strategy mapping as a self-reflection tool, tested during this RLE, will continue to be improved and developed for the next Fund learning event. Learning and changing practice is an evolving process, and rarely the result of one meeting or activity.

In spite of confirmation that DFAT will maintain existing commitments under the current Fund, there is significant uncertainty around future aid funding, particularly in Africa. As noted by the DFAT representative, further pressure will come to bear on available financing for development activities generally.

Despite uncertainties about future support to the sector, there remains a need for continued impetus to improve the linkages and working relationships between CSOs and their Local Government partners who will continue WASH work into the future. It is hoped that that the lessons and dialogue from this event will contribute to the further strengthening of these relationships given their importance to both achieving and sustaining WASH interventions and the objectives of the CS WASH Fund in the Southern African region.



Participants networking during breaktime.

⁷ The KALM of the CS WASH Fund is Bronwyn Powell.

**ANNEX 1**CS WASH Fund Southern Africa:
Project overviews

Partner: Australian Red Cross	
Country	Lesotho
Project Name	Water, Sanitation, Hygiene Promotion Interventions for Rural Communities in Lesotho
Project Description	<p>This project will provide access to clean water primarily through the tapping and protection of perennial springs and the laying of spring extension pipework to divert water to dispersed communities.</p> <p>An integrated approach will promote and support the construction of house-hold latrines within the same communities, targeting the most vulnerable of community members. Selected schools will also be supported to develop improved WASH facilities. The skills of Community Water Users Committees and Community Councils will be enhanced to enable them to maintain the improved water supply systems after the construction period. Communities and schools will also be sensitised to good hygiene behaviour.</p>
Project Location	<p>This project is being implemented in small rural villages in the districts of Mohale's Hoek and Matsoku in the Lesotho Highlands.</p> <p>The terrain is mountainous, with limited road access. Communities often face severe food insecurity and have limited access to health services. Water supply and sanitation coverage is low. Seasonal springs are the main source of water, however they dry up for 3–4 months of the year, leaving 1–2 hour walks to perennial water sources. Weather patterns are becoming unpredictable with increased annual drought and flooding. The target population of 13,000 is highly affected by HIV and tuberculosis, with almost one in four adults living with HIV.</p>



ANNEX 1

Partner: Concern Universal

Country	Malawi
Project Name	Scaling-up Successful, Sustainable and Innovative WASH Service Delivery Approaches in Malawi
Project Description	<p>The project aims to enhance the health and quality of life of 212,000 poor and vulnerable people, by influencing and strengthening the capacity of government and other stakeholders to plan, manage and implement effective WASH services, and to reduce reported cases of diarrhoea by 60% over four years.</p> <p>Gender, social inclusiveness and climate change adaptation will form a central part of the action. The project will promote coordination and collaboration between the various stakeholders involved in WASH interventions in the area and lessons learnt will be used to influence policy and practice.</p>
Project Location	<p>The project will be implemented in Phalombe District, where the government is not able to fulfil its obligation of providing safe water and sanitation to the communities.</p> <p>There are 169 boreholes in need of repair and only 16% of water point committees are active. There is high illiteracy of key hygiene practices and 10% of households report of practicing open defecation while only 3.8% of the population having improved latrines. In schools the latrine to pupil ratio is 1:86 for boys and 1:98 for girls. Phalombe is also prone to hazards.</p>



ANNEX 1

Partner: Plan International Australia

Country	Malawi
Project Name	Mulanje Total Sanitation Project
Project Description	<p>The goal of the activity is to promote health and wellbeing of communities in the whole of Mulanje district by improving sanitation use and hygiene behaviour by 2017.</p> <p>It will work towards the ambitious Government of Malawi targets of nationwide open defecation free achievement by 2017 and 100% appropriate hygiene practices by 2022—goals which Mulanje district will also need to meet. Program success will see a strong district government leading the change to universal coverage of toilets and hand washing facilities in rural communities, towns, market centres and schools. People in households, schools and market centres will steadily increase their practice of hand washing with soap.</p> <p>Plan Malawi is currently implementing a pilot WASH program in two of Mulanje’s seven sub-districts and this activity will build upon the experience, relationships and lessons from those pilots to scale up across the entire district. Plan’s staff for the program will consist of a Project Manager, two Project Coordinators and 10 WASH Facilitators. These staff will partner with the government District Coordinating Team comprising 10-15 members, to support the leadership of the District Environmental Health Officer.</p>
Project Location	<p>The project will be carried out across the entire district of Mulanje in southern Malawi.</p> <p>Mulanje has a population of 525,000 of whom 97% live in 546 rural villages. There are three small towns and 26 small market centres. Across Mulanje, fewer than 4% of households have improved sanitation, open defecation is wide spread, hand washing rates are low, and only 11% of school WASH facilities meet the government standard. Administratively, the 546 villages are divided into 81 Group Village Head areas and seven sub-districts (or Traditional Authorities—TAs). Schools are administered with 13 zones and health via 21 health centre zones.</p>

**ANNEX 1****Partner: WaterAid**

Country	Mozambique
Project Name	Decentralised, Innovative Urban WASH in Mozambique
Project Description	<p>This project is focused on strengthening the enabling environment, increasing access to equitable and sustainable WASH and improving hygiene behaviour in the small townships of Cuamba and Quelimane in Mozambique.</p> <p>Activities will be at the township level, in underserved bairros, schools and health centres. A key objective of the project is to influence and strengthen the capacity of stakeholders to plan, manage and implement effective complete WASH programs on an equitable and sustainable basis. WaterAid will work with Municipalities to develop 10 year WASH plans and will research, test and document innovative, effective, sustainable and replicable models for Community Based Total Sanitation (CBTS), sludge and waste management, hygiene promotion, menstrual hygiene management and sanitation technologies. WaterAid will also work with water service providers to increase access to water in the target communities, schools and health centres.</p>
Project Location	<p>This project is focused on urban WASH in two small towns in Mozambique: Cuamba, in Niassa province and Quelimane in Zambesia province.</p> <p>In both towns, activities are targeting the township level and peri-urban ‘bairros’ (communities) where there is the greatest need, and in underserved schools and health centres within. The target bairros are Mutxora, Maganga, Rimbane, Aeroporto, Teterane, Mucuapa, Matia and Njato in Cuamba and 7 de Abril, Manhaua, Icídua, Inhangome, Micajune in Quelimane. Water coverage in Cuamba and Quelimane is estimated at 18% and 58% respectively and sanitation coverage at 12% and 40%. Sanitation coverage is significantly lower in the bairros the project will focus its service delivery on, with no toilets at all in some communities. Town plans don’t exist for either municipalities, hindering the development of holistic WASH strategies and services, the prioritisation of WASH planning and budgeting, and good sector coordination between the key stakeholders.</p>

**ANNEX 1****Partner: Welthungerhilfe**

Country	Zimbabwe
Project Name	SELF: Sustainable Services for Everyone Beyond the Lifetime of the Project at a Fair Price.
Project Description	<p>The SELF project (Sustainable Services for Everyone Beyond the Lifetime of the Project at Fair Price) aims to enable 10 Local Authorities to provide sustainable safe water supply and sanitation services, and promote good hygiene practices among the citizens in their areas of jurisdiction.</p> <p>The Local Authorities lead all key decision making and implementation processes in the project. A delivery team which has Welthungerhilfe as lead partner working with four local NGOs and two service providers is engaging a comprehensive capacity building approach to transfer knowledge, skills, attitudes and resources to the local authority through embedded staff, training, mentoring and a competitive bidding process.</p>
Project Location	<p>SELF operates with 10 Local Authorities in all seven districts of Mashonaland West Province of Zimbabwe.</p> <p>The 2012 census reported that 70% of the provincial population have access to safe water but only 13% had piped water in their homes. It also reported 72% have access to toilets but only 25% had access to flush toilets. These figures however do not reveal the non-functionality of these existing facilities in the targeted small urban centres, which result in residents frequently drawing water from distant boreholes and/or resorting to open defecation.</p>

**ANNEX 1****Partner: World Vision Australia**

Country	Zimbabwe
Project Name	Learning from the past, leading into the future. Saving lives through inclusive WASH.
Project Description	<p>The project will improve the quality of life for 49,980 people by building on existing capacity and opportunities through partnerships with municipalities, government ministries, civil society groups and the private sector.</p> <p>The project goal will be achieved by: addressing supply through rehabilitation and extension of water and sanitation infrastructure; building the expertise of municipal staff to deliver long-term equitable WASH services; adopting cost recovery mechanisms and effective user feedback systems to foster increased user trust, satisfaction and willingness to pay for services; and increasing adoption of improved hygiene practices by residents of the two municipalities.</p>
Project Location	<p>The project will be implemented in the rapidly growing, high density urban and peri-urban areas of the Municipality of Gwanda (MoG), Cowdray Park and Robert Sinoyka in Bulawayo.</p> <p>These areas are typically underserved by WASH facilities. Residents continue to experience poor water access, limited sanitary facilities and display poor sanitation practices. Zimbabwe suffers from widespread under-investment in the sector, operational neglect and limited capacity of WASH service providers as demonstrated by the outbreak of cholera in 2008-09, which caused 4,293 deaths.</p>



ANNEX 2

Southern Africa Regional Learning Event Program



Watson Khupe asking a question during the official opening.

5-8 May 2015,
Cresta Lodge Hotel,
Harare, Zimbabwe

Objectives:

- i. Improve the effectiveness and sustainability of WASH projects within the Fund, particularly in relation to CSOs and Local Government working together.
- ii. Strengthen relationships between CSOs, Local Government and other transformation agents within the Southern African Region to extend specific areas for collaboration and sharing.
- iii. Provide a forum to build the WASH community of practice within the Fund, and learn from and share with the wider WASH community.

**ANNEX 2**

Day 1, Tuesday 5 May

Monday May 4 5:00 – 6:30	Informal Welcome Reception Drinks and finger food at the Cresta Lodge Hotel
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8:15 – 9:00	Registration
9:00 – 9:10	Welcome Guardiner Manikai, National Facilitator, Southern Africa RLE
9:10 – 9:25	Welcome Remarks Erica Jones, Principal Director, Director Urban Local Authorities, Ministry of Local Government, Public Works and National Housing, Zimbabwe
9:25 – 9:40	Official Opening TinayeShe Mutazu, Director, Water Resources Planning and Development, Ministry of Environment, Water and Climate, Zimbabwe
9:40 – 9:55	Australian Aid and WASH in Southern Africa Suzanne McCourt, Ambassador to Zimbabwe, Australian Department of Foreign Affairs and Trade (DFAT)
9:55 – 10:30	Keynote Southern Africa regional perspectives on local government and WASH service delivery Dr Kudzai Chatiza, Development Governance Institute
10:30 – 11:00	Break
11:00 – 11:20	Introduction to the Learning Event Programme and Objectives Bronwyn Powell, Knowledge and Learning Manager, CS WASH Fund
11:20 – 11:45	Keynote: Working with Local Government to improve the delivery of Sustainable WASH services Harold Lockwood, Aguaconsult

11:45 – 12:30	Engagement Between CSOs and Local Governments (LG): How are We Collaborating Now? Activities to Map the CSO and LG Collaboration Continuum Harold Lockwood, Aguaconsult, Paul Tyndale-Biscoe and Bruce Bailey, CS WASH Fund Monitoring, Evaluation and Review Panel (MERP)
12:30 – 1:30	Lunch
1:30 – 3:00	Marketplace to Showcase Activities of the Fund: Lessons and Outputs to Date <ul style="list-style-type: none"> • Australian Red Cross (ARC), Lesotho • Concern Universal, Malawi • Plan International Australia, Malawi • WaterAid, Mozambique • Welthungerhilfe (WHH), Zimbabwe • World Vision Australia, Zimbabwe
3:00 – 3:30	Break
3:30 – 4:45	Thematic Sharing Sessions: Key topics of the Fund to be led by CSO participants <ul style="list-style-type: none"> • Incentivising and Mobilising Transformation Agents: WHH • Equity and Inclusion: Focus on Disability: World Vision and London School of Hygiene and Tropical Medicine (LSHTM) • Disaster Risk Reduction and WASH: Concern and Plan • Monitoring and Evaluation for Equity and Sustainability: WaterAid • Effective Hygiene Promotion: ARC
4:45 – 5:30	Building Communities of Practice for sharing and learning in WASH: an update Bronwyn Powell Engaging with the Fund Website Celina Liston, CS WASH Fund Program Coordinator Closing Day 1

**ANNEX 2**

Day 2, Wednesday 6 May

9:00 – 9:30	<p>Delivering Sustainable WASH Services with Local Government Harold Lockwood, Topic Expert</p> <p>Overview of Topic and Approach to the Working Sessions Co-facilitators: Guardiner Manikai, Bronwyn Powell</p>
9:30 – 10:30	<p>Monitoring WASH Services: CSOs and Local Government Monitoring</p> <ul style="list-style-type: none"> • Short presentation on monitoring WASH services, Harold Lockwood • Group work split by countries: content of monitoring and integration between monitoring at LG level and central government • Group work split by countries: monitoring and benchmarking of LG performance • Wrap up and conclusions
10:30 – 11:00	Break
11:00 – 12:30	<p>Harmonisation amongst CSOs, Aligning with Government and Incentivising for Change (split by CSOs and transformation agents)</p> <ul style="list-style-type: none"> • Coordination and Harmonisation of NGO community in Zimbabwe, presentation by National Association of NGOs • Aid effectiveness at the local level and the role of LG, Harold Lockwood • Group work slot by LG and CSO staff on coordination and harmonisation opportunities • Group work slot by LG and CSO staff on incentives for improved coordination and cooperation • Wrap up and conclusions

12:30 – 1:30	Lunch
1:30 – 2:30	<p>Financing for Sustainable WASH</p> <ul style="list-style-type: none"> • Group work of mixed participants on identification of costs for sustainable WASH • Presentation/video on costs and cost components, Harold Lockwood • Group work of mixed participants on matching costs with available revenue streams at the local level • Wrap up and conclusions
2:30 – 3:00	Feedback Sessions in Plenary
3:00 – 3:30	Break
3:30 – 5:00	<p>Strategy Mapping Exercise Paul Tyndale-Biscoe and Bruce Bailey, MERP</p> <ul style="list-style-type: none"> • Presentation and instructions for strategy mapping exercise • Strategy mapping exercise • Plenary Discussion
5:00 – 5:15	<p>Wrap up Day 2: Logistics and Instructions for Field Trip Erica Keogh, WHH/GRM Zimbabwe</p>
6:00 – 9:00	<p>Conference Dinner Pandhari Restaurant</p>



ANNEX 2

Day 3, Thursday 7 May

9:00 – 5:00 Field visits to sites around Harare have been organised by WHH and GRM Zimbabwe to locations indicated. Buses will be arranged for all participants to attend the field visits. Buses will depart from Cresta Lodge Hotel from 7:30am.

	Location	Focus Areas
Trip A 8:00	Norton	<ul style="list-style-type: none"> Waste water treatment plant refurbishment
	Murombedzi (SELF)	<ul style="list-style-type: none"> Renovations of treatment plant offices and latrines
	Dandajena	<ul style="list-style-type: none"> Public toilet Champion groups
Trip B 8:00	Gundete/Che-gutu	<ul style="list-style-type: none"> Open defecation free village (100% sanitation coverage, hand-washing facilities) Sanitation Action Groups Health clubs
	Norton GIZ/ SELF	<ul style="list-style-type: none"> Water kiosks Waste water treatment plant refurbishment Renovations of treatment plant offices and latrines
Trip C 8:00	Kadoma-Ngezi (SELF)	<ul style="list-style-type: none"> Public toilets Gender, equity and social inclusion (GESI) Champions Skip bins Community Management of Public toilets (CBO) Household water metering
	Kadoma-Rimuka (GIZ)	<ul style="list-style-type: none"> Refurbishment of girls hostels Refurbishment of sewage treatment plant Solid waste management trucks

	Location	Focus Areas
Trip D 7:30	Mubayira (SELF)	<ul style="list-style-type: none"> Public toilets Capacity tested boreholes waiting repairs GESI Champions
	Chivhu	<ul style="list-style-type: none"> Market club Coded bins Waste recycling club Health clubs Solid Waste Management
	Chivhu Water Supply and Sewerage Works	<ul style="list-style-type: none"> Refurbishment of water plant Refurbishment sewerage reticulation and main sewer connections
Trip E 7:30	Mamina (SELF)	<ul style="list-style-type: none"> Public toilets Champion groups (WASH songs and poems)
	Village 11	<ul style="list-style-type: none"> Open defecation free village (90% sanitation coverage, hand-washing facilities) Sanitation Action Groups Health clubs

**ANNEX 2**

Day 4, Friday 8 May

8:30 – 9:00	Registration
9:00 – 9:10	Welcome
9:10 – 9:25	Keynote: Future Trends in WASH and the Role of Aid Harold Lockwood , Aguaconsult
9:25 – 10:30	Panel Discussion on key topic: Engagement with Local Government for sustainable WASH services. Facilitated by Harold Lockwood . Panel Members: <ul style="list-style-type: none"> • Nyasha Simbanagevi, Commonwealth Local Government Forum (CLGF), Pretoria, South Africa • Masauko Mthunzi, Concern Universal, Malawi • Christopher Shumba, Principal Director, Ministry of Local Government, Public Works and National Housing, Zimbabwe • Ben Henson, Consultant
10:30 – 11:00	Break
11:00 – 11:30	Facilitated Reflection Activity on Field Visits Guardiner Manikai , National Facilitator
11:30 – 12:30	Presentations from the CS WASH Fund: The Civil Society WASH Fund in the Australian Aid Program Robyne Leven , Water, Sanitation and Hygiene Section, Australian DFAT The Evolving Role of CSOs in the CS WASH Fund Paul Tyndale-Biscoe , MERP Working Effectively with Transformation Agents in the WHH Project, Sustainable Services for Everyone beyond the Lifetime of the project at a Fair price (SELF) Mark Harper , Program Manager, WHH

12:30 – 1:30	Lunch
1:30 – 3:00	Guest speakers with Q&A Session Southern African Regional Local Government Perspective Nyasha Simbanagevi , CLGF, Pretoria, South Africa Disability and WASH Sian White , Research Fellow, LSHTM Why do we have Local Authorities? Focus on Zimbabwe Rahel Hermann , GIZ Zimbabwe
3:00 – 3:30	Break
3:30 – 4:30	Workshop Session: Capturing Lessons for Action
4:30 – 5:00	Closing Comments



ANNEX 3

CS WASH Fund Southern Africa Projects: Marketplace posters

Australian Red Cross | Lesotho

HIGHLIGHTS

Working in the Lesotho Highlands where the terrain is mountainous, road access very limited and weather patterns increasingly unpredictable

Providing access to clean water primarily through the tapping and protection of perennial springs

Integrated approach promoting and supporting the construction of latrines in the same communities, targeting the most vulnerable households

Selected schools supported to develop improved WASH facilities and sensitised to good hygiene behaviour

Community Water User groups enhanced to enable them to maintain the improved water supply systems after the construction period

H. Jona
Di Moody
Toloane
Lesotho Team

THINGS to LEARN

- 1 Success and sustainability of CLTS
- 2 Output Based Aid
- 3 Success and sustainability of Sanitation Marketing in rural areas

THINGS to SHARE

- 1 Integration of WASH/ Orphans and Vulnerable Children/HIV/AIDS
- 2 Collaboration with the government
- 3 Simple hand washing facility - Tippy Tap

Civil Society WASH Fund
Australian Red Cross
Lesotho

100 YEARS
PEOPLE HELPING PEOPLE
1914-2014



ANNEX 3

Australian Red Cross | Lesotho

Civil Society WASH Fund



An update on

Water, Sanitation and Hygiene Promotion
in Rural Communities of Lesotho

Three things to Share:

1. Developing latrine design and construction in rocky mountainous areas
2. Tippy tap
3. Integrating contractors with community based approach



Three things about the way you work with Local Government that are particularly effective:

1. Requires collaboration between local government and sector departments
2. Effective joint working with local government in the sustainability and maintenance of water supply systems
3. Working with District Administrator in maintaining coordinating role



ANNEX 3

Concern Universal | Malawi



Mtshali Project Field Staff Ollunso Choko Lynon Shwami Chisasa Makawala Harrod Yoram Anesa Kampha Cecilia Nankombwe Mghenson Kapfemula

Let's celebrate:
"Gaining project buy-in from the district council and local structures stakeholders, followed by signing of MoU with the council"



L. Muzondo Mhundi
M. Luchlan Kani
& Matthew Lake

Highlights of the Approach

1. Private sector engagement: Establishment and strengthening of local entrepreneurs to better manage supply chains for water point maintenance and provision of hand pump spares
2. Piloting ecosan latrines including identifying an appropriate design for sandy soils in the area. Piloting menstrual hygiene technologies including engaging local entrepreneurs to develop appropriate technologies
3. Increasing accountability of local change agents: facilitating and supporting training of government district staff in planning, supervision, monitoring and evaluation of WASH interventions. This includes developing a simple database and data collection tool for tracking water point maintenance and functionality; making public lists of competent local contractors and developing more robust M&E systems
4. Environmental Management: working with local government district staff to develop Environmental and Social Management Action Plan
5. Community Led Total Sanitation: working with local Village Development Committee, Village Chiefs and Government extension staff to trigger change in the behaviours of people for the use of latrines and hand-washing practice with soap

Things to Share

1. Banking of Water point maintenance funds with Village Savings loan groups
2. Sustaining ODF status
3. Working with decentralised structure in effective service delivery

Things to Learn

1. Menstrual hygiene management
2. Establishing an effective knowledge management system
3. Working with private sector or entrepreneurs in water, sanitation and hygiene service delivery

Civil Society WASH Fund **Concern Malawi**



ANNEX 3

Concern Universal | Malawi



Civil Society WASH Fund
Concern Malawi

An update on ...

Scaling-up Successful, Sustainable and
Innovative WASH Service Delivery
Approaches in Malawi

THINGS to SHARE

1

Success in CLTS

The community's willingness to re-construct 'temporary latrines' before re-building houses in the aftermath of the floods suggests that the CLTS has been effective

2

Effectiveness of community leaders in achieving ODF

Natural Leaders and Village Health Committees are proving to be the most effective village-based structures for speedy attainment of ODF. It is important to achieve 'buy in' from local leaders including village chiefs

3

Investing in Water Management Structures

The project is strengthening the technical and financial management capacity of Water Users Associations for sustainable operation and management of gravity-fed water systems. This includes training in operation & maintenance, catchment conservation, tariff setting, financial management and reporting

Things about the way you work with Local Government that are effective ...

1. **Building on what the district structures already have** - We have unearthed some existing knowledge within the district team through the activation of the WASH database, though the necessary skills and motivation have lapsed.
2. **Institutionalising the Project's Theory of Change** - The District Team didn't initially understand that this is not a traditional WASH service delivery project but takes a approach that builds capacity of local structures. With continued training and engagement, the Team has understood and values the project's approach.
3. **Continuous engagement of local structures throughout the project cycle** - Continuous and good collaboration with all district and community-based structures in project implementation and alignment to the district wide sector plans are key to ownership and sustainability. These structures are also involved in lesson documentation and dissemination.



ANNEX 3

Plan International | Malawi



Chimwemwe Kapichi
Dan Kapatuka



Things to share

1. Ensuring community leaders take a lead in championing CLTS in their communities
2. Using already existing structures in championing CLTS
3. Menstrual hygiene management orientation targeting both boys and girls to ensure that the boys treat the girls with respect and support them.

Civil Society WASH Fund
Plan Malawi

To Celebrate

**Silence has been broken!
In communities reached, people
are now talking about menstrual
hygiene management freely**

Things to learn

1. Lasting approaches to promote peri-urban sanitation
2. Promotion of Sanitation Marketing across programs
3. Plans in place to ensure sustainability of the project post funding

Highlights of the Approach

1. Use CLTS to trigger communities, generate behaviour change and construction of basic latrines.
2. Government workers and teachers use CLTS and SLTS to trigger villages and schools concurrently, thereafter working with selected natural and village leaders to monitor and assist communities to achieve ODF. Assist students and teachers establish school sanitation clubs.
3. Triggering performed in clusters of communities based on catchments for 21 health centres in the district.
4. Sanitation Marketing follows CLTS triggering to ensure communities sustain behaviours and move up sanitation ladder.
5. Menstrual Hygiene component delivered through local NGO.

John Kelleher
Tom Rankin






ANNEX 3

Plan International | Malawi



Civil Society WASH Fund Plan Malawi

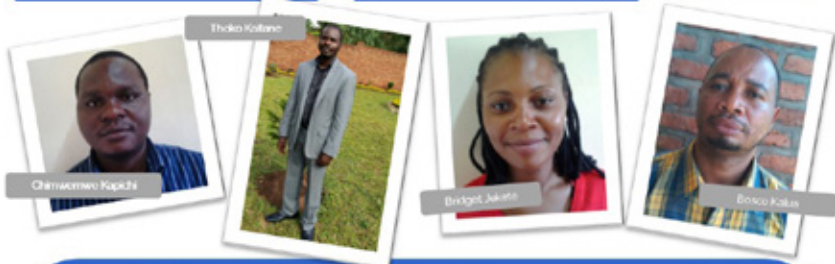
An update on ...
Improved Sanitation and Hygiene

THINGS to SHARE

- Alignment with government policy/strategy and subsequent engagement of local government to implement:

 - Cascading capacity building for government staff and community members
 - Triggering in communities with CLTS
 - Monitoring project progress (engaging community structures - Natural Leaders and Village Health Committees)
- Utilising existing structures for scale and sustainability. Engagement of:

 - Market centre committees to develop action plans to improve sanitation and hygiene
 - School Sanitation Clubs to champion sanitation in schools
 - School 'mothers groups' and 'sanitation masters' to champion MHM in schools
- Proven need and identified potential for latrine durability improvements within CLTS





ANNEX 3

WaterAid | Mozambique



Civil Society WASH Fund
WaterAid Mozambique

Things to share

1. Urban WASH - working with municipalities, utilities, government and private sector to deliver sustainable WASH services
2. Developing good working relationships with utilities
3. Supporting community leadership on WASH in urban environments where population changes are common



To Celebrate!

Bringing key stakeholders together and making progress in a challenging political environment.

Things to learn

1. Sanitation Marketing - top tips and critical success factors.
2. Experiences using subsidies in SanMark - how have they been used? Can they be successful?
3. Strengthening the private sector to respond to needs of all, including the most marginalised.

Highlights of the Approach

1. WaterAid will work with Municipalities to develop 10 year WASH plans and research, test and document innovative, effective, sustainable, equitable and replicable models for: Community Based Total Sanitation (CBTS), sludge and waste management, hygiene promotion, menstrual hygiene management and sanitation technologies.
2. WaterAid will working with water service providers to increase access to water in the target communities, schools and health centres



The Team

Miguel Valente (Project Officer)
César Dominique (Senior Programme Officer Cuambal)
Forak Namucua (Driver Cuambal)
Fernando Costa (Driver Quelimane)
Ricardo Maria José (Project Manager)
Elias Muculo (Project Officer Quelimane)

Right: Global team at the start-up workshop





ANNEX 3

WaterAid | Mozambique

An update from ...



Civil Society WASH Fund
WaterAid Mozambique

Things to share ...

1. Monitoring and evaluation for equity and sustainability of WASH
2. Working with Municipalities and District Government
3. Community Education Programme (PEC) activities in improved hygiene education and promoting access to sanitation facilities



Things about the way you work with Local Government that are effective ...

1. **Water Quality testing** WaterAid is providing training to municipal and government staff on water quality testing, supporting them to fulfil their role in ensuring water quality parameters are followed by the Department of Health, who undertakes the testing
2. **WASH in Health Centres and Schools** WaterAid is rehabilitating and building WASH infrastructure in Municipal schools and health centres, demonstrating to local government inclusive designs which can be brought to scale that meet the needs of people with disabilities and menstruating girls and women.
3. **Joint planning** WaterAid is working closely with the government and municipality on planning and monitoring project activities, including supporting the Municipalities in developing 10-year Master Plans for WASH.




ANNEX 3

Welthungerhilfe | Zimbabwe

Civil Society WASH Fund

Welthungerhilfe Zimbabwe



For a world without hunger

Let's Celebrate!
Good relationships between the
Delivery Team and the
Local Authorities and Government

Things to learn

1. How to incentivise change agents in a sustainable way – so that what they have experienced through the project, they continue to implement after the project has finished.
2. How to monitor if your Theory of Change is working.
3. How to address WASH problems across multiple stakeholders. Eg Strategic Plans at district level do not impact bigger players like Water Authorities and Government

Things to share

1. Allowing Local Authorities to lead on project implementation – it takes time and patience!
2. Keeping a local authority strategic plan relevant
3. Our GESI experience - an in depth contextual analysis and training of change agents

Highlights of the Approach

1. Strengthen the capacities of local authorities to manage their obligations of service delivery to their communities
2. Capacity building through transfer of knowledge, skills, attitudes and resources from the delivery team to Change Agents
3. Injection of project resources to kick start the recovery in unserved and underserved small urban centres and peri-urban areas
4. Project financial inputs will decrease over time as local authorities increase their contribution, the economy continues to improve and the local authority ability to source funds from elsewhere improves



ANNEX 3

Welthungerhilfe | Zimbabwe



For a world without hunger

Civil Society WASH Fund WHH Zimbabwe

An update on ...

Sustainable Services for Everyone, Beyond the Lifetime of the Programme, at a Fair Price (SELF)

Things to share ...

1. Encouraging Local Authorities to lead on project implementation
2. Keeping a Local Authority WASH strategic plan relevant and up-to-date
3. Our Gender and Social Inclusion (GESI) experience — an in depth contextual analysis and training of Transformation



Things about the way you work with Local Government that are effective ...

1. All activities are planned and implemented by the Local Authority
2. Seconding high capacity staff to the Local Authority
3. Competitive bidding process between Local Authorities for the hardware component




ANNEX 3


World Vision | Zimbabwe

Civil Society WASH Fund World Vision Zimbabwe





Left to Right: Gibbs Kumbasaka and partners.
Right: Morris Chidavaenzi—WASH Director



Highlights of the approach

1. Adopt cost recovery mechanisms and effective user feedback systems to foster increased user trust, satisfaction and willingness to pay for WASH services
2. Facilitate the use of GIS by Council staff to map existing WASH infrastructure including pipelines, water points and manholes to enhance operations & maintenance
3. Support exchange of lessons and experiences relating to WASH between Bulawayo Council (from previous WASH project) and Gwanda Council (new project area)
4. Facilitate long term public private partnerships between mining companies and the Gwanda Council to improve WASH services for communities
5. Support Community Health Club members to raise awareness on good hygiene practices and form income generation activities
6. Facilitate relationships between local disability groups and Bulawayo and Gwanda Councils to mainstreamed disability inclusion in the project cycle

Things to share

1. How can a NGO support and improve WASH services in a Urban Context.
2. How disability data collection tools are being adapted in household surveys for WASH to improve identification of people with disability, disaggregation of data, and ultimately active engagement by people with disabilities in the program.
3. Using Urban Participatory Health Hygiene Education to improve City residents' water, sanitation and hygiene practices to optimize available resources and services.

To Celebrate!

Disability Inclusion throughout the project cycle, the Federation of the Disabled People Zimbabwe representative members have actively participated alongside program staff and City Council technical staff in the project design, inception workshop, and the baseline survey phase. This has included training of enumerators in inclusive

Things to learn


1. Use GIS to map existing WASH infrastructure to enhance operations & maintenance and increase the satisfaction by communities of WASH services.
2. Using smartphone technology for baselines, monitoring and evaluations.
3. Use of pre-paid water meters to improve revenue collection.



ANNEX 3


World Vision | Zimbabwe

Civil Society WASH Fund World Vision Zimbabwe




An update on ...



Learning from the past. Leading into the future. Saving lives through inclusive WASH



Alois Chadzima



World Vision Zimbabwe team



Things to share ...

1. Menstrual Hygiene Management in schools and also in the community
2. Disability inclusion issues for local authorities
3. World Vision experience in working with local authorities

Things about the way you work with Local Government that are effective ...

1. The importance of Project Steering Committees in the planning and management of WASH projects
2. Collaboration and partnering arrangements between national and regional local authorities
3. Customer care centre as a means of improving service delivery



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