

Delivering Water, Sanitation, and Hygiene in Fragile and Conflicted Affected States

Learning Review of WSP's Technical Assistance Program

(P131964)

March 10–14, 2014
Nairobi, Kenya



Sand dam in Dhubato village, Somaliland

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Abbreviations and Acronyms

AFD	French Development Agency (Agence Française de Développement)
AFDB	African Development Bank
AMCOW	African Ministers' Council on Water
CAS	Country Assistance Strategy
CMU	Country Management Unit
CSO	Country Status Overview
DFID	Department for International Development
DP	Development partner
DPSP	Domestic Private Sector Participation
DRC	Democratic Republic of Congo
FCAS	Fragile and Conflict Affected States
GPOBA	Global Partnership on Output-Based Aid
IBNET	International Benchmarking Network for Water and Sanitation Utilities
IDA	International Development Association
IDP	Internally displaced persons
IFC	International Finance Corporation
JMP	Joint Monitoring Programme (WHO/UNICEF)
JSR	Joint Sector Review
JWSSSP	Joint Water and Sanitation Sector Support Program
km	Kilometer
MDG	Millennium Development Goal
mgd	Million gallons per day
mm	Millimeter
MPF	Multi-Partner Fund
NGO	Nongovernmental organization
NRW	Nonrevenue Water
O&M	Operation and management
PIP	Performance Improvement Plan
PPP	Public-private partnership
PRS	Poverty Reduction Strategy
ROC	Republic of the Congo (Brazzaville)
SIP	Sectorwide investment plan
SLB	Service level benchmarking
SMIS	Sector monitoring and information systems
TA	Technical assistance
TTL	Task Team Leader
UNICEF	United Nations Children's Fund
WASH	Water, Sanitation and Hygiene
WB	World Bank
WOP	Water Operators' Partnerships
WP	Water point
WSP	Water and Sanitation Program
WSS	Water supply and sanitation

1 Background

This independent review of the Water and Sanitation Program's (WSP's) Fragile and Conflict Affected States (FCAS) technical assistance (TA) program (P131964) covers the first 18 months of the FCAS TA program and preparatory work under WSP's FY2011–15 Business Plan. The review was led by two independent reviewers¹ with the active participation of a cross-section of WSP's technical assistance clients² and WSP's partners, including the French Development Agency (AFD or Agence Française de Développement), African Development Bank (AfDB), Department for International Development (DFID), IRC, USAID–Sustainable Water and Sanitation in Africa (USAID-SUWASA), United Nations Children's Fund (UNICEF) and WaterAid. The review was explicitly structured as a participatory learning review, with views of clients and partners sought out and shared in transparent and open dialogue. The innovative format proved of great value as it enabled participants to share, in depth, lessons learned and to reassert the value of the WSP FCAS program as well as its positioning within the WSP as a whole.

The review took as a point of departure the development objectives laid out in the program's Concept Note,³ namely, to support fragile states in transitioning their water supply and sanitation subsectors from largely donor-led, ad hoc emergency interventions to country-led sector development programs. This in turn would help to relink service delivery to core country systems and to the political process, build legitimacy of the state, and enhance the reach and rate of service delivery.

The intermediate outcomes established for the TA were to:

- a) Reestablish country leadership in sector coordination and policy development.
- b) Restore cost recovery in urban utilities, small towns and large rural piped water schemes.
- c) Establish an inclusive sectorwide investment plan (SIP) and process that mobilizes infrastructure investment.
- d) Institutionalize rigorous sector monitoring and joint sector review processes.
- e) Increase domestic investment in the sector.
- f) Increase use of country systems by development partners.

The FCAS TA program selected entry points and interventions to achieve these outcomes based on the specific country context. With these targeted outcomes in view, the TA had the explicit aim of influencing the flow of around US\$1 billion of donor and domestic investment finance into four low-income fragile and three resource-rich fragile countries in the Africa region.⁴ Specifically, the TA was expected to increase the effectiveness of investment flows. This will be done by providing the evidence required to shift investment finance from less to more efficient financing and service delivery modalities.

This report outlines the findings that emerged through the review. Section 1 provides an overall assessment and recommendations to help the FCAS TA teams take stock of progress and refine the program going forward. Section 2 summarizes the findings from the review while Section 3 outlines key points of consideration as WSP adjusts its country strategies in response to the review. Section 4 summarizes WSP FCAS' achievements and proposed strategies going forward.

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² Gabin Lulendo, Ibrahim Yonis, and Peter Mahal.

³ "Concept Note: Technical Assistance (TA) – Delivering Water Supply and Sanitation in Fragile States: The Transition from Emergency to Development." January 22, 2013.

⁴ Congo Brazzaville, DRC, Liberia, Nigeria, Sierra Leone, Somalia, South Sudan, and Zimbabwe.

2 Review Findings on WSP Fragile and Conflict Affected States TA Program

The review **found that solid progress was made towards the goals established** at the outset for the FCAS TA and was impressed by the **pace, quality, and pertinence** of the activities and products delivered by the WSP FCS team within the 18 months since the inception of the program. The review provided the opportunity to share experience and identify key steps along the path toward policy-based country programs.

The review **endorsed the six intermediate outcomes** or results areas as strategically important to facilitate the transition from emergency to policy-based programs relying on country systems, which is the overarching goal of WSP FCAS TA program.

The review found that the **“entry points” for country programs were well chosen** and hold the potential to lead to broader engagements in planning, coordination and, possibly, capacity building and reforms. The **emphasis on generating hard-to-get field data** was found particularly pertinent as it helped to rationalize donors’ interventions and to pinpoint critical sector issues, for example, low functionality of rural water points and health hazards due to water quality in large cities.

The water point mapping exercise in Liberia, for instance, was a technical exercise but formed the basis for a SIP. It provided a basis for both engaging donors and nongovernmental organizations (NGOs) in a dialogue on the need for better planning, as well as a means of bringing a measure of coherence and a taste for coordination to disparate activities and financing flows.

Water point mapping and water quality surveys in Monrovia, Freetown, and Port Harcourt have revealed critical health issues and shown the limited reach of the formal utilities covering between 5 percent and 10 percent of their service area.

Similarly, the enumeration of client connections for utilities linked with the introduction of updated billing systems as well as benchmarking brought a sense of urgency and, in the best cases, built managers’ confidence and taste for broader reform.

The review found that **WSP relationships with donors in target countries are strong and hold opportunities for further engagements**. All donors that participated in this review were keen to strengthen country-level collaboration with WSP’s FCAS TA program. Maintaining and sustaining these partnerships is critical to the success of the program. Key donors willingly participated in the review and showed a good understanding and appreciation of WSP’s role as well as its activities and products. They generally partake in the rationale for WSP FCAS TA and value WSP’s focus on sectorwide issues, including gathering field data, preparing overviews, and Joint Sector Reviews, even while they are often immersed in the operational challenges of their own programs. Donors see WSP well positioned to help articulate the path and next practical steps toward gradual reliance on country systems. **World Bank country managers in charge of FCAS are also keen to see early involvement** of WSP’s FCAS team in shaping country assistance strategies and supporting project preparation in the field.

Overall, this review finds that WSP’s FCAS program remains justified. The FCAS team is playing a vital role in establishing entry points for WSP in FCAS, **“pioneering” a WSP presence**, and also in establishing the credibility of WSP in-country, with donors and clients.

RECOMMENDATION 1: Maintain the FCAS Business Area as a distinct program in the FY2016–20 Business Plan

In preparation for its FY2016–20 Business Plan, WSP is planning to “mainstream” the fragile states business areas into four non-geographically defined business areas.⁵ The review believes it would be premature to “mainstream” WSP programs in FCAS into WSP thematic business lines and recommends maintaining a distinct business line for FCAS activities within WSP’s FY2016–20 Business Plan. WSP’s FCAS program is playing a pioneering role in establishing entry points for WSP, enhancing WSP’s credibility with donors and clients. Given limited resources, the review believes that the “pioneering” role should continue. WSP could, however, “graduate” countries out of its FCAS business area as they stabilize (see Recommendation 3).

RECOMMENDATION 2: Refine the strategy for transitioning from emergency to country systems⁶ in each country

The first 18 months of WSP’s FCAS TA has enabled the program to seize strategic opportunities and to build country knowledge and relationships with sector agencies, utilities, and other partners. WSP is now well positioned to undertake a systematic country-by-country review of its FCAS TA program and to develop a refined country strategy note (a two-three page document) for each country. The country reviews draw on the lessons and good practices identified during the review process in relation to the various results as summarized in Section 3.

The country strategy should seek to:

- Envision and define the steps required to support each country’s transition from ad hoc emergency interventions to one that is country-led and strengthens country systems.
- Assess WSP’s potential to influence and support each step, with particular attention to articulating what the program can and cannot do.
- Define a program of support outlining specific interventions, which should consider Joint Sector Reviews, coordination, institutional aspects, and policy development.
- Identify the level of engagement and the technical and financial inputs required to implement the strategy.

RECOMMENDATION 3: Reassess country selection and the level of engagement in each country

Using the country reviews, WSP should consider (a) strengthening country interventions; (b) curtailing them and redirecting resources within the WSP FCAS portfolio; or (c) initiating engagement in other FCAS.

- **Strengthening interventions:** In several cases WSP’s work under the FCAS TA program has opened the way for broader engagements that require mobilizing competencies from across

⁵The proposed 2016–20 business areas are (a) Scaling up and Mainstreaming Rural Sanitation;(b) Improving Sustainability of Rural Water Systems;(c) Closing the Water and Sanitation Service Gap in Urban Areas (integrating urban sanitation and urban water)—small towns will be part of this business area; and (d) Expanding Innovative Finance and Private Sector Solutions for the Bottom of the Pyramid. There would also be two foundational areas (a) Knowledge; and (b) Equity and Inclusion. The latter serve to facilitate the learning emerging from the fragile states and report separately on the results emerging in the fragile states.

⁶“Core country systems’ refers to planning, budgeting, and monitoring systems that are applied to all sectors by central ministries in charge of finance and planning.

WSP's core business areas. Interventions in South Sudan, for example, could benefit from expertise within WSP's Domestic Private Sector Participation (DPSP) Business Area.

- **Redirecting resources:** While sustained and patient support is required when dealing with fragility, WSP engagements have an opportunity cost. In such situations it would be appropriate to reassess WSP engagement in current countries and subsectors and to redirect resources to other countries and subsectors. This would lead either to curtailing WSP's presence or to propose initiatives aimed at triggering a higher measure of commitment from sector agencies. The review singled out the Republic of Congo as a country for which engagement should be reassessed. The country consultations have outlined the factors to consider in doing so.

More broadly, WSP could consider outlining a graduation strategy for country programs, whereby the engagement shifts from under the FCAS TA Program to WSP's core focus countries. Ethiopia and Rwanda are examples of countries that 'graduated' out of fragility and became mainstream WSP country programs. (One such possibility is Sierra Leone.)

- **Initiating engagement in new countries:** The FCAS TA Program should also consider the opportunity of initiating engagement in other FCAS in Africa, including Madagascar and Mali, and in Asia, in Afghanistan and areas of Pakistan. Such new engagements should be linked with the World Bank's Country Assistance Strategy (CAS) and supported by key donors.

RECOMMENDATION 4: Consider a more sustained presence in each country

WSP's FCAS program has stationed staff members in some countries—Democratic Republic of Congo (DRC), Liberia, Republic of the Congo (Brazzaville) (ROC), Zimbabwe—while operating on a 'visiting mission basis' in other countries (Nigeria, Sierra Leone, South Sudan, Somalia). Donor partners and sector clients have indicated that WSP is able to play a more credible role within the sector in countries where it has a sustained presence. Furthermore, World Bank Country Managers in FCAS have demonstrated demand for the early engagement of WSP's FCAS team in shaping country assistance strategies and supporting upstream analysis feeding into project preparation.

While this review acknowledges resource constraints, it is strongly recommended that WSP consider investing in a more sustained presence in more FCAS TA countries.

RECOMMENDATION 5: Focus on networking and knowledge sharing to help the public sector orchestrate activity in the WASH sector

WSP's FCAS program has as one of its intermediate outcomes: "Increase use of country systems by development partners". The review noted that many of WSP's interventions (for example, water point mapping, water quality analysis, and utility customer enumeration) aim at rebuilding the information base that is needed to coordinate sector actors. The review therefore recommends that future work builds on this idea of enabling government to "orchestrate" the sector.

This looks beyond the governments' role as a financier and implementer with a focus on budgeting, planning, and treasury systems, rather aiming to strengthen the governments' capacity to coordinate and bring overall coherence to the disparate activities of donors, as well as not-for-profit and private players in the Water, Sanitation, and Hygiene (WASH) sector.

One way to broaden the country level dialogue would be to support networking among WASH actors and stakeholders, thus providing a platform for knowledge sharing and advocacy.

RECOMMENDATION 6: Refine approach to translating analytics-into-action to maximize WSP's influence on the World Bank and other partners

Solid progress has been over the initial 18 months. The WSP FCAS Team has delivered an impressive array of activities and products of high quality and pertinence. Donors and country clients indicated that WSP's knowledge products provide critical guidance and help shape the WASH sector in countries. However, a more strategic approach is needed to translate analytics-into-action. Partners highlighted the SIP in Liberia, for example, which though widely disseminated risks being underutilized as it has not yet led to increased financial flows to the sector. The length and complexity of the full report and financing model deters practitioners from using it. The review therefore recommends that WSP refine the approach to translating analytics-into-action in order to maximize WSP's influence on the World Bank and other partners.

3 Key Points of Consideration to Prepare Country Strategies

This section outlines points for consideration by WSP as the program reviews its approach in each country. The section is organized by the Intermediate Results outlined in the FCAS Project Concept Note to help country teams meet the program's proposed targets.

Intermediate Result 1: Reestablish country leadership in sector coordination and policy development

Sector coordination: The review of each country program would provide the opportunity to articulate next steps to develop or strengthen sector coordination. It would also identify related initiatives by WSP to foster exchanges and enhance value addition, for example, good preparation and an effective secretariat.

The three levels at which coordination needs to take place should be kept in mind:

- Among development partners (DP)—could start with key donors: “coalition of the willing”; or for specific sub-sectors, for instance, rural WS; rotating chairmanship helps to sustain engagement.
- Among government agencies—institutional fragmentation of is a recurrent constraint; one key sector agency needs to lead.
- Between government and DPs—would normally evolve from DP coordination; co-chairing by lead sector agency and lead DP is recommended; here again an effective secretariat is critical.

Although the case for coordinating the TA offered to sector agencies is compelling, it is an area where coordination is particularly difficult. This could be a high pay-off engagement for WSP—Uganda's Joint Water and Sanitation Sector Support Program (JWSSSP) illustrates how it could be approached.

The coherence of sector planning initiatives requires special attention. Institutional fragmentation and lack of coordination often lead to a multiplicity of planning frameworks with resulting confusion and waste.

Sector policies provide a foundation for government-led coordination. So far the WSP FCAS Team engagement in policy development has been limited.⁷ In several countries the initial work done on basic

⁷WSP did support the development of the Zimbabwe National Water Policy launched in 2013.

data has identified sectorwide issues calling for a policy response, for instance, the low functionality of rural water points, water quality in cities, etc.

Key pointers from the review:

- ‘Ready and home-grown’ beats ‘polished and canned’ policies.
- Do not shy away from institutional issues and be ready to outline gradual approaches.
- Groundwork by WSP may focus on identifying policy gaps and outline related options drawing on the regional experience.

In some FCAS contexts, practices in place in sector agencies and sector policies and are neither aligned with the goals of development partners nor responsive to households. In such situations it should still be possible to find common ground as a basis for early engagement. Exposure to regional experiences where policies and institutions have evolved from similar situations can help to build momentum for reform.

Intermediate Result 2: Increase use of country systems by development partners

The definition of country systems should not be limited state systems but should include the full range of actors involved in the WASH sector. The underlying vision is that of government and state agencies orchestrating a coherent response for the development, delivery, and monitoring of services by a range of public and private actors including NGOs, CBOs, etc. WSP’s strategy for capacity building and TA should take such vision into account. Two principles to keep in mind are: (a) to build capacities where they will be required in the long run; and (b) to build capacities by using them.

This broadened conceptualization of country systems calls for reaching out to non-state actors, for example, by facilitating their participation in sector fora including Joint Sector Reviews (JSRs), and by fostering networking and knowledge sharing. The review suggested actions along three lines:

- Develop the capacity for communication within target countries and about the FCAS TA program as a whole.
- Support country-level networking among WASH actors and stakeholders possibly in collaboration with WaterAid (for example, UWASNET in Uganda, which is the Uganda Water and Sanitation Network and NGO network). This would help answer the need for a knowledge sharing platform.
- Broaden the dissemination of its products including local ones as well as thematic knowledge products. The method developed by WSP to carry out Water Points (WP) mapping combines the use of technology and good logistics; it is innovative and it would be worth to document it as good practice. The same can be said about the work done on the procurement of use of billing systems in water utilities.

Intermediate Result 3: Institutionalize rigorous monitoring and Joint Sector Review processes

When refining WSP’s approach in each FCAS (Recommendation 2), WSP should explore ways to strengthen its contribution to ‘institutionalizing’ monitoring. From the outset, WSP should help articulate a strategy and clarify the institutional setup. Sector monitoring and information systems (SMIS) should be part of the sector accountability framework. Work on SMIS ought to involve key DPs, in particular UNICEF. It is also important to ensure linkages with global monitoring initiatives.

JSRs are an important tool to enhance coherence and foster the transition from projects to sector programs. The regional experience—for example, Uganda, Rwanda, and Ethiopia—provides useful

pointers on coverage, process, and audience. The latter should include representatives from a broad range of sector stakeholders including civil society. Learning and sharing of experience on setting up and managing JSRs should be documented and shared.

Key pointers from the review:

- JSRs should track progress on the implementation of sector investment plans or similar sectorwide programs.
- JSRs should be linked with analytics of core systems performance through tools such as public expenditure reviews.
- WSP should promote the use of JSRs as a platform to monitor the transition towards country systems along the lines of the CSO indicators.

Intermediate Result 4: Establish an inclusive Sector Investment Plan and processes that mobilizes infrastructure investment

A) Sectorwide Investment Plan

SIPs are a useful tool for assessing funding requirements based on set priorities and objectives linked to service coverage targets. SIPs should be more than a compilation of all possible projects (not an investment ‘wish list’).

The African Ministers’ Council on Water–Country Status Overviews (AMCOW–CSO) exercise has showed that, once funding becomes available, even in modest volumes compared to Millennium Development Goals (MDG) needs, implementation rates (especially domestic) are low due to capacity constraints in FCAS. SIPs should recognize constraints arising from the limited absorptive capacity and address related capacity building requirements.

Other key pointers arising from the review:

- Link SIP with core systems for public budgeting and planning.
- Take into account linkages with other sectors, especially in urban areas.
- Complement SIPs with sector financing strategies covering investments, operation and management (O&M) as well as capacity building, technical assistance, and administrative overheads. Sector financing strategies are meant to optimize the use of limited public funds taking into account the capacity for cost recovery as well as options to mobilize private funds. They are particularly useful for pointing out the importance of adequate funding for O&M.

WSP work on SIPs and financing strategies would typically involve partnerships with key DPs, with WSP focusing on key aspects related to scope of work (for instance, terms of reference) as well as involvement of sector agencies and linkages with core country systems.

B) Mobilizing investments

WSP efforts to mobilize investments for the WASH sector are best approached by supporting the preparation of specific donor projects. For example, in the DRC WSP helped the BTC (Belgium Technical Cooperation) identify the initial tranche of the ASUREP program which, over 2007–12, eventually drew in additional funding from three other partners: the European Union, DFID, and AFD.

Key pointer from the review:

- Seek early involvement and tailor the scope and timing of WSP contribution to the requirements of the intended donor(s).

In the case of World Bank-financed projects, participation in the formulation of the CAS would help to secure a slot in the lending program and to initiate coordination with the Bank Task Team Leader (TTL). As World Bank projects are by definition executed by government agencies, they can play a path-breaking role in the transition toward government-executed sector programs as was the case in Rwanda and Ethiopia for rural water supply, as well as the Beitbridge, Zimbabwe, example⁸ evaluated by WSP. In Rwanda the joint World Bank-AfDB Project Implementation Unit for rural WASH project eventually evolved into the agency with countrywide responsibilities for rural WASH programs.

The exchanges with donors and partners brought up suggestions for increased consultation and joint actions. Specific pointers arising from the consultations are:

- The AFD wants to link more systematically with WSP on urban water supply, particularly in Nigeria.
- The DFID suggested that WSP be ready to extend its support to the WASH component of non-WASH programs, for example, education programs in Pakistan; DFID also called for greater linkages with its investment programs in Sierra Leone.
- It would be opportune for the WSP FCAS Team Leader to link with UNICEF HQ WASH teams (humanitarian and development) to develop a new strategy meant to foster reliance on country systems.
- If USAID's SUWASA program does indeed close next year, WSP may consider consulting with the SUWASA Team to explore opportunities of picking up where they will leave off.
- Bank Country Managers in charge of FCAS are keen to see early involvement of WSP's FCAS Team in shaping CASs and supporting project preparation in the field.

Intermediate Result 5: Increase domestic funding in the sector

The AMCOW-CSO synthesis has shown that gradual increases in budget funding for the WASH sector is a critical element of the transition to country-owned programs. To progress toward reliance on country systems, the WASH sector has to have its lines in the budget and sector agencies have to start building systems and capacity to manage their allocations.

WSP should draw on its experience of mobilizing funding from the Global Partnership on Output-Based Aid (GPOBA) for investments in water supply and sanitation. This is particularly relevant in situations where alternative models of service delivery are needed to supplement formal utility services in cities and to support community-based initiatives in small towns and rural areas.

Intermediate Result 6: Restore cost recovery in urban, small-town, and large rural water schemes

The central challenge in cities is to extend access and improve services to the urban poor. WSP's long-standing involvement and the regional experience show that to make progress there are the following prerequisites:

- A utility that is reasonably efficient and financial viable.
- Targeted programs to serve the urban poor.
- Capital expenditure programs to expand system capacity.
- Leadership that is committed to serving the poor.

⁸ World Bank. 2014. Beitbridge Emergency Water and Sanitation Project: Effects on service access and citizen confidence in government institutions. WSP, Washington.

Billing, customer enumeration, and benchmarking are effective entry points. They create awareness and can generate a sense of urgency among utility managers, leading them to envision a broader reform agenda including the development of a Performance Improvement Plan (PIP) covering reduction of nonrevenue water (NRW), revision of tariff systems, stepping up of revenue collection, etc. WSP support beyond these initial activities would call for competencies drawn from the WSP Urban Poor Team as well as from utility partnerships with direct experience in utility reform, possibly through the Water Operators' Partnerships (WOP)–Africa program.

Strategies to serve the urban poor would have to consider alternative service delivery models as formal utility services are, and for many years will, remain out of reach for poor households in slums and unplanned peri-urban settlements. This is the case in Monrovia (Liberia), Freetown (Sierra Leone), and Port Harcourt (Nigeria) where no more than 10 percent of the population is served by the utility.

The involvement of WSP's DPSP should be considered for water services in cities and small towns. In many cases private actors are already present, for instance, tankers, motorized boreholes with small networks, public toilets, etc.

Besides helping to trigger reform and support alternative delivery models, WSP engagement should also seek to address water quality and environmental issues. Two lines of approach are suggested:

- Help introduce some form of regulation starting with monitoring.
- Support behavior changes for better hygiene and sanitation, including the promotion of household water treatment.

These engagements would call for support from WSP Sanitation Team.

4 Country Strategies: Achievements and Prospects

Based on the review recommendations (Section 2) and the key points of strategy set out in Section 3, the WSP Fragile States Team compiled a series of short strategic notes on each of the countries in this Africa program. Each of these notes, presented in this Section, follow a similar format:

- A short background on the economic situation and how it relates with service delivery generally and the WASH sector specifically.
- Key WSP interventions and achievements in each country.
- The prospects and necessary steps for the sector to transition from ad hoc to country-led interventions.
- WSP's future role in supporting the transition, whether to strengthen or curtail WSP activities and how to resource those activities.

The order in which countries appear is simply to aid sub-regional comparisons. The final subsection is a discussion about WSP's role in countries outside Africa that do not feature on the World Bank fragile states list but are conflict-affected.

4.1 Liberia

In 2003, Liberia emerged from 14 years of civil war and conflict that destroyed government institutions, forced the flight of thousands of Liberians, including an exodus of educated Liberians, and decimated infrastructure in the country. Following the signing of the Accra Peace Accord in 2004, Liberia embarked on national reconstruction, which included rebuilding government institutions and infrastructure. A concerted effort has been made to improve economic, political, and social governance in Liberia since 2004. Post-conflict Liberia's national development strategies have included the Interim Poverty Reduction Strategy (2006–08), the Poverty Reduction Strategy or PRS (2008–11), and a medium term

PRS II (2012–18), which is currently under development. Liberia has begun national consultations for its long term development strategy, ‘Liberia Rising: Vision 2030’, with the goal of making Liberia a middle income country by 2030.

Liberia has made progress in extending the coverage of basic services including progress towards universal access to primary education,⁹ reducing under-five mortality¹⁰ as well as on water supply. According to the WHO/UNICEF Joint Monitoring Program 2014 Update, Liberia is on-track to achieving its targets under the MDG for water. However, the country is not on track for the sanitation target and unlikely to reach its more ambitious national targets for either water or sanitation.

The bulk of water supply, sanitation, and hygiene promotion in Liberia is still funded by donors. NGOs generally manage implementation in rural areas while the Liberia Water and Sewerage Corporation (LWSC) leads implementation in urban areas. The LWSC draws on substantial government subsidies and donor support.

Progress has been made in improving the enabling environment across all four subsectors (urban water, rural water, urban sanitation, and rural sanitation). Liberia, after gazetting its WASH policy in 2009, put in place the SWA WASH Compact in 2011, then developed a Sector Strategic Plan (2011) and associated SIP and Capacity Development Plan (both 2013). It has now also held two JSRs—the first in February 2013 and the second in May 2014. Liberia has been less successful in improving the other two aspects of an efficient service delivery pathway: effective service development and sustainability.

4.1.1 WSP Entry Points and Achievements

In 2010, discussions with both government and development partner representatives in Liberia pointed to serious sector coordination problems. The very fragmented form of implementation since the Peace Accord meant that no one in the sector had an overview of where water supply infrastructure had been built in rural areas, whether it was functioning, what type it was, how it was being managed or who it was serving. As a result there was no strategy for rural water supply investment. WSP’s entry point was therefore to support a national water point mapping exercise. This led to support in other areas in a sequence of tactical interventions including:

- **Water point mapping:** The water point mapping exercise of 2011 generated an empirical baseline that allows targeting interventions more efficiently and equitably in rural areas. As most of the funding for rural infrastructure is still flowing through nongovernmental channels, such targeting is currently done voluntarily and inconsistently by UN agencies and NGOs. The government’s role—for instance through the National Water, Sanitation and Hygiene Promotion Committee (NWSHPC) or a future Rural Water Bureau in the Ministry of Public Works (MoPW)—should be strengthened to ensure greater consistency in targeting and coordinating interventions, and to improve routine reporting on newly constructed and rehabilitated water points by development partners. WSP has attempted to institutionalize an updating of the water point map; however, much like subsequent UNICEF-funded attempts, this has failed so far as a sustained effort due to a lack of resources and management capacity. WSP is currently considering the alternative of a one-off update remapping in FY15.

⁹Liberia 56 percent compared with 17 percent in Sierra Leone; see <http://www.education-inequalities.org/>

¹⁰Liberia 78 compared with 185 deaths per 1,000 in Sierra Leone. See: UNICEF (2012). Committing to child survival: a promise renewed.

- **Sector Investment Plan:** WSP led the creation and dissemination of the SIP alongside a UNICEF-funded Capacity Development Plan which were launched and disseminated in late FY13 and early FY14. The SIP is a key element for reestablishing the Government of Liberia's (GoL) leadership in investment planning as it breaks down the high-level targets set in the Agenda for Transformation into the key WASH investment projects, associated costs, and time scales required to improved coverage across urban and rural Liberia. Domestic budget allocations and donor funding to the sector—currently around US\$25 million a year—are low compared to requirements for meeting universal access. The SIP projected a US\$450 million capital expenditure shortfall in meeting the Agenda for Transformation targets (in line with the MDGs) by 2017. Funding flows to the sector remain fragmented and even though the government has developed a means of including donor funding and special accounts in the budget, this is yet to be implemented in the WASH sector. In FY14, only 0.4 percent of government budget was allocated to WASH, and WASH funding accounted for only 1.9 percent of total aid.
- **Institutionalize rigorous sector monitoring and joint sector review processes:** WSP played a key role establishing and embedding the JSR process in Liberia. Working with UNICEF the first JSR was held in 2013. WSP contributed to the FY14 JSR in Liberia by assisting GoL in the organization and convening of the event itself, and by hiring consultants to design and run a five-day course on how to write a WASH sector performance report as a key monitoring tool for the JSR. In this course, staff from selected ministries and agencies—the NWSHPC, MoPW, Ministry of Land, Mines and Energy (MoLME), Ministry of Health and Social Welfare (MoHSW), Ministry of Education (MoE), and LWSC, as well as NGOs and development partners—were taught how to structure, write, and communicate a sector performance report professionally. This resulted in the first WASH Sector Performance Report in Liberia covering the period 2012 to 2013. The JSRs are critical for improving sector monitoring as they create an annual forum attended by all key stakeholders for reviewing and coordinating interventions in the WASH sector.
- **Water quality monitoring:** Noticing from the water point mapping that a large number of wells with hand pumps were being installed in Monrovia, a water quality survey of 200 randomly selected water points in Liberia's capital showed high levels (>80 percent) of microbiological contamination. This provided empirical evidence that rural solutions were failing in urban areas and that there was a need to work with the utility to displace wells with piped water supplies.
- **Supporting the LWSC to improve cost recovery:** In response to the water quality crisis in Monrovia and to increase water production (from 5 to 10 million gallons per day (mgd)) funded through a WB/AfDB/EC emergency water project WSP initiated work with the LWSC. The entry point selected was to improve cost recovery. In spite of improved production less than 1 mgd is currently being billed, supplying only about 10,000 customers. Currently, the LWSC's connection rate is less than 1,000 new accounts per year, falling short both of meeting demand and utilizing available capacity. Successful cost recovery requires reliable metering and billing of customers. This, in turn, relies on a complete and accurate customer database to ensure that all customers are regularly billed. The LWSC customer database is very weak lacking many current customer names, no precise household addressing system, and no reference to meter numbers, making the cost recovery mechanism very difficult to manage and enforce. WSP has supported the LWSC to rebuild its database of customers and potential customers organizing a customer enumeration exercise that is approximately 40 percent completed as of June 2014. WSP also completed a study of billing software options for the LWSC, concluding that the current system is very limited in scope and outlining options for future upgrades. WSP has also implemented a pilot in FY14 to improve the process of making new connections. The pilot managed to achieve

twice the average connection rate at the LWSC with much better customer data collected in the process. However, the pilot results are yet to be mainstreamed.

4.1.2 Sector Prospects

The key steps and challenges in transitioning the sector towards country-led programming are:

- **Consolidating progress towards defining leadership of the water sector.** While Liberia has made some progress in strengthening its enabling environment (for instance, in defining policies and plans) further progress in the enabling environment is within reach if the institutional reforms defined in the Sector Strategic Plan are implemented. While the NWSHPC is operational and is proving a useful coordination mechanism, the National Water Resources and Sanitation Board (NWRSB, the main sector oversight body) and the Water Supply and Sanitation Commission (WSSC, the regulatory agency) have yet to be formally created and fully operationalized. In their absence the roles and responsibilities of government institutions in the sector remain fragmented and lack a definitive locus of authority. In April 2014, President Ellen Johnson Sirleaf selected board members for the proposed NWRSB, a major step; however, there is urgent need to formally create the board by signing the relevant executive order, to review and publically disseminate its agenda and priorities. One such priority of the NWRSB should be support for the creation of a dedicated rural WASH bureau within the MoPW. This would give more focus and visibility to rural WASH, which is currently managed through a bureau of Community Services.
- **Establishing capacity to orchestrate and monitor rural WASH service delivery at country level.** The Capacity Development Plan, completed in 2012, indicated that MPW staff have been deployed at county level (three per county), but they lack training, equipment, and budget for core tasks such as pump maintenance, overseeing water committees, monitoring functionality of water points, procurement, and contract management. While training of county level staff would be important, an even greater priority is for government to allocate both recurrent and modest levels of capital budget to the county (local government) level for sector development. Without this there will be no building of county level capacity to deliver services and the capacity conundrum will persist.
- **Structural change to enhance the financial viability of the LWSC.** The urban water sector is less fragmented than the rural subsector due to the LWSC occupying a clear and dedicated leadership position, and a new management that is genuine in its attempts to improve a desperately undercapacitated and underfinanced utility. While overall financing for the subsector remains weak at less than one percent of the domestic budget, donors have financed some key urban infrastructure improvements for the LWSC. The Monrovia Water Supply and Sanitation Rehabilitation Project (MWSSRP) raised LWSC's production capacity from 5 million to over 10 mgd. The inadequate distribution network—a key reason for the low customer base—is increasingly being addressed: the MWSSRP rehabilitated 50kilometers (km.) of pipes, and work on the network is also planned under the ongoing AfDB Urban Water Supply and Sanitation Project. However, the LWSC's financial viability is highly dependent on government subsidies which both compromise its autonomy and enable it to avoid really getting to grips with its cost recovery problems. Structural changes needed to enhance its financial viability are (a) bringing back discipline and efficiency to its billing and collection process to raise its own revenues;(b) continued rehabilitation of its core infrastructure to improve the reticulation of the additional production capacity; and(c) making new connections.

- **Review approach to rural sanitation.** Whilst some progress beyond the enabling environment has been achieved in water supply, the same cannot be said for rural sanitation for which statistics remain dismal. The [2014 WHO/UNICEF Joint Monitoring Programme](#) (JMP) report gives rural access to improved sanitation as only 6 percent. The SIP estimated access to rural sanitation at a somewhat higher 15 percent. This, however, is still far short of the ambitious 2017 target of 52 percent. While this target was to be achieved by the implementation of a national Community-Led Total Sanitation (CLTS) program supported by the MoPW, MoHSW, and NGOs, this is not feasible with current resources. Therefore, a review of the present strategy and options for more realistic programming is needed.
- **Experiment with approaches to urban sanitation.** Access to improved sanitation in urban areas is at 30 percent according to the [2014 JMP](#) report, and approximately 57 percent in Monrovia according to the SIP. While these figures are still below the 2017 national target of 61 percent access, the latter may be achievable, at least in Monrovia. However, the current fecal sludge disposal strategy is woefully inadequate, especially considering the high water table in Monrovia, which means that even if improved sanitation facilities are built or provided there is mass illegal dumping of sludge. Experimentation with urban sludge management options is urgently needed as a first step in developing a comprehensive urban sanitation solution.

4.1.3 WSP Future Role: Strengthen, Graduate or Curtail WSP Involvement

WSP has carried out a series of TA initiatives in Liberia (listed in earlier Sections). WSP should continue to support or track how these lead to sector investments by the government and other development partners. The number of development partners supporting the government with TA is limited (UNDP, UNICEF, and USAID) and the scale of that support is modest. These initiatives are, furthermore, often directly linked to specific infrastructure investments rather than broader system building TA. The AfDB will fund the development of a national rural water supply and sanitation (WSS) program through its African Water Facility and is likely to follow up with an AfDB–Rural Water Supply and Sanitation Initiative (RWSSI) investment. However, there is limited expected investment planned in urban water and sanitation.

WSP should therefore retain a presence in Liberia and continue to build on its current program with a view to:

- a) **Carrying out upstream analytical and system building work** that will prepare the ground for the International Development Association (IDA) and other development partner investment including:
 - Support to WASH line ministries in navigating the government budget process to get prioritized projects into the national budget;
 - A public financial management risks assessment for MoPW (with USAID) to find a way of routing sector budget support to rural water supply;
 - Prefeasibility studies for small-town water systems including public-private partnership (PPP) options;
 - Support for the search for and experimentation with urban sanitation models; and
 - Encourage the formation of a lead institution for water but not get dragged into the details of its structure.
- b) **Supporting LWSC with customer enumeration, improved bill collection, and billing systems development:** WSP should continue with its support to the LWSC to streamline its metering and billing procedures which currently are too complex, too manual, and too vulnerable to revenue diversion and loss.

- c) **Initiating a pilot GPOBA-funded investment program in the LWSC (estimated at US\$4 million)** using an output-based aid model to incentivize the Corporation to increase the numbers of connections it has in Monrovia. This model can then be spread to other urban areas in Liberia. The planned GPOBA project, for which a feasibility study has commenced in late FY14, will help to raise revenues significantly by facilitating up to 8,000 additional connections over the next years.
- d) **Continuing building capacity to the WASH JSR process:** WSP will engage with the GoL to provide mentoring support to the Liberia 2015 JSR. This will include supporting the development of (in partnership with UNICEF) the second Sector Performance Report in advance of the JSR.
- e) **Reviewing of CLTS with MoHSW:** The lack of well-defined MoHSW support for CLTS is a major issue. WSP will support the review of the requirements to make the CLTS program successful at the national level, including putting key personnel such as County Focal People and District environmental health trainers on the payroll and making resources available.

To do this, WSP should maintain a senior water and sanitation specialist in Liberia supported by short-term consultants (STCs) and firm contracts as required.

4.2 Sierra Leone

Sierra Leone has been conflict free for over 10 years; it has grown rapidly and has enormous potential for continued economic growth both from minerals and from other sectors including agriculture, fisheries, and tourism. Progress has been made in reestablishing the civil service and service delivery including at decentralized levels of government albeit that the process of decentralization has partially stalled with some functions still effectively managed by central government.

Investment in service delivery in this context should therefore be led by government institutions (including local government where possible) with the aim of building their capacity to sustainably manage services rather than by delivering services through emergency projects managed by nonstate actors.

However, capacity building for the management of service delivery is needed at all levels, especially at the local level, to accelerate decentralization. This is particularly evident in the water sector which is performing poorly. Access is low even for the Sub-Saharan region, with only 60 percent of the population having an improved drinking water source, and only 13 percent improved sanitation facilities.¹¹ A major cholera outbreak in 2012—with its epicenter in Freetown—highlighted the pressing need for WASH improvements.

4.2.1 WSP Entry Points and Achievements

The Ministry of Water requested WSP assistance in late 2011. The request from Sierra Leone's government provided an opportunity to transfer knowledge gained by WSP in neighboring Liberia, a country having similar hydrogeology and at a comparable stage of recovery at the time. Some key interventions and achievements in Sierra Leone are:

- o **Water point mapping:** With service delivery being dominated by non-state actors and no data with which to organize these interventions, government requested WSP to support a national water point mapping exercise. This provided the ministry responsible for water and its

¹¹WHO/UNICEF Joint Monitoring Programme 2014 Update.

development partners with the empirical data required for planning. The exercise was concluded within six months in 2012.

All public improved water points in Sierra Leone were surveyed—over 28,000 in total. For each point, detailed information on functionality, age, type, and installer were collected. The mapping exercise was the first time a comprehensive inventory of water points—the primary source of safe water in the country—has been undertaken. The data revealed specific problems such as the very high rate of breakdown and seasonality of existing points, and the suboptimal coordination of external-and government agencies in infrastructure construction.

The water point mapping data were made available publicly on www.SL-wash.org and has already been used for sector project planning. For instance, UNICEF used the data to prioritize intervention areas in a major water point rehabilitation project in 2012–13. The data were also used as input in the Rural Water Supply project of the AfDB. Printed maps from the exercise are widely used for planning by local NGOs and local government. Following the exercise, the Ministry of Water with the support of the Public Service Commission put in place a Water Information Monitoring Unit which now has 12 staff stationed in various districts. One of the roles of this unit was to update the mapping exercise but this has not yet happened—a point that will be built on in WSP’s proposed strategy for FY15.

- **Guidelines for hand-dug well construction:** WSP followed up the water point mapping with the compilation of technical guidelines for hand-dug well construction. These were necessary, because a large number of non-state actors constructing wells without any oversight or minimum standards had resulted in up to 40 percent of points being seasonal (that is, not giving sufficient water in the dry season), and high non-functionality rates. WSP led a stakeholder process to review existing manuals (mostly by NGOs) and unify them into a shared national guidelines document to be widely distributed and enforced through local authorities. The guidelines have been finalized, signed off by government in January 2014 and been disseminated in the country.
- **Urban utility billing and customer information systems:** At the request of Guma Valley Water Corporation (GVWC), and as a part of a five-utility review, WSP did an assessment of the billing system used by the GVWC. Based on the assessment, the DFID has funded the procurement of a new customer information system for the GVWC. The assessment also highlighted the need to improve the very poor data on existing customers. Of the 30,000 customers on record, only 17,000 are billed and only 6,000 pay regularly. Building on a customer enumeration survey pilot for the LWSC, WSP developed a method for cleaning up the GVWC database which has been outsourced and is on-going.
- **Fixing Freetown:** The IDA allocation to Sierra Leone is around US\$30 million a year. This level of IDA is insufficient to fund a series of sector operations with the Country Management Unit (CMU) instead preferring multi-sector operations for example, community-driven development or safety nets programs. In an assessment of WASH sector interventions for the World Bank CMU WSP showed that US\$50 million a year was flowing into rural and small-town WASH but less than US\$1 million a year into WASH Freetown. With Freetown being the epicenter of the 2012 cholera crisis and being the only part of the country in which poverty is increasing, WSP has supported upstream analytical work for a planned World Bank urban services investment. The report titled ‘Fixing Freetown’ shows that the restoration and development of Freetown is currently happening as a series of uncoordinated sector-driven projects that lack a common

dialogue mechanism among sectors and with investors (public and private). It proposes that Freetown's future development needs a clear vision and leadership that will coordinate a multisector planning process that (a) takes a holistic view of the needs and services across the metropolitan area; and (b) facilitates the city's role as a growth-pole to the broader economy. The report presents WASH interventions within this context to optimize synergies with other sector interventions which will be brought into the design of the urban services project.

4.2.2 Sector Prospects

The key steps and challenges in transitioning the sector towards country-led programming are:

- **Donor-Government sector coordination.** Compared with Liberia, Sierra Leone has a relatively large number of development partners investing upwards of US\$50 million a year in rural and small town water supply and sanitation. Around half of this investment is through parallel systems using non-state actors but the other half, from the AfDB and the World Bank, is flowing through country systems including a nascent intergovernmental transfer system and the Sierra Leone Water Company (SALWACO) that managed small town water supplies. With funding flowing through these two systems in parallel donor-government sector coordination is essential. Coordination needs to move beyond ad hoc coordination meetings to a routine system of regular sector monitoring to ensure accountability, efficiency, and effectiveness of service delivery mechanisms.
- **Strengthening district-level decentralized service delivery.** Poverty is predominantly rural in Sierra Leone and human development indicators are some of the lowest in the world. Though the process of decentralization has partially stalled in Sierra Leone, the nascent intergovernmental transfer system provides district administrations with the staffing and funding base to oversee sector development and sustainability at local level. The district level is an appropriate level to coordinate government investment with that flowing through non-state actors. It is also the appropriate level from which to set up a regular monitoring system to sustain rural water supply (handpumps) and sanitation coverage (moving households up the sanitation ladder).
- **Investment in urban water supply within a broader municipal development framework.** Decentralization also offers opportunities in the municipal sector. Foremost, as highlighted in the 'Fixing Freetown' report, is the municipal government's role in prioritizing and coordinating investments among sectors and doing so with the context of citywide structure plans. In Freetown, in particular, the combination of long-term internally displaced persons (IDP) settlement and continued rural-urban migration has led to growing informal settlements and unplanned densification due to the geographical features that constrain Freetown's growth: sea on one side and mountains of the other.
- **Efficiency improvements to enhance the financial viability of the GVWC.** Compared with many urban utilities in Africa, the GVWC has low water pumping costs as the network is largely gravity-fed from the Guma Valley dam. This low cost-base has afforded the GVWC financial autonomy and the ability to retain a strong management team. The recent TA support from the DFID and WSP has led to increased revenue collections and likely further revenue potential to follow from on-going TA. The GVWC should continue to work on the service delivery efficiency (including unaccounted-for water) and is in a good position to start attracting larger infrastructure investment.

- **Develop policies, plans, and core urban sanitation infrastructure in Freetown.** The proportion of households with access to sanitation in urban areas of Sierra Leone stood at 22 percent in 2011 and is slipping backwards. The urban component of the Millennium Development Target for sanitation will be missed by a large margin. In 2012, Sierra Leone experienced its worst cholera outbreak on record, reporting 22,614 cases. Freetown was the most affected location with more than 50 percent of total reported cases. Other broader health indicators also point to the severe impact of poor sanitation, drainage, and hygiene. Some core steps to address the main issues include:
 - Developing comprehensive sanitation legislation, policies, and urban master plans;
 - Focusing sector initiatives by establishing a national level Sanitation Directorate and creating a separate budget line for sanitation at the national and local level;
 - Developing the Freetown City Council’s capacity to monitor and manage the sector; and
 - Developing core infrastructure, including fecal sludge transfer stations and treatment facilities.

4.2.3 WSP Future Role: Strengthen, Graduate or Curtail WSP Involvement

WSP does not have a staff presence in Sierra Leone. All the interventions have been made by WSP regional staff working with STCs and firms contracted to do specific tasks. Nevertheless, WSP’s interventions have significantly contributed to the information and evidence base needed for planning and managing water supply interventions in both rural and urban areas of the country.

Over the past year, the GVWC has demonstrated its ability to improve its revenue collection efficiency; it has been actively involved in the procurement of the customer information system funded by the DFID and is working well with the firm hired by WSP to carry out the customer enumeration survey. These developments point to the GVWC’s readiness and ability to manage an IDA credit on a supervision model as planned under the Freetown Urban Service project.

This readiness of the GVWC is in contrast to the other WASH subsectors and institutions in which capacity remains weak and implementation is primarily through nonstate actors. Rural water point mapping data have, for example, been incorporated into donor projects to improve targeting but are less actively used by government due to severe capacity constraints. Given the large number of donors and actors in the rural and small towns WASH subsector, WSP’s permanent presence would be of only marginal benefit. There are, however, a number of specific inputs WSP could support to facilitate the transition of the sector towards a country-led program. These include supporting:

- a) **Inputs to sector performance monitoring:** As WSP is not directly involved in service provision it is well positioned to carry out independent analysis of existing service delivery models. The 2012 water point mapping exercise provides a baseline against which to assess performance in the rural water subsector. Building on this WSP in Sierra Leone is planning to carry out a pilot Country Poverty diagnostic study for WASH which will also examine the outcome of sanitation service delivery models. The report will provide detailed information on the characteristics and distribution of the poorest sections of the population, and their current access to WASH services to enable a more precise and effective targeting of WASH interventions for the poorest sections of the population.
- b) **Preparation of the Freetown Urban Services project:** The ‘Fixing Freetown’ report brought together the data and analysis along with proposed TA and investment options for improving urban services in Freetown and its surrounds. WSP is providing, and will continue to provide, support to the preparation of the Freetown Urban Service project.

- c) **Development of fecal sludge management models for Freetown:** Working with Freetown City Council, WSP will provide TA to strengthen policies, plans and models, for fecal sludge management.
- d) **Implementation of the GVWC's new customer information system:** WSP will continue to provide TA to the GVWC to improve the quality and scope of its customer databases, its billing and collection cycle, and its processes for connecting new customers. WSP will also write up a case study on the procurement, transition, and implementation of the GVWC's customer information system.

WSP will not place staff in Sierra Leone but will instead continue to facilitate the transition to country-led programming through inputs from its regional staff (from the fragile states and urban water and sanitation business areas) supported by STCs and firm contracts on a needs basis.

4.3 Nigeria

Nigeria is Africa's most populous nation and, since reassessing its Gross Domestic Product (GDP) figures in 2014, its largest economy. Oil has been the dominant source of government revenue since the 1970s and a defining factor in Nigeria's state-building and politics. Oil and gas revenues constitute 25 percent of GDP and 85 percent of government revenue. These structural features of Nigeria have influenced both the organization and the progress made in the water sector profoundly.

In terms of organization, the high degree of autonomy granted states means that WSS is not only a state responsibility but is subject to a wide range of disparate laws, policies, and practice. The high oil revenues—used to subsidize inefficient utilities—have had a pernicious effect on the development of the water sector, particularly urban water. While across most African countries the trend has been towards commercialization of urban supply, this has not been the case in many Nigerian states despite the high level of urbanization (over 50 percent of people are estimated to live in urban areas).

Nigeria's government has also invested considerably in its WSS sector physical infrastructure in recent years but the impact on the quality of service delivery and coverage has been limited in most states.

This is evident in the significant decline in the proportion of households with access to 'piped water to premises' which has dropped from 33 percent in 1990 to 6 percent in 2012. In contrast other nonutility improved sources, such as boreholes in compounds, have climbed from 45 percent to 73 percent over the same time period. While the decline is not universal across urban Nigeria, as cities such as Calabar and Lagos have made some progress, the vast majority of urban utilities are in effect losing market share to private household solutions. In extreme cases such as Port Harcourt, private household solutions account for 99 percent of supply leaving the utility to supply only 1 percent of households.¹²

There has been some progress in the rural water subsector but a decline in access to improved sanitation facilities. Government expenditure on rural water supply has been substantial (>350 million a year) and private investment in water supply, though less prominent than in urban, has also contributed. The efficiency and sustainability of government investment in rural water supply is poor.

¹²WHO/UNICEF Joint Monitoring Programme 2014 Update.

Based on projected population growth and faltering service delivery, Nigeria is likely to be home to a significant proportion of Africa's unserved poor (>30 percent).

4.3.1 WSP Entry Points and Achievements

Prior to 2012 WSP had limited involvement in the water sector in Nigeria. In 2010 WSP carried out an AMCOW CSO in Nigeria and WSP supported an assessment of utility reform in three states in the same year. Since 2012, at the request of the Bank's lending operation, WSP has worked in Port Harcourt and on service level benchmarking (SLB) across states providing upstream analysis for the preparation of the third urban reform project (a US\$250-million investment across three states with TA to a further nine).

The key interventions and achievements in Nigeria are:

- **Utility Benchmarking:** With the high level of urbanization, monitoring the performance of utilities is critical for supporting the development of urban water supply in the country. Information was collected for years 2011 and 2012 in 32 utilities and support has been given to the Federal Ministry of Water Resources (FMoWR) for setting up an entity to monitor utilities.
- **Water quality testing study:** The study was conducted in an approximately 300-square km. area which includes the Local Government of Port Harcourt and Obia/Akpor with a population estimated at approximately 2.2 million (2006 Census). Water samples were collected from 390 locations (households, businesses, places of worship, schools, government offices, and hospitals) and from different sources (boreholes, sachets, vended water, bottles, open wells, and piped networks). The main finding is that the water was generally of good quality and samples only exceeded health-based targets for the fecal coliform. Conclusions include (a) concern on the reliability of some commercial water supplies (sachets and bottles);(b) potential inequity due to limited public water infrastructure with the poor buying commercial drinking water; and (c) low level of household water treatment creating a potential health risk in case of an epidemic.
- **Pilot consumer enumeration survey:** A pilot customer enumeration survey was carried out by the Ministry of Water Resources and Rural Development (MWRRD), Port Harcourt Water Cooperation (PHWC), and WSP in January 2013 in the three areas of Eagle Island, Presidential Estate, and Elekaiha Estate. The survey covered a total of 1,534 plots, 858 of which were in Eagle Island—of these 858 plots, a complete dataset was captured for 438 plots with the remaining either not present or not cooperative despite being revisited at two separate times. In light of the Eagle Island pilot under preparation by USAID-SUWASA 'infilling' the data for these remaining households would be useful.
- **Urban utility accounting and billing systems:** The PHWC was part of an external assessment conducted in 2013 which included five utilities which have been affected by conflict or governance crises. WSP has provided guidance to restore cost recovery systems. WSP is supporting the implementation in collaboration with other donors (USAID, AfDB, WB).

4.3.2 Sector Prospects

Unlike most other countries that WSP's fragile states team is working in, the Nigerian water sector is not aid dependent. Aid flows to the WASH sector in Nigeria are a small proportion (<10 percent) of total spending in the sector.

The problem is that the current investment flows are ineffective. The FMoWR, which has a role in coordinating national water policies and for planning and approving development projects nationwide, is putting in place mechanisms to improve the monitoring of the sector (urban and rural subsectors). The FMoWR is also working to provide incentives to states for improving the efficiency and effectiveness of service delivery through a Water Infrastructure Matching Grant (WIMAG). Though these have yet to make an impact they are an indication that the Federal government is showing leadership and willing to push for state-level service delivery improvements. This willingness to reform the sector is also evident in some states supported by powerful change champions.

The key steps and challenges in transitioning the sector towards country-led programming are:

- **Strategic investment with emphasis on sector and institutional governance reform.** Previous interventions by government and development partners have largely focused on addressing the physical infrastructure aspects, which alone cannot fully address the service delivery needs in a sustainable manner, unless combined with sector reforms to provide the enabling environment for sustaining services. In recent years, attention has begun to shift towards addressing more institutional and governance issues such as reform of policies and legislation in combination with the physical investments to allow, among other things, for increased market orientation and public private partnerships in some states, but progress has been slow nationwide. Thus, significant challenges remain and there is need for a sustained focus on both strategic investments and reforms at state level to meet the country's development goals. Some key challenges facing the sector, briefly outlined, are (a) weak financial and operational autonomy and inefficient commercial service;(b) inadequate service delivery (continuity, water quality);(c) inadequate enabling environment (water policy and water Act, PPP framework, regulation, etc);and (d) absence of adequate accountability instruments (performance contracts, data, etc.).
- **Developing and deepening the influence of a national sector performance monitoring framework.** The adoption of the International Benchmarking Network for Water and Sanitation Utilities (IBNET) framework is a good start but this needs to be specifically linked to a system of incentives driven by both Federal and state levels and also to be incorporated in the National Bureau of Statistics (NBS) corporate strategy. The challenge is that it is not one but 37 systems (36 states and the Federal Territory of Abuja/FCT) that need to be changed in Nigeria. Moreover, tools for rural water supply (including small towns) and sanitation (rural and urban) should be further optimized and scaled up.

4.3.3 WSP Future Role: Strengthen, Graduate or Curtail WSP Involvement

WSP has actively chosen to increase its support to Nigeria both because Nigeria will account for a growing proportion of Africa's unserved poor and because it provides important lessons for currently poor fragile states (such as Liberia) on how not to transition out of fragility in a resource-rich environment. WSP will support the following interventions:

- a) **Development of a national performance monitoring framework:** WSP will support the collection of 2013 data and provide the FMoWR with strategic direction and specific inputs to the development of a national performance monitoring framework. For urban water supply this will build on the existing roll-out of IBNET. With other donors, WSP will consider conducting a review of tools and methods as an initial step to work out what would work in the Nigerian context for rural water supply (including small towns) and for sanitation (urban and rural).
- b) **State level support to utility reform:** WSP will remain engaged in the hands-on utility reforms in Port Harcourt, Rivers State, for which a work program was recently agreed with the State's

commissioner for water. This includes TA to water quality testing; financial management; human resource management, and an urban sanitation financing and PPP study. Additional states will be included with a view getting those states to a point at which they are 'investment ready'. The selection will include one in the northern part of the country and will be done taking into account potential synergies with the FMoWR's WIMAG initiative and donor investment projects (WB, AfDB, AFD etc.).

- c) **Country Poverty Diagnostic for WASH:** Building on the lessons learned from the pilots in Sierra Leone and DRC, WSP will carry out a Country Poverty Diagnostic study for WASH. This will generate detailed information on the characteristics and distribution of the poor and the current levels of access they experience to enable a more precise and effective targeting of WASH interventions in Nigeria.

In 2014, the AFD provided WSP with a secondee who is based in Abuja. WSP should expand this presence by recruiting an additional staff member in Abuja supported by regional teams and STCs at state level and firm contracts as needed.

4.4 Democratic Republic of Congo (Kinshasa)

The DRC's civil conflict has long inhibited interventions in social sectors, including WASH. As peace is progressively returning along with economic growth—above 8 percent in the past year—there are new opportunities for government to begin to take up a more prominent role in service delivery.

The institutional framework of the WASH sector in the DRC remains highly fragmented, with responsibilities scattered across eight ministries and specialized agencies, many of which have a poor performance record and centralize decision making in the capital.

Most funds for rural water infrastructure are disbursed and implemented through nongovernmental channels as part of emergency response work, for example, to prevent cholera outbreaks in refugee camps or for internally displaced populations. This is particularly so in areas of recent violence such as Eastern and Southern DRC and along the border with the Central African Republic in the North-West, where there are large numbers of internally displaced people.

Rural water supply and sanitation initiatives are, however, still hampered by the lack of security, bad road and communication infrastructure, the absence of experienced mechanics and technicians, and limited opportunities for cost-recovery as livelihoods are primarily subsistence with limited use of cash in rural areas. Coverage levels for rural water supply have stagnated and are still below 30 percent but there has been some progress in improving rural sanitation coverage which has risen by over 10 percentage points in the past 10 years (far better progress than in many other fragile states). This progress in sanitation has been supported by the nascent health extension system which, unlike water, has a cadre of staff reaching down to the village level.

The urban water sector is dominated by the national utility REGIDESO (the National Water Utility Company or *Regie de Distribution d'Eau*). Donor funding to water supply in urban areas, which is estimated to be in excess of US\$1 billion in the past decade, has had little impact on urban access to improved water sources over the past 10 years. Access to improved water in the urban DRC has declined by just under 10 percent since 1990 with access to 'piped to premises' declining by over 30 percentage points over the same period. This is because available funding has been directed towards rehabilitation

of poorly preserved infrastructure in a context of rapidly growing population, rather than access expansion.¹³

4.4.1 WSP Entry Points and Achievements

WSP had a staff presence in the DRC in the late 1990s and early 2000s but failed, despite a number of attempts, to find a suitable replacement country coordinator. WSP included the DRC in the AMCOW CSO exercise, and through that process identified a new country coordinator and has since revived its country program in the country. Over the past two years some key interventions and achievements have been:

- **Evaluation of the management of small piped water supply networks and stand posts:** In 2014 WSP initiated a national study on the performance, characteristics, and geographic distribution of small piped water systems and REGIDESO standposts. The results will—for the first time—give a clear picture of hundreds of autonomous water supply systems across the DRC. This will provide an empirical basis for policy planning, monitoring, regulation, and fundraising for these autonomous systems, which form an important part of water supply in the DRC. The study also has potential to reinforce government capacity and leadership by (a) generating knowledge about small piped systems; and (b) informing potential investments and regulatory interventions in small piped water systems.
- **Delegated management of REGIDESO standposts:** WSP is playing a direct role in a major IDA-funded project to rehabilitate utilities in three major cities (Kinshasa, Lubumbashi, and Matadi) by supporting the reform- and pro-poor component of the intervention. The objective of the pro-poor component is to facilitate access for approximately 500,000 people by 2015–16. The reform component also aims to improve REGIDESO’s financial management and to initiate decentralization and participation of the private sector, but progress on these aspects has been slow. To manage water supply such as the planned standposts more efficiently in peri-urban areas, WSP has initiated a pilot of a delegated management model. As a result of a South-South visit between Burkina Faso’s public utility (ONEA) and REGIDESO, a steering committee has been put in place to pilot a delegated management approach in the DRC. With a total number of around 5,000 standposts targeted, the delegated management pilot is expected to improve access to water services for more than 1million Congolese. This ongoing experience has been shared with other development partners—DFID, AFD, Japan International Cooperation Agency (JICA), Korea International Cooperation Agency (KOICA), Netherlands Development Organization (SNV), KfW (German Development Bank/*Kreditanstalt für Wiederaufbau*), etc.—through a workshop during which a roadmap has been validated.

4.4.1 Sector Prospects

The key steps and challenges in transitioning the sector towards country-led programming are:

- **Improving government-government and government-donor coordination.** In a country as large and complex as the DRC, coordination is very challenging. The highly fragmented nature of aid flows to the sector, the multiplicity of government institutions involved in WASH, the poor communications with provinces and the logistics of getting around conspire against progress.

WSP and other development partners are working with the CNAEA (*Comité National d’Action de l’Eau et de l’Assainissement*), an inter-ministerial body in charge of WASH coordination. CNAEA

¹³WHO/UNICEF Joint Monitoring Programme 2014 Update.

has provincial chapters which provides for one of the few channels of communication and feedback between Kinshasa and the provinces. WSP has supported the training of key CNAEA staff, for example, by exchange visits and their participation in international workshops but more needs to be done both by government institutions and development partners to strengthen this mechanism.

A separate platform is being setup for donors to coordinate urban interventions with the water utility REGIDESO, as well as with existing government coordination bodies that have more limited scope (for example, *Groupesthématiques*, etc.). With support from the DFID, the secretariat of the platform is provided for by REGIDESO.

- **Resolving the legal and policy impasse.** A key reform target in the DRC's water sector is the National Water Law. Though initiated over seven years ago, and with two versions being discussed in the two chambers of parliament, a resolution is close and should be enacted over the next year. The new Water Law is closely related to WSP objectives, because it would allow for the currently fragmented institutional framework to be streamlined and set the stage for a new national policy to address critical issues such as equity, cost recovery, formalizing user associations, public-private partnerships, and pro-poor targets.

A National Sanitation Policy document has been validated by sector ministry experts and development partners and submitted to Cabinet for gazetting. Among other partners, WSP is supporting its harmonization with a concurrently developed national hygiene policy. The new National Sanitation Policy will apply to both urban and rural areas.

The new National Sanitation Policy focuses on 13 basic principles with emphasis on demand driven sanitation, transparency and accountability, PPP, contribution to payment for services by users, precautions with regard to health and pollution risks and mitigation and safeguards measures, subsidiarity and decentralization of service delivery, users' participation in decision making, equity and equality, flexibility, etc. Lack of sufficient funding is expected to be a key constraint to translating the harmonized policy into action in the coming years.

- **Increase use of country systems by development partners.** The World Bank in the DRC is shifting from implementing project activities solely through Project Implementation Units and NGOs to handing more responsibility directly to ministries. This is the case for several new projects such as the Urban Development Project, Project for the Reform and Renewal of Public Services. This route is also being followed by some bilateral donors (for instance, Belgium).
- **Government needs to invest more in WASH from its own sources of revenue.** If the use of country systems is to takeoff, government allocations to the WASH sector through its own institutions needs to increase. Until recently domestic allocations to the sector were negligible, poorly executed, and poorly targeted. An important step towards greater country leadership has been that the SNHR (*Service National d'Hydrauliquerurale*) was allocated US\$5 million in 2014. While a positive development, it still falls far short of actual needs and is narrowly targeted towards drilling activities in peri-urban areas and some large villages. Problematically, SNHR's interventions are focused on infrastructure, with very little attention given to 'soft' factors such as management, maintenance, and financial sustainability.

4.4.2 WSP Future Role: Strengthen, Graduate or Curtail WSP Involvement

Given the size of the country and the enormity of the challenge of reaching universal access in the DRC, WSP will need to scale up its interventions. After Nigeria, the DRC is likely to be home to the second-largest number of poor without access to WASH in coming years. WSP will support the following interventions:

- a) **Supporting sector coordination:** WSP will support the restructuring of CNAEA and will support coordination, monitoring, and evaluation as well as CNAEA's roles as a nascent regulatory mechanism. WSP will also assist the CNAEA in organizing a JSR to disseminate information and to obtain leverage for ongoing projects from government agencies and development partners. WSP will also work with CNAEA to disseminate the National Water Law and its institutional framework when they are adopted and promulgated.
- b) **Mobilizing financing for the expansion of rural piped systems through an output based-aid approach:** As a follow on to the evaluation of rural piped water systems, WSP will develop an output-based aid project to support the expansion of rural piped systems. Building on WSP's experience of using microfinance in Kenya the aim will be to link the managers of rural piped systems to microfinance institutions, NGOs and other development partners looking to invest in the rural water sector. In parallel to this, WSP will work with stakeholders to put in place regulatory mechanisms to oversee the management of rural systems.
- c) **Supporting standposts' management:** WSP will support an initial pilot in Kinshasa, Lubumbashi, and Matadi with the objective of delegating the management of 500 standposts with a view to extending this to all REGIDESO standposts (an estimated 5,000 in 11 Provinces). If successful, delegated management models may be extended to infrastructure constructed by the SNHR.
- d) **Country Poverty Diagnostic for WASH:** Throughout WSP's interventions, a key priority is to ensure adequate representation and targeting of the poorest, who tend to have the least access to services. This is, however, difficult at present in the DRC, because even though the country is known to be among the poorest in the world, the exact characteristics and distribution of the poor population, especially in relation to WASH services, is little understood. DRC will therefore be one of the pilot countries in Africa for WSP's global Country Poverty Diagnostic study for Water Supply, Sanitation and Hygiene. The results of the Diagnostic will be used to influence policy in the DRC, mainstream poverty analysis in sector policy dialogue and strategies as well as to improve pro-poor targeting and implementation in projects.

WSP should expand its team in DRC to two or even three staff members with STCs in provinces that will be financed by the GPOBA program. The team should also be able to draw on the regional staff (from all business areas) as well as STCs and firm contracts as required.

4.5 Republic of the Congo (Brazzaville)

The Republic of Congo is a lower-middle income country with a relatively small population, 4.1 million, over half of which live in urban areas. It is the fourth-largest oil producer in Sub-Saharan Africa. In 2010 oil accounted for 68 percent of GDP, 85 percent of exports, and 79 percent of government revenues. Congo is rebuilding its institutions following years of political crises and armed conflicts in the 1990s. Active civil conflict ended in 2000 but since then the country has made limited progress in rebuilding the state. The political environment remains fragile.

Congo's performance in service delivery is weak. The war severely impacted the quality of institutions and the government's ability to provide basic services to the population. Congo's social human development indicators are below those of other countries which have achieved the level of lower middle-income status. The under-five mortality rate has declined moderately but still stands at 96 per 1,000 live births in 2012, only slightly better than Liberia, a far poorer country. Poverty remains pervasive with 60 percent of the population living on \$1.25 per day and inequality is extreme.

Though water coverage in urban areas is reported to be relatively high, above 95 percent, SNDE, the utility responsible for water supply in urban areas, serves less than half the urban population with household connections. The remainder of households are served by standposts or privately built household solutions. Coverage in rural areas has improved marginally in the past 10 years from 32 to 39 percent. Rural and urban sanitation coverage is very low—6 percent and 20 percent, respectively—and has not changed in 10 years.

Several reasons explain slow progress and these very low coverage rates including: overlapping mandates within institutions, inadequate coordination amongst the institutions, inadequate investments to the sector, and the lack of adequate human resources.

4.5.1 WSP Entry Pointy and Achievements

WSP's involvement in Congo Brazzaville was initiated by the AFD who seconded a staff member there for two years from 2012 to early 2014.

Key interventions and achievements during that period are:

- **Water point mapping:** Following the success of the water point mapping in Liberia and Sierra Leone, the ministries responsible for planning and water showed interest in conducting a similar exercise in rural areas of Congo. WSP provided TA for the exercise which was financed by the government. Over 1,500 water points were surveyed and the level of access in rural areas was estimated to be just 25 percent as of December 2012. For each point, detailed information on functionality, age, type, and installer were collected. The mapping exercise was a comprehensive inventory of water points and was the first of its kind undertaken in Congo. The data revealed very high breakdown rates (26 percent) and seasonality of existing points. Unlike other countries the data have not yet been integrated into government-led planning for service delivery despite there being a large new investment in water implemented by a Brazilian contractor.
- **Water sector institutional development assessment:** An institutional assessment was carried out to gauge the level of implementation of the reform initiated in 2003 with the adoption of the Water Act, and to identify gaps to operationalize water institutions created in 2008. This aims to improve sector leadership and delineation of responsibilities among other things and provide evidence to build capacity of institutions. Following the Diagnostic study between August and November 2013, for each key function a consensus on roles and mandates was reached and the diagnostic was endorsed in a workshop in January 2014. The recommendations from this Diagnostic could trigger the long-awaited implementation of the framework envisioned in the Water Act and the subsequent buildup of sector capacity for planning, budgeting, and monitoring. This, however, depends on effective political engagement. The level of implementation of the recommendations will pave the way for a development of the sector and effective service delivery to the population.

- **Service model to urban poor:** Evaluation concerning social connections and/or standposts has been done and recommendations provided to the SNDE and the PEEDU project (*Projet Eau, Électricité et Développement Urbain*).

4.5.1 Sector Prospects

The key steps and challenges in transitioning the sector towards country-led programming are:

- **Breaking the sector reform impasse.** Four years after the Water Act, in 2008, a series of laws and decrees to restructure the sector came into being. They led to the creation of several new sector institutions: the Water Sector Regulatory Body (*Organe de Régulation du Secteur de l'Eau/ORSE*), the Rural Water Supply National Agency (*Agence Nationale de l'Hydraulique Rural/ANHUR*), and the Water Fund (*Fonds de Développement du Secteur de l'Eau/ORSE*) which was created with a view to giving rural water financing a boost. As part of the implementation of the PRSP, a Water and Sanitation Sector Committee (*Comité Sectoriel Eau et Assainissement*) was also established. Furthermore, to facilitate dialogue among all stakeholders, the Water Advisory Board (*Conseil Consultatif de l'Eau*) was also created and the Water and Sanitation Sector Round Table organized. The problem is that none of these reforms are leading to improvements in service delivery, and the Government of Congo needs to find a way to break this deadlock.
- **Move back to using country systems and focusing on service delivery performance.** Facing difficulties with working through the above reforms in the urban water sector, the government decided to break the impasse by contributing 80 percent of the funding to a World Bank-financed Integrated Urban Project. The water component of this project aims to restructure the state-owned provider with support from a private sector management contract (VEOLIA). This illustrates both the magnitude of institutional inertia faced and the challenges there will be in building country systems and country leadership. The government needs to find ways to use its oil wealth productively by refocusing on service delivery performance rather than on institutional reform.

4.5.2 WSP Future Role: Strengthen, Graduate or Curtail WSP Involvement

WSP no longer has a staff presence in Congo and will continue to provide limited support from its regional team using STCs. The focus of this support will be:

- Water point mapping:** A water atlas was developed. Mechanisms for updating and monitoring are being discussed, and these will be validated by a national stakeholders' workshop. Following this advocacy for the initiation of joint sector reviews will be maintained.
- Finalizing the institutional assessment and monitoring its implementation:** Following the completed Diagnostic which was endorsed in a workshop in January 2014 involving all key sector partners, WSP will conclude the process by developing recommendations for the sector and each institution. Specifically, this will include an organizational manual optimizing the current organizational structure of the ministry and its related institutions. Additionally, job profiles, capacity development plans, and communications strategies will be proposed which together with the new structure would be required for the effective functioning of the sector institutions.

Once there is some clarity on the outcomes of the two workshops mentioned above, WSP will explore options for strategic support aligned with the above. In addition, synergies with the implementation of

the urban reform agenda by supporting the integrated urban project will also be explored, and support to sector regulation will possibly be considered.

4.6 Somalia

Somalia has been in conflict for over 20 years and has not had a legally recognized government for most of this period. Since the collapse of the Siad Barre government in 1991, southern Somalia has experienced cycles of conflict that fragmented the country, destroyed legitimate institutions, and created widespread vulnerability. Violent armed conflict continues largely in southern areas, with an insurgency led by Al Shabaab. The African Union (AU) mission in Somalia (AMISOM) is countering this with support from foreign forces as well as the nascent Somali National Army. The endorsement of the Provisional Constitution by the Constituent Assembly on August 1, 2012, marked a historic moment for Somalia and provides the impetus for the World Bank's reengagement with the country.

At all levels, effective institutional functioning and development is a major challenge with basic government services in disarray in many regions. While the informal economy has survived to a large extent, creating livelihoods for disenfranchised young men and women is a major challenge to peace and stability.

Somalia's human development indicators are among the lowest in the world. Somalia is one of the poorest countries in the world. With a population of 9 to 10 million, poverty is estimated at 73 percent and extreme poverty at 43 percent. Most Somalis live in rural areas where traditional coping mechanisms, clan affiliations, and pastoral mobility have been undermined by conflict.

Somalia is a young country, with over 70 percent of the population under the age of 30. High fertility rates, estimated at 6.2 births per woman between 2010 and 2015, means the youth population will continue to increase for the foreseeable future. The under-five mortality rate at 180 per 1,000 live births is one of the highest in the world. Gender equality indicators across health, empowerment, and economic measures are among the worst in the world. Women and girls comprise a significant proportion of Somalia's IDPs and face particularly precarious conditions, as displacement heightens vulnerability to sexual and gender-based violence, both outside and within settlement camps. The data on water and sanitation coverage are limited. Three nationally representative surveys have been carried out over the period 1999 to 2005. Based on these an estimated 16 percent of the rural population has access to improved water sources, in contrast to 38 percent of people living in urban areas. Nationally, only 22 percent of the population has access to sanitation, with access rates of 45 percent in urban centers and only 10 percent in rural areas.¹⁴

In contrast to the war-torn south, Somalia's northern regions are relatively stable and have put in place functioning institutions, although considerable development challenges remain. The starting point for development work is nevertheless different in the north. Both Somaliland and Puntland are able to collect some revenues from Berbera and Bossaso ports sufficient to maintain basic administrative structure and security, but not enough to invest substantially in social and economic development.

4.6.1 WSP Entry Pointy and Achievements

Somalia is the first country where WSP has been fully integrated into a World Bank country reengagement process. This has enabled WSP to work closely with the CMU to develop the investment

¹⁴WHO/UNICEF Joint Monitoring Programme 2014 Update.

agenda: carrying out upstream policy analysis to define broad investment priorities; integrating WASH investment into rural and urban multisector projects; and providing TA to specific WASH related institutions to initiate early links to core country systems (public financial management, civil service reform, etc.). Within a short space of time—since June 2013—WSP has initiated the following interventions:

- **Sector assessment and infrastructure and water policy notes** to inform the World Bank Somalia Interim Strategic Note. These notes were then used by the Federal Government of Somalia, supported by WB TA, to develop the Somalia Compact.
- **Corporate governance TA to Hargeisa Water Agency:** To position Hargeisa Water Agency to increase investment and expand infrastructure, WSP is providing corporate governance and poverty focus direction to the organization.
- **Cross support to urban and rural multisector operations:** WSP is providing TA to the WB Somalia Country Team for the development of the urban and rural programs. This influences approximately \$110 million investment from development partners which will be implemented through the national government.

4.6.1 Sector Prospects

The key steps and challenges in transitioning the sector towards country-led programming are:

- **Water scarcity.** Considering Somaliland and Puntland are respectively 137,600 km² and 212,510 km², have a rural population of at least 2 million and 1.5 million people, respectively, and have close to 20 million and 32 million livestock respectively, the numbers of functional, permanent, and potable water sources are extremely low by any standard. Livestock is the backbone of the Somaliland economy accounting for between 60 percent and 65 percent of GDP. About 65 percent of the population depends directly or indirectly on livestock production and products for their livelihoods. Much of Somaliland receives less than 250 millimeter (mm.) of rain a year and experiences high variability and high evaporation rates. The 2008 data set reports 854 sources of which 722 were in rural areas, with 557 functional and permanent. These sources are a mix of boreholes, springs, and dams (*berkads*, or subsurface reservoirs, are not necessarily permanent sources). Of these only 142 had protected well heads which are a requirement to be classified as an improved drinking water source for human consumption. Much of Puntland receives less than 200 mm. of rain a year and experiences high variability and high evaporation rates. Though there are an estimated 9,000 *berkads*, which are used to catch rainwater runoff in Puntland, there are very few permanent water sources. Based on data for a subset of Puntland's regions (Bari, Mudug, Nugaal) reported by SWALIM (2008) there are 483 strategic rural water sources of which only 226 (<50 percent) were both functional and permanent. Of these only 60 sources had protected well heads. Due to the limited number of trained staff, capital equipment, and analytical facilities, drilling success rates are low.
- **Reestablishing government oversight of service delivery in Somalia.** Over 95 percent of development funding in Somalia is from donors, almost all of which is implemented by nonstate actors. The projects and programs are predominantly integrated community-based interventions delivered by nonstate actors with limited involvement of or guidance by the government. While a key role for government should be to coordinate this diverse array of projects carried out by nonstate actors, the capacity, data, and control measures to provide coherent policy guidance is limited. Current funding mechanisms, though delivering services, have undermined the role and capacity of government to provide leadership in the area of

improving rural livelihoods. There are, however, some bright spots which can and should be built on. The government has put in place a set of policies in the water, agriculture, livestock, and environment sectors. Sector monitoring systems, particularly for the water sector with support from the Food and Agriculture Organization, are improving and show potential for the government to take up a stronger role in setting policy and standards and in orchestrating interventions. Both Federal and regional governments need to build on these positive initial steps.

4.6.2 WSP Future Role: Strengthen, Graduate or Curtail WSP Involvement

For the foreseeable future Somalia will be reliant on grant financing. The World Bank is setting up a Multi-Partner Fund (MPF) which will support one of the of the New Deal principles reflected in the Somali Compact: the commitment to build and use country systems. With a portfolio focus on recipient-executed projects, the MPF will provide a key vehicle for building the capacity of country systems, ensuring ownership and capacity internalization for greater sustainability. WSP will provide TA to the country management team to implement the WASH components in the MPF:

- a) Having used FY14 to support policy and strategic development, focus can now shift to **generating hard-to-get field data** as country entry points (all three regions of Somaliland, Puntland, and South Central) and using this data **to influence investment**. This will be achieved by:
 - Supporting regional governments to coordinate investment to (a) develop multiple-use water services that improve both livelihoods and life-chances; and (b) build government capacity to plan and oversee the development of multi-use water services.
 - In FY15 the WB Somalia country office will finance the Water for Agro-Pastoral Livelihoods Project (WALP, \$2 million) in which four to eight pilot projects will be implemented through the Governments of Somaliland and Puntland. WSP will provide capacity building, monitoring, and evaluation TA for these pilot projects. Utilizing data from these pilot projects will both influence investment and assist in the design and shaping of a large scale WB rural program called Strengthening Pastoral and Agro-pastoral Resilience in Somalia (SPARS, \$40million).
 - Undertaking an impact assessment to determine whether or not the WALP project influenced citizen confidence (security and context dependent). This will complement the Zimbabwe Beitbridge Impact Assessment, building up WSP's and the Bank's understanding of WASH service delivery in FCAS.
 - Rural water work has not delivered health outcomes and WSP will work with government to analyze why not. Research into WASH service delivery models will commence with the initiation of the WALP pilot projects and continue along with the large scale rural program. This will be achieved by setting up the research and monitoring component of the WALP.
- b) In FY15 the World Bank will finance the Somalia Urban Development Project (SUDP, \$71.45million). WSP will work closely with the country management unit to **provide TA support to the Bank's urban services operation**. This will be achieved by:
 - Brokering discussions on Hargeisa Water Agency's (HWA) governance reforms and overseeing the analysis of its services to the bottom 40 percent of the population. Once governance reforms have been agreed WSP will support the implementation of relevant recommendations emerging from the corporate governance advisory support. The purpose of the advisory support is to help strengthen HWA to (a) increase both domestic and development partner investment to expand water infrastructure and increase supply; and (b) initiate or strengthen utilities to

scale up water supply in other towns in Somalia (Garowe and Mogadishu) based on lessons learned from WSP support to HWA.

- Providing support to the pre-feasibility studies for the WASH components of the SUDP with an initial focus on using the above analysis regarding services to the poor and IDPs to influence the design of the pre-feasibility studies in Hargeisa.
- c) Continuing to deepen WSP's understanding of Aid Effectiveness in FCAS, Somalia will be brought into the broader case study of aid modalities and effectiveness in complex security and aid environments as described in the South Sudan Section below.

Building on the foundational activities undertaken in FY14 and the maturing of the World Bank program in Somalia, WSP should scale-up activities. Initially this could be done from Nairobi in close consultation with the Somalia Country Team. This should shift to a more sustained presence in the country, preferably based in Mogadishu to support sector coordination, performance monitoring, and the JSR processes. This is, however, very dependent on the security situation and deployment would likely be through a firm contract rather than through a staff position.

4.7 South Sudan

South Sudan lapsed into a civil war in December 2013. An update presented by the South Sudan Country Team to the World Bank board in March 2014 showed how the development needs remain huge and exacerbated by conflict. The impact on the economy has been dramatic, with the conflict estimated to have cost the country at least 15 percent of potential GDP in FY14. Oil production (the backbone of the economy) dropped by 20 percent with government oil revenues falling from SSP8 billion to 6 billion and nonoil GDP, which was expecting a 6 percent expansion prior to the crises, falling by 8 percent. The food security situation has also worsened with the agricultural harvest in conflict-affected areas being impacted and the reduction in cross-border trade has resulted in lower food availability in markets and increased prices.

The fiscal balance has swung from a surplus to a deficit of \$1 billion requiring central bank financing and putting pressure on prices. There has been a shift towards higher military expenditure and a decline in infrastructure and social services spending. There is a basic needs deficit with over half the population (51 percent) living below the poverty line, the majority lacking education and skills (adult literacy is only 28 percent), and high levels of unemployment, especially among youth. Health indicators are extremely low with under-five mortality at 106 per 1,000 live births. Lack of infrastructure, basic services, and weak institutions prevail. South Sudan's infrastructure base is a small fraction in comparison to neighboring countries, and even despite some recent improvements there are still significant gaps in service delivery.

The population of South Sudan continues to suffer from a lack of access to safe drinking water and sanitation. According to the JMP 2014, 57 percent of the population had access to an improved water source and 43 percent were still using either surface water or an unimproved source in 2012. Whilst the sector has seen an improvement in access to water the same cannot be said for sanitation with only 9 percent having access to an improved sanitation facility, and with a devastating 77 percent of people still practicing open defecation.

4.7.1 WSP Entry Pointy and Achievements

In 2012 the WSP and International Finance Corporation (IFC) carried out a study to assess the feasibility of setting up PPPs for investing in, operating and maintaining small town water supplies. Following the

study a joint WSP/IFC TA project was set up to develop PPPs in two small towns', Nimule and Kajo Keji, water projects. The project aimed to build the capacity of both public and private sector actors in South Sudan. Field assessments, feasibility studies, and subsequent community and local government meetings undertaken by WSP provide positive, tangible signs to citizens that the Government of South Sudan is actively exploring options to provide improved basic services. Due to the civil war the project was put on hold. The objectives of the project are to:

- **Raise sector revenues through cost recovery:** In essence the entire premise for the small town PPP project is the critical need for raising sector revenues and cost recovery in South Sudan because the government just simply does not have the capacity and resources at this stage to manage utilities. At the risk of being pre-emptive regarding the success of the project, it is likely that the small scale private operators could eventually grow to evolve into water utilities and capacity building from WSP around billing and collecting in these early stages will positively impact on sustainability in the future.
- **Influence and improve the service delivery models funded by others (government and donors) by improving their targeting:** Although in South Sudan it is too early to gauge if, and how, WSP support will improve on other service delivery models, some partners (the Swiss Agency for Development and Cooperation and UNICEF) have, however, already indicated that they are looking forward to seeing how the project works out. If it is successful then they would be interested in using the findings to scale up their work with the private sector.

4.7.2 Sector Prospects

The recent violence and resultant humanitarian response in South Sudan have greatly setback the state building agenda. Technical staff members in government are still trying to pursue development activities insisting that it must continue even within the existing context. A key question these technical staff members face is how to manage humanitarian and development aid in the current context.

4.7.3 WSP Future Role: Strengthen, Graduate or Curtail WSP Involvement

This new context in South Sudan requires WSP to completely rethink its approach to South Sudan. The PPP work has been put on hold. In the meantime WSP is considering the following interventions:

- a) **Aid effectiveness studies.** WSP is undertaking case studies of aid modalities and effectiveness in South Sudan's complex security and aid environment. A growing interest in the link between humanitarian and development service delivery creates the need to unbundle the complex scenario in which services are delivered, how institutions are built, and how capacity is strengthened. Through this study, WSP will garner insights into this complex environment and provide lessons for improving aid delivery and for strengthening the progression from humanitarian to development.

The aid effectiveness study will, among others, inform broader aid effectiveness analysis among Sanitation and Water for All (SWA) members and help to strengthen technical support in FCAS. This will be achieved by gathering information and material to analyze the links between emergency and development aid modalities, understanding the respective interfaces of emergency and development aid modalities on one hand and with domestic public finance on the other, and articulating their respective efficiency and effectiveness in delivering both infrastructure and service sustainability. The information and analysis will then be used to (a) update the South Sudan AMCOW CSO, which was first done in 2009; and (b) write up a brief

country case field note on Bridging Humanitarian and Development WASH aid delivery in South Sudan.

- b) **Local Governance and Service Delivery (LGSD) project.** The World Bank is currently implementing the \$50million LGSD project which aims to support improvements in local governance and service delivery by strengthening community engagement and local government capacities in the planning, implementation, and oversight of local development activities. In addition to its immediate results, the project aims to catalyze the establishment of a national system for decentralized governance and service delivery which would be supported by subsequent government and donor financing. The project will be the first phase in an anticipated longer term engagement by the Bank and development partners in support of the local governance system in South Sudan.
- c) **Closer involvement with the World Bank LGSD project** is vital to both provide TA support to the monitoring of the water and sanitation component of the project and to using findings from the PPP pilot (once mobilized) and the LGSD to guide the anticipated longer term engagement by the Bank and development partners in support of the local governance system in South Sudan. In addition to this concrete support to the LGSD project, general support to the CMU should be strengthened by being available to respond to WASH related questions (the CMU does not currently have a WSS specialist on the team), and to explore opportunities to initiate further TA or Economic and Sector Work within World Bank Group (WBG) units, government, and other stakeholders with a particular focus on potential domestic private sector participation. Finally, WSP has identified champions within the WASH sector in South Sudan and it will be possible during the course of FY15 to assess what support can potentially be provided to country leadership, sector monitoring, and coordination.

Given the prevailing conflict and lack of encouraging indicators regarding the cessation of conflict and the return to normalcy, it remains difficult to determine how to position WSP in FY15. Should the situation stabilize, WSP should start planning for the appointment of a WSS specialist to be based in Juba in early calendar year 2015. This person will be supported by STC contracts and consultancy firms.

4.8 Zimbabwe

In 1980 Zimbabwe attained independence and during the following two decades, enjoyed stable industrial and economic growth, supported by high capacity and literacy levels of nearly 90 percent. In the early years of independence donor support was significant, contributing to infrastructure reconstruction and expansion and other social services including health, water supply, and sanitation. Such capacity and high levels of service provision became the envy of most African countries. However, from 2000, due to policy inconsistencies and unending political contests, the economy declined significantly; by 2008 inflation reached 231 million percent. The agricultural sector, which for some time had been the economic backbone of the country, collapsed significantly reducing productivity and hence the ability of the county to feed itself. The resulting spiral into poverty and unemployment led to increased rural to urban migration and also migration into the diaspora. Remittances from the diaspora became a huge safety net, cushioning recipients against food shortages and other economic challenges.

Following the contested 2008 election results, a Government of National Unit (GNU) was set up, which led the country during the early years of economic recovery up to July 2013, when a second round of elections was held and won by the Zanu PF party, in yet another contested election. In 2009, the national currency was abandoned in favor of a multicurrency system, which helped to reduce inflation

to less than 5 percent, improved availability of goods and sustained early economic recovery. The major driver of this early growth was the mining sector, while manufacturing and other sectors of the economy continued to be depressed due to liquidity problems. However, since the last contested election, the economy has been on the decline. Economic growth figures have been revised downwards from about 7 percent to 3 percent. Government revenues have been declining as mineral prices continue to shrink and industries close, while the country remains in a state of deflation. The inability of government to pay workers and meet its obligations for capital expenditure contracts is becoming a source of concern as the nation struggles under a huge financial deficit.

As the economy declined post-2000, investments needed for service delivery were significantly curtailed lowering operation, maintenance, and recapitalization capability of service providers. In the water sector, the aged infrastructure was unable to perform optimally; inputs such as water treatment chemicals could not be sourced in time and of right quantity and quality; there were huge losses in the transmission systems; skilled personnel left for the diaspora; and customers were unable to pay for services. Water and sanitation services deteriorated, resulting in loss of access from over 90 percent with 24x7 pressured water supply in most towns to erratic or no supply in some towns or sectors of towns. In rural areas, water and sanitation facilities collapsed due to poor maintenance. Due to poor services there was a cholera outbreak in 2008–09 which affected over 100,000 people and resulted in around 4,300 deaths. After the outbreak humanitarian organizations moved in with a number of interventions aimed at preventing further loss of human life and deterioration of infrastructure. Due to these emergency responses and other efforts, some improvements in service delivery have been recorded. The JMP data indicate that between 1990 and 2012, there was a 3 percent drop in urban improved water access from 100 percent to 97 percent; while in rural areas there was a corresponding drop from 71 percent to 69 percent. The drop in access may not be significant given the overall poor national economic performance, but what the figures do not capture is the reliability of supply, which is very low such that in some rural areas handpumps have been down for more than five years on average and in urban areas poor electricity supply, water losses, and other factors have reduced continuity of supply to less than 12–16 hours per day on average.

For urban sanitation, there was a 4 percent increase in people either defecating in the open or using unimproved systems. However, as most urban areas in Zimbabwe depend on waterborne wastewater systems, which over the last decade have either been nonfunctional or wastewater poorly treated, nearly 80 percent of the wastewater is being discharged into the environment partially treated. This is a cause for concern for government as this is not only affecting the environment but the quality of agriculture produce. In response, the government established a ministerial committee to address the pollution challenges. In rural areas access to either shared or improved latrine has dropped from 53 percent (in 1990) to 48 percent (in 2012) while those using unimproved sanitation systems has increased by 12 percent during the same period. Open defecation remains a challenge in rural areas, despite it have been reduced from 47 percent to 40 percent during the same period.

4.8.1 WSP Entry Pointy and Achievements

WSP reengaged in Zimbabwe in 2009 after a long period of absence. The initial entry point was the AMCOW CSO which came at a particularly timely point—the reorganization of the sector following the cholera crisis in 2008. This drew WSP into a series of key interventions requested by the Government of Zimbabwe. Achievements include:

- **Support to the Ministry of Finance in capital expenditure reviews:** The World Bank was requested by the Ministry of Finance to assist in reviewing the capital budget of the Public

- Investment Program (PIP). WSP participated in these reviews in two consecutive financial years.
- **Development of a National Water Policy:** As part of the WSP support to the clarification of sector leadership and coordination, after the formal launch of the rebranded National Action Committee (NAC), a series of background papers were developed to facilitate the development of a National Water Policy (the first for the sector in Zimbabwe). WSP led the development of the urban background paper and also commissioned a study to better understand the legal framework affecting the water and sanitation sector. The final policy was launched by the government in March 2013.
 - **Service level benchmarking:** Urban local authorities in Zimbabwe have shown strong resilience in being able to provide services under difficult circumstances. To enhance this resilience, WSP is supporting the performance benchmarking of water supply, wastewater, and solid waste services. This participatory process of benchmarking is for 32 urban local authorities, who have so far developed templates for data gathering. A peer review process led by Town Clerks is being rolled out in FY2015. This horizontal cross-learning is helping the local authorities assess their performance against key indicators, develop performance improvement plans, and better prioritize own revenues, while entrenching the resilience of local authorities and ZINWA to current and future challenges. The SLB process is being formally institutionalized and Town Clerks are taking full responsibility for data gathering and management. The analytics of data gathered will result in production of knowledge products, among them the SLB handbook and a Peer Review handbook.
 - **Review of sector coordination and regulation:** The rebranded NAC was launched in 2010 during the tenure of the GNU. The government requested WSP to assist in the review of the coordination mechanisms and also provide options for regulating the sector. This study is underway and full results will be available by October 2014. However, some of the recommendations on regulations included in the draft report are being taken up by the government.
 - **Beitbridge Emergency Water Supply and Sanitation Project impact assessment:** At the request of the country team WSP undertook an impact assessment of this project to assess the effect of the project on WASH access and practices among the population, and whether there were associated changes in citizens' perceptions of the municipal council. Confidence in shared institutions is crucial for maintaining peaceful social relations and is thus of particular interest with regards to fragile states. The study determined that reported service improvements were sustained one year on after project closure; however, only a limited number of people could attribute these service improvements to government. The report provides recommendations on how to mitigate against this in future Bank projects.

4.8.2 Sector Prospects

The key steps and challenges in transitioning the sector towards country-led programming are:

- **Reestablish country leadership in sector coordination and policy development.** The sector is still fragmented, with a number of institutions being responsible for water and sanitation services, and significant competition for power and limited resources still exist. The institutional framework for coordination needs to be reworked. Results from the sector coordination and regulation study will be used to build the capacity of sector institutions. Key to this is supporting

the holding of a JSR. WSP and UNICEF jointly supported a JSR in 2011 and WSP will continue to encourage the conducting of such JSRs in the future.

- **Making optimal use of own revenues.** The prospects for Highly Indebted Poor Countries (HIPC) debt relief are low at present. Zimbabwe is in accrual status with both the IDA and International Bank for Reconstruction and Development, and the latter is not part of the HIPC process. Meanwhile, bilateral support to the sector has been static and is insufficient to propel the country towards universal access by 2030. However, following the shift from the Zimbabwe dollar to multicurrency use both national tax revenues and municipal revenues rebounded. And though Zimbabwe is struggling to maintain initial levels of revenue collection these revenues—particularly those at local government level—are a key resource that the sector need to manage optimally.
- **Building on resilient local authorities.** Despite the challenges they face local authorities, especially urban, remain with a large degree of capacity and knowledge. The continued conflict between the center and the local government calls for clear strategies to ensure service delivery is assured. Empowering local authorities with evidence derived from hard-to-generate data will enhance transparency, good governance, and strengthen their negotiating hand. SLB will help bridge this gap in urban areas, while in rural areas support to the government-initiated Village Based Consultative Inventories (VBCI) will have a similar effect.

4.8.3 WSP Future Role: Strengthen, Graduate or Curtail WSP Involvement

Until a route to debt relief is worked out, small grants to Zimbabwe is one of the few options that the World Bank has to support the water sector in Zimbabwe. The Bank is currently negotiating with development partners to set up the Zimbabwe Reconstruction Fund (ZIMREF) which will be able to fund TA and infrastructure. WSP's role will be useful in shaping and guiding investment from the ZIMREF. However, more importantly, WSP will have an essential role in advancing the softer system building TA needed to improve the performance of Zimbabwe's public sector investment program and the water supply and sanitation units of local government authorities. This will include support to:

- a) **Sector coordination, regulation, and policy development:** A key product of previous interventions was the National Water Policy. Now there is a need to strengthen sector leadership, coordination, and regulation. WSP will provide follow-up support to the review of the sector coordination and regulation. These will include:
 - Supporting the implementation of the study recommendations, where these have been found acceptable by government.
 - Enhancing sector monitoring by supporting the holding of a JSR.
 - Facilitating hard-to-obtain data for the purposes of service level performance benchmarking and the development of PIPs for urban local authorities and selected small to medium towns.
 - Assisting, where necessary, with the finalization of the VBCI.
- b) **Restore cost recovery in urban utilities and small-towns:** Building on the SLB process in the 32 municipal governments, WSP will support the activities specified by councils in their PIPs. Major activities will include:
 - Strengthening the financial viability of local authorities through supporting improvements in billing and revenue collection mechanisms and strategies.
 - Assisting with peer review support for data generation and remedial measures.

- c) **Assist in improving urban sanitation:** Pollution has been identified as a critical challenge to the Zimbabwe environment affecting not only the health of citizens, but also the quality and competitiveness of horticultural products on the local and international market. WSP will facilitate, through the SLB, the identification of quick improvements that can be done at low cost treatment plants (mainly waste stabilization ponds in small to medium towns). These can be undertaken as labor-based works supervised by peers from other municipalities or towns. Potential resources, through GPOBA and other financial instruments, will be explored to connect the poor to the conveyance and treatment systems.

To do this WSP should maintain a senior water and sanitation specialist in Zimbabwe supported by STC and firm contracts as required.

4.9 WSP Engagement in Conflict-Affected Areas of Countries Not on the World Bank FCAS List

There are many definitions of fragility and hence a number of different and inconsistent lists compiled by a range of different donors and think-tanks exist around the world. Lists such as that published by the Organization for Economic Cooperation and Development (OECD) are often used for global analytical purposes while the harmonized WW/AfDB/ADB list is used by the International Development Banks (IDBs) for adjustments to lending and operational policies.¹⁵ The World Bank list is far narrower (30 countries) than the OECD list (50 countries). The harmonized IDB list is based on the averages of the respective banks' policy and institutions indices (which can themselves vary considerably). Moreover, all lists of FCAS change over time as countries move into and out of fragility. Malawi, for example, moved on to the World Bank's FCAS list in 2014 while Sierra Leone is set to graduate off the list once the current UN peace keeping mission is closed.

Recognizing the subjective and dynamic nature of these lists and to work in a range of FCAS—from very poor countries experiencing extensive conflict to resource-rich countries experiencing pockets of conflict—WSP is already working in a number of countries not classified as FCAS by the Bank, including Nigeria and Papua New Guinea.

However, there are two further groups of countries that WSP needs to strengthen its fragility programming in. These are (a) countries such as Pakistan where WSP has a presence but with only limited involvement in the regions that are experiencing violent conflict; and (b) countries in which WSP does not have a staff presence, for example, Haiti, Myanmar, and Timor Leste.

In the first group of countries there is a real opportunity for WSP to meaningfully engage without necessarily hiring new staff. In the second group of countries WSP needs to make a decision on whether to deploy its basic country model (that is, hiring a full time staff member working from the country office), a decision which is better deferred to the 2016–20 business plan.

In Pakistan, specifically, WSP will take up the opportunity to engage further with its conflict-affected regions of Khyber Pakhtunkhwa (KP) and Federally Administered Tribal Areas (FATA). The Pakistan Country Team will draw on WSP's fragile states and poverty teams to support:

¹⁵Kharas, Homi, and Andrew Rogerson. 2012. *Horizon 2025: Creative destruction in the aid industry*. ODI, London. World Bank Harmonized List of Fragile Situations FY13:

<http://siteresources.worldbank.org/EXTLICUS/Resources/511777-1269623894864/FCSHarmonizedListFY15.pdf>

- a) **Poverty and inequality analysis.** Pakistan is one the pilot countries of the Country Poverty Diagnostic on WASH. This Diagnostic will examine service inequities based on geography, household consumption, gender relations, and tribal and linguistic characteristics to better understand reasons for these differences. These inequalities often follow the fault lines of long-standing grievances. Helping the donor community to better understanding them enables more conflict-sensitive planning and resource allocation and encourages greater transparency in domestic resource allocation.
- b) **Aid effectiveness and management.** A new water policy has been drafted for FATA region and a new sanitation policy is in the making. The policy describes well the aid coordination problems faced but doesn't provide clear policy direction on solutions. The SWA Country Processes Task Team is synthesizing good practice from a growing range of aid-effectiveness case studies. Working with these SWA members WSP will support Pakistan to examine how well its existing aid coordination mechanisms work—both at Federal level and in the KP and FATA regions—and how to improve their efficiency by enhancing sector investment planning and through JSRs.
- c) **Support to World Bank project preparation, monitoring, and evaluation.** In the medium term, WSP will work with the World Bank Country Management Unit and other development partners to identify new WASH projects in the FATA areas that integrate the above poverty analysis and support the transition towards the use of country systems (or adapted versions of country) in the FATA areas.

WSP has two staff members based in Pakistan and will reinforce this presence with inputs from the global fragile states and poverty teams as well as STC and firm contracts to implement the above interventions.

APPENDIX A: List of Participants

Stakeholder Group	Names and Designations
Reviewers	Christine Wallich (Senior Advisor, Center for Conflict Security and Development, World Bank) Jean Doyen (Consultant Senior WSS Specialist)
WSP FCAS team	<p>Country-based teams: Congo Brazzaville : Michel Duret (Senior WSS Specialist) DRC: Deo Mirindi (Senior WSS Specialist) Liberia: Deo-Marcel Niyungeko (Senior WSS Specialist), Joseph Collins (WSS Specialist) Zimbabwe: Ngoni Mudege (Senior WSS Specialist), Ireen Mangoro (Research Analyst)</p> <p>Regional team: Dominick de Waal (TTL, Senior Economist – Kenya); Maximilian Hirn (Economist – Senegal); Christine Ochieng (Analyst – Kenya); Grace Joy Njagi (Team Assistant – Kenya); Chantal Richey (STC, WSS Specialist – Kenya); Anita Gagu (STC, Senior WSS Specialist – Rwanda); Anusa Pisanec (Analyst –Slovenia)</p>
Invited respondents <i>(in order of appearance)</i>	<p>Inguna Dobraja, WB Country Manager, Liberia Ato Brown, WB Country Manager, Sierra Leone Hugh Riddell, Senior Operations Officer, Somalia Bolormaa Amgaabazar, WB Senior Operations Officer, South Sudan Sam Treglown, WASH Specialist, UNICEF Joan Atkinson, WASH Advisor, USAID Gabin Lulendo, CNAEA, DRC Peter Mahal, Director (MoEMWR), South Sudan Lisa Rudge, WASH Adviser(DFID) Jean Luc Mouzon, WASH Adviser (KFW) Jean Pierre Engau, Secretary General (REGIDESO) George Koshi, Director, SNHR Martin Lemenager, Team Lead (AFD) for Congos Nicolas Labarre, Director General (Hydrolique) EugèneI Kounga, Director General (Regulator – ORSE) Bernard Massamba, WASH Coordinator (Ministry of Planning) Mahine Diop, Senior WSS Specialist (AFTU) Bruno Bosle, WASH Team Leader, ROC (AFD) Charles Allen, MD, Liberia Water and Sewer Corporation Bankie Mansaray, MD, Guma Valley Water Company, Sierra Leone Ibrahim Yonis, MD, Hargeisa Water Agency, Somaliland Patricia Simon Hart, Hon. Commissioner, Rivers State, Nigeria Martin Walshe, Infrastructure Adviser (DFID) Sam Houston, Deputy Chief of Party (USAID- SUWASA) Dennis Mwanza, Chief of Party (USAID- SUWASA) Patricia Simon Hart, Hon. Commissioner, Rivers State, Nigeria Judith Martin-Yellows, WASH Technical Adviser, Rivers State, Nigeria Hassan Kida, Lead WSS Specialist (TTL, AFTU) Jema Sy, Senior WSS Specialist (WSP) Emily Kumpel, Aquaya Institute Cassilde Brenière, Division Chief for WASH (AFD) Martin Lemenager, Team Lead (AFD) for Congos</p>

	<p>Guy Howard, Team Lead Water (DFID) Jane Crowder, Senior Adviser WASH (DFID) Henry Northover, Head of Policy, WaterAid Clare Battle, Policy Officer, WaterAid Erma Uytewaal, Senior Specialist (IRC) Jochen Rudolph, Senior WSS Specialist (AfDB) Andrew Trevett, Senior WASH Specialist (UNICEF) Olivier Germain, Civil Society Advisor (SWA) Nginya Mungai Lenneiye, WB Country Manager, Zimbabwe Mike Webster, Senior WSS Specialist (AFTU) Glenn Pearce-Oroz, Principal Regional Team Leader WSP Africa (WSP) Bhuvan Bhatnagar, Lead WSS Specialist and Acting WSP Program Manager (WSP)</p>
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APPENDIX B: Program of the Review

Learning Review of WSP's TA Program: Delivering Water, Sanitation and Hygiene in Fragile States

March 10 to 14, 2014

Learning Review of WSP's TA program: Detailed Program		
Date	Sessions	Who
Monday, March 10		
08:30 – 09:00	Registration and Coffee	
09:00 – 10:00	Opening and Introductions Opening comments from reviewers on scope and purpose of the review Self-introductions by the team	All
10:00 – 12:30	An overview of WSP's reengagement in fragile states What are WSP's objectives and its approach to TA in fragile states? How were entry-points identified, staffed and resourced? What different team configurations are their across countries? Emerging lessons and results.	Presentation: Dominick de Waal Discussion led by: Jean Doyen
14:00 – 15:30	How does a sector specific fragile states team influence country operations? <i>VC with WB offices in Freetown, Monrovia, Washington</i> Which of WSP's engagement models work best (regional support, in-country support) Which of WSP's interventions have been most useful and why?	Invited respondents: Inguna Dobraja, WB Country Manager, Liberia Ato Brown, WB Country Manager, Sierra Leone Hugh Riddell, Senior Operations Officer, Somalia Bolormaa Amgaabazar, WB Senior Operations Officer, South Sudan Discussion led by Christine Wallich
16:00 – 17:30	Team discussions between reviewers and WSP fragile states team	Anglophone: Christine Wallich with Ngoni Mudege, Chantal Richey, Max Hirn, Anusa Pisanec , Chris Print Francophone: Jean Doyen with Deo Mirindi, Deo Marcel Niyungeko, Michel Duret, Anita Gaju
19:00	Dinner	

Tuesday, March 11		
09:00 – 11:00	A case study of WSP's TA to Liberia Presentation of range of WSP inputs to the sector	Presentation: Deo Marcel Niyungeko and Chantal Richey, WSP Discussion led by: Jean Doyen
11:30 – 13:30	WSP's TA to Liberia: Perspectives of Country Partners- VC with WB offices in Monrovia Has WSP's approach to engaging with FCAS worked? Which of WSP's interventions have been most useful and why? What should WSP focus on going forward?	Invited respondents: George Yarngo, Assistant Minister GoL MPW Abdul Koroma, Coordinator, National Water Sanitation and Hygiene Promotion committee Lilian Best, Chief of Staff Assistant, Ministry of Finance Maggie Kilo, Resident Representative, AfDB Alain Pierre Mbonampeka, Infrastructure Specialist, AfDB Sam Treglown, WASH Specialist, UNICEF Musa Uweso, WASH Specialist, UNICEF Joan Atkinson, WASH Advisor, USAID Joseph Collins, Water and Sanitation Specialist, WSP Discussion led by Christine Wallich
14:00 – 15:30	Evaluating small piped schemes and stand post management in DRC <i>VC with Kinshasa (in French)</i> WSP is working with government and development partners on an evaluation of the management of small piped systems and stand-post management. Why was this an important evaluation in DRC? How can the data best be used for (a) regulating the sector (b) attracting additional investment in the sector?	Invited respondents: Gabin Lulendo, CNAEA, DRC Lisa Rudge, WASH Adviser (DFID) Jean Luc Mouzon, WASH Adviser (KfW) Jean Pierre Engau, Secretary General (REGIDESO) George Koshi, Director, SNHR Martin Lemenager, Team Lead (AFD) for Congos Discussion led by: Jean Doyen
16:00 – 17:30	Restoring core functions for planning, managing, monitoring, regulating and sustaining WSS services. VC with Brazzaville (in French) The on-going institutional assessment of the WASH sector in ROC has highlighted the weaknesses in implementation of core functions and led to a consensus on delineation of roles and mandates that eliminates overlapping. How will the GoROC respond to these and what support is needed from WSP to ensure these changes deliver for citizens of ROC?	Invited respondents: Nicolas Labarre, Director General (Hydrolique) Eugène Kounka, Director General (Regulator - ORSE) Bernard Massamba, WASH Coordinator (Ministry of Planning) Mahine Diop, Senior WSS Specialist (AFTU) Bruno Bosle, WASH team leader, ROC (AFD) Discussion led by: Jean Doyen
17:30 – 18:00	Reflections on the WSP country interventions	All

Wednesday, March 12		
09:00 – 11:00	<p>Restoring cost recovery and rebuilding knowledge of the customer-base in recovering utilities</p> <p>Overview presentation of WSPs work with utilities</p>	<p>Presentation: Dominick de Waal and Max Hirn</p> <p>Discussion led by: Jean Doyen</p>
11:30 – 13:30	<p>Restoring cost recovery and customer relations in recovering utilities: Client perspectives</p> <p><i>VC with WB offices in Freetown, Monrovia, and Abuja</i></p> <p>Discussion: Is WSP's TA helping restore cost recovery and customer relations? What other TA would be useful?</p>	<p>Invited respondents: Charles Allen, MD, LWSC Bankie Mansaray, MD, GVWC Ibrahim Yonis, MD, HWA Patricia Simon Hart, Hon Commissioner, River State Nigeria Martin Walshe, Infrastructure Adviser, (DFID) Dennis Mwanza, Chief of Party, (USAID- SUWASA) Chris Heymans, Senior WSS Specialist(WSP)</p> <p>Discussion led by: Christine Wallich</p>
14:30 – 16:30	<p>A tale of two cities: Water quality and its implications for investing in utilities vs. regulation</p> <p><i>VC with WB offices in Monrovia, Abuja, and Washington</i></p> <p>Presentation on the results and implications of water quality surveys for Port Harcourt, Nigeria and Monrovia, Liberia. Discussion: How should the very different contexts of Monrovia and Port Harcourt shape the balance of investment that is made in building up utilities vs. regulation?</p>	<p>Presentation: Emily Kumpel, Aquaya Institute and Max Hirn, WSP</p> <p>Invited respondents: Patricia Simon Hart, Hon. Commissioner, Rivers State, Nigeria Judith Martin-Yellows, WASH Technical Adviser, Rivers State, Nigeria Hassan Kida, Lead WSS Specialist (TTL, AFTU) Charles Allen, MD LWSC Jema Sy, Senior WSS Specialist (WSP)</p> <p>Discussion led by: Jean Doyen</p>
17:00 – 17:30	Reflections on WSP's work in urban areas of FCAS	All

Thursday, March 13		
09:00 – 10:00	Influencing WASH investment in fragile states Aid and development effectiveness of WASH investments in fragile states What are the various routes to influencing \$1billionof WASH investment (direct/indirect)? How are we doing so far?	Presentation: Dominick de Waal (WSP) Discussion led by: Jean Doyen
10:30 – 11:30	Influencing WASH investment in fragile states <i>VC with AFD in Paris</i> AFD has seconded staff to WSP in Liberia and ROC over the past two years and will shortly provide a secondee in Nigeria. WSP will give feedback on role that AFD secondees have played in the program followed by a discussion on: What is needed to influence AFD (and other development partners) to invest more and differently in fragile states?	Invited respondents: Cassilde Brenière, Division Chief for WASH (AFD) Martin Lemenager, Team Lead (AFD) for Congos Discussion led by: Jean Doyen
12:30 – 13:30	DFID perspectives on WSP’s work in FCAS <i>VC with DFID or WB in London</i> DFID carry out an annual review of WSP’s work globally. Based on the 2014 review what are DFID’s perspectives on WSP’s work on FCAS?	Presentation: Dominick de Waal Discussion led by: Christine Wallich Invited respondents: Guy Howard, Team Lead Water (DFID) Jane Crowder, Senior Adviser WASH (DFID)
12:30 – 13:00	Reflections and discussion on morning session	All
15:00 – 17:00	How can countries and development partners better support sector transition from ad hoc emergency to country-led development interventions? <i>VC with London (WB), New York (UNICEF), Stockholm (SIDA), AfDB (Tunis), Monrovia (WB)</i> The WB is a member of Sanitation and Water for All, a global partnership to: raise political will to invest in sanitation and water; to generate a strong evidence base of where needs are greatest, and to strengthen national plans. WSP chairs the SWA task team on aid effectiveness. Discussion: Emerging findings from country case-studies by WSP, WaterAid, IRC and UNICEF What can countries and DPs do to invest in and use of country systems? How can WSP better support SWA members in moving towards the use of country systems?	Invited respondents: Henry Northover, Head of Policy, WaterAid Clare Battle, Policy Officer, WaterAid Erma Uytewaal, Senior Specialist (IRC) Jochen Rudolph, Senior WSS Specialist (AfDB) Andrew Trevett, Senior WASH Specialist (UNICEF) Olivier Germain, Civil Society Advisor (SWA) Peter Mahal, Director (MoEMWR) South Sudan (new member)
17:00 – 17:30	Reflections on support to sector transition and ways of influencing WASH investment	All

Friday, March 14		
09:00 – 09:30	Can WASH interventions delivery a double dividend in fragile states? Can WASH interventions both deliver essential services and build citizens confidence in the state?	Presentation: Dominick de Waal Discussion led by: Christine Wallich
10:00 – 12:00	The case study of the State and Peace Building Fund investment in Beitbridge <i>Decision Meeting via VC with Harare(WB)</i> How did the \$2 million investment in the Beitbridge utility impact citizen confidence and what lessons were learnt on how to have state building impact?	Presentation: Ngoni Mudege and Chantal Richey, WSP Chair: Nginya Mungai Lenneiye, WB Country Manager Zimbabwe Invited respondents: Mike Webster, Senior WSS Specialist (AFTU) Ireen Mangoro, Analyst (TWIAF)
12:00 – 16:00	Reflections on the role of WASH in state and peace building	All
16:00 – 17:30	Developing recommendations <i>VC with Washington (WB)</i> What are the main strengths and weaknesses of WSPs approach to working in fragile states? What are the major emerging lessons? How should WSP move from a stand-alone fragile states business area to one which is mainstreamed across all WSP business areas?	Presentation: Christine Wallich and Jean Doyen Audience: Glenn Pearce-Oroz, Principal Regional Team Leader WSP Africa (TWIAF) Bhuvan Bhatnagar, Lead WSS Specialist and Acting WSP Program Manager (TWIWP)
16:00	Closing	

APPENDIX C: Intermediate Outcomes and Indicators

Delivering Water, Sanitation and Hygiene in Fragile States: WSP's TA Program	
<i>Intermediate Outcome(s)</i>	<i>Indicator(s)</i>
Reestablish country leadership in sector coordination, policy development, and investment planning	Existence of functional government-led coordination mechanism, SIP, multistakeholder planning process and level of infrastructure investment as measured by and against AMCOW CSO2 2010 baseline.
Cost recovery feasibility, tools and models tested in selected utilities, small towns and large rural piped systems	Water utilities supported (number). Other water service providers supported (number). Cost recovery levels as monitored by IBNET or similar instrument against 2010 baseline (operating ratio=revenue/operation and maintenance costs). ¹⁶
Institutionalize rigorous sector monitoring and joint sector review processes	Existence of sector monitoring and joint sector review processes as measured by and against AMCOW CSO2 2010 baseline.
Increase domestic investment in the sector	Increase in sector investment from domestic sources (percent increase in nominal allocations year-on-year reported separately for water supply and sanitation) against CSO2 2010 baseline.
Increase use of country systems by development partners	Level of WSS sector investment that uses country systems as measured by OECD and PEFA indicators on aid alignment and budget comprehensiveness. ¹⁷

¹⁶ Indicators from [OPCS list of core sector indicators](#).

¹⁷ [OECD \(2011\) Aid Effectiveness 2005-10: Progress In Implementing The Paris Declaration](#), OECD Publishing.

APPENDIX D: WSP Review Background Paper

(Separate annex)

APPENDIX E: Summary of Proceedings

Review Method

The review had two main elements: a background paper written by the WSP team (see Appendix D) and a review meeting held in Nairobi. The review meeting (see Appendix B) was a five-day meeting of the reviewers and the WSP fragile states team. During the first day the WSP team familiarized the reviewers with the TA program and responded to reviewers' questions. The second day looked holistically at the country interventions in Liberia, DRC and ROC (rural, urban, water, and sanitation). The third day focused on the WSP's TA in urban areas of FCAS. The fourth day was dedicated to examining WSP's work on aid and development effectiveness. On the fifth day the reviewers and the WSP FCAS team focused on developing the recommendations and lessons from the review.

Opening and Overview of WSP's Engagement in FCAS

Invited Participants: Reviewers and WSP FCAS team.

Objective: The WSP FCAS team presented an overview of the WSP FCAS program. The anchor presentation covered WSP's case for the need to support sector transition from ad hoc emergency interventions to country-led programmatic approaches. The team then set out the scope and the scale of WSP's technical assistance in fragile states. Each member of the team presented an example of an intervention that they have been directly involved in.

Summary: The following were the main points emerging from the session:

- WSP reengaged in FCAS with support from donors with a view to support countries transition from emergency to country-led programmatic development.
- Poverty is increasingly concentrated in FCAS, with a significant proportion of this population living in Africa; Africa's tremendous population growth from 1 billion now to up to 3.5 billion will further exacerbate the challenge.
- WATSAN access is generally correlated with GDP. However, the CSOs showed that poor stable countries have stronger service delivery pathways than FCAS.
- Examples of the scope and scale of WSP TA include:
 - Water point mapping, sector investment plans, sector HR development, and customer enumeration in Liberia.
 - Benchmarking services in Zimbabwe.
 - Institutional assessment in ROC.
- Initial comments from reviewers outlined areas that the WSP team should discuss in further detail through the week including:
 - **Country systems:** What is WSP's approach to framing a vision of a workable system?
 - **Pro-poor focus:** How and where does WSP drive this agenda?
 - **M&E:** What is the broader purpose of WSP's M&E work? How should this responsibility be transferred to the government?
 - **South-South learning.**
 - **WSP-WSP learning.**

- **Utilities:** Work with utilities should still incorporate WSP's core focus on the poor.
- **Cost recovery:** Initiatives need to go hand in hand with efforts to improve operational efficiency so that people get what they're paying for.
- **Sanitation and Hygiene and Health.**
- **Fragility lens:** WSP needs to be more explicit about this link.

How does Sector-Specific Fragile States Team Influence Country Operations?

Participants: Reviewers and WSP FCAS team, Inguna Dobraja, WB Country Manager – Liberia, Ato Brown, WB Country Manager - Sierra Leone, Hugh Riddell, Senior Operations Officer – Somalia, Bolormaa Amgaabazar, WB Senior Operations Officer–South Sudan.

Objective: The session served to draw comments and feedback from World Bank country managers in fragile states, including Sierra Leone, Liberia, Somalia, and South Sudan. Managers were asked to describe which of WSP's engagement models work best and to identify which of WSP's interventions have been most useful and why.

Summary: The following were the main points emerging from the session:

- WSP model with country operations varies with each country.
- LIBERIA: WSP initially had 'fly-in, fly-out' consultants in Liberia but strengthened its position with a permanent presence in the country.
 - The physical country presence is recognized and appreciated by the CMU and it helps maintain focus on WASH.
 - The CPS places AfDB in charge of investment in the sector but TA through WB and WSP. There is limited donor financing in the sector outside AfDB but some leverage already in evidence, for example, USAID is shifting T&D to take advantage of WSPs work with White Plains.
- SOUTH SUDAN: WSP has supported work on PPPs with limited involvement of IFC country team.
 - Water is top priority after roads and energy and therefore WSP should engage more deliberately with CMU because there is lots of opportunity for the sector.
 - The Bank is expecting to increase the IDA allocation for South Sudan so WSP should integrate activities in the CAS.
 - A more permanent WSP presence would improve project delivery even if the staff members are based in Nairobi.
- SIERRA LEONE: WSP does not have a permanent presence in the country yet.
 - Donors such as the DFID are crowding the field for TA in a small country but WSP has a unique role in:
 - Institutional reforms on how to turn water infrastructure into services.
 - Supporting implementation of laws and policies developed by donors.
 - TA to support SAWACO, the utility, to develop with a focus on providing services to the poor
 - WSP's work is leveraging large scale donor projects:
 - Water point mapping has influenced a US\$50million AfDB loan for rural water projects.
 - In urban, there is now potential of a \$80million project based on WSP work.
- SOMALIA: Proximity to staff in Somalia CMU has enabled an ad hoc TA program.
 - Water is a critical sector for Somalia; WSP's engagement has been very upstream with an embedded bias towards government systems vs. setting up parallel systems, which is important in the Somalian context.

- WSP is very available and is somehow able to keep experts available for these FSs. Provides clean TA cutting straight to interventions that can work. Is seen as fleet-footed with quick response. Part of this is because WSP only does TA and doesn't have to worry about investment projects.
- WSP can aim to influence the Bank's US\$60million sector budget.
- WSP TA in Hargeisa will provide good lessons on how to use TA within rapidly changing political systems.
- There is demand for integrating PPPs with WSP TA support.

Team Discussions

A. Anglophone group

Invited Participants: Christine Wallich and WSP FCAS team for Anglophone countries.

Objectives: This session was structured to provide specific country-level feedback on strategies and interventions from WSP's Anglophone FCAS country programs.

Summary: The following were the main points emerging from the session:

- While strategic planning would improve WSP's impact, WSP needs to remain flexible because that's what allows the program to take advantage of opportunities as they arise.
- WSP's focus needs to always remain on services for poor people.
- WSP can influence investments at various stages: upstream policy, project planning, implementation, and post implementation.
- The program needs to enhance understanding of key drivers of change to get country systems working in FS; citizen confidence in the state doesn't improve with only one sector. It takes time and multiple sector approaches.

B. Francophone group

Invited Participants: Jean Doyen and WSP FCAS team for Francophone countries.

Objectives: This session was structured to provide specific country-level feedback on strategies and interventions from WSP's Francophone FCAS country programs.

Summary: The following were the main points emerging from the session:

- There is a need to take into account the global trends on population and urbanization into interventions and share that with clients; and highlight the pro-poor aspects of activities.
- Projects do not translate into improvement of services; there is a need to strengthen country systems (institutions and capacity); what are the best ways for influencing them?
- It is difficult to improve service without stability in countries.
- WSP is a knowledge institution and has a great capital of knowledge that is not sufficiently used; there is a need to leverage as much as possible and find ways to share it with countries to bring WSP's clients on the same level of information.
- Invest in a strategy for information/experience sharing (workshops, learning visits and deployment of experts).
- The CMU's acknowledged the work being done by WSP; WSP needs to rethink the way it reports on activities—reflect on what worked as well as what didn't in a balanced way.

Case Study on TA in Liberia

Invited Participants: Reviewers and WSP FCAS team.

Objectives: This session provided an overview of the wide variety of interventions WSP has implemented in Liberia.

Summary: The following were the main points emerging from the session:

- WSP's TA in Liberia:
 - Data collection which led to efforts to improve sector planning through SIP and JSRs which is now allowing focus on initiatives in urban and rural areas.
 - Rural: Supporting development of National Rural Sector Board, fiduciary assessments with USAID, support MPW in selecting best projects from SIP, institutionalize JSRs, update water point map for monitoring change.
 - Urban: Cost recovery through customer enumeration, improving connection processes, and expanding customer base with GPOBA subsidy.
 - Challenges: SIP isn't translating into dollars; no central WASH bureau so hard for MPW to access finance; not able to integrate with WB projects because WASH not in CAS,
- Dissemination strategy for the data/knowledge/analysis that emerges from work is critical to having the broadest sector impact.
 - For example: The water point mapping field note should be translated into French.
- The process of water point mapping was one way of bringing the sector together because it's a shared exercise. WSP served as the 'champion' of the process and also brought the technology and process.
- Water point mapping has emerged as an important tool to influence sector investments and to focus donor and NGO attention on specific problem areas.
- There is demand for this work to be replicated in DRC—potentially within one province as a demonstration of how the work can influence sector outcomes.

Country Perspectives on TA in Liberia

Invited Participants: Reviewers and WSP FCAS team, George Yarngo, Assistant Minister GoL MPW, Abdul Koroma, Coordinator, National Water Sanitation and Hygiene Promotion committee, Lilian Best, Chief of Staff Assistant, Ministry of Finance, Maggie Kilo, Resident Representative, AfDB, Alain Pierre Mbonampeka, Infrastructure Specialist, AfDB, Sam Treglown, WASH Specialist, UNICEF, Musa Uweso, WASH Specialist, UNICEF, Joan Atkinson, WASH Advisor, USAID, Joseph Collins, Water and Sanitation Specialist, WSP.

Objectives: This session provided feedback from a cross-section of WSP's clients and partners in Liberia to gather and assess country perspectives of WSP's work in Liberia. Participants shared perspectives on WSP's approach to engaging with FCAS broadly and Liberia in particular, interventions have been most useful, and suggestions on WSP's focus on going forward.

Summary: The following were the main points emerging from the session:

- WSP plays an enormous leadership role in the sector even though no bricks and mortar work; the program is filling in gaps in a place where everything is missing.
- The SIP is an important piece of work but needs to be disseminated and used to influence sector investments. However, WSP needs to improve its dissemination strategy. The SIP is extremely long and is not being used.

- The sector is increasingly disorganized even from donor perspective with indications that a JSR could be an important tool going forward. It could also be used to leverage the SIP.
- WSP should consider broadening engagement with the government to include MOH with water quality, sanitation, and hygiene.
- **Reviewers comments:**
 - Ongoing work with LWSC on cost recovery is valuable; however, the program should broaden its focus on expanding the customer base and to develop models for small urban settings outside the capital city.
 - Working with MoH should be considered going forward for water quality and sanitation. This doesn't mean not working with MPW.
 - Sanitation is an unmet need in rural and urban areas. Need discussion on priorities with a health lens to identify interventions with greatest impact in country.
 - WSP needs to discuss the role of institutional reform in more detail; USAID specifically asked for support in this area.
 - Shelving of SIP is a critical thing to look into. High quality but clearly not targeting the right people.
 - Program needs to develop a support system for the maintenance of handpumps—the Senegal model could be piloted in Liberia.

Evaluating Small Piped Schemes in DRC (Session in French)

Invited Participants: Reviewers and WSP FCAS team, Gabin Lulendo, CNAEA, DRC, Lisa Rudge, WASH Adviser (DFID), Jean Luc Mouzon, WASH Adviser (KFW), Jean Pierre Engau, Secretary General (REGIDESO), George Koshi, Director, SNHR, Martin Lemenager, Team Lead (AFD) for Congos.

Objectives: WSP's DRC FCAS Team presented an overview of progress on evaluating small piped schemes in the DRC. Country clients and partners were invited to discuss the initiative and to assess the importance of the work for progress in DRC's water sector with a specific focus on how the data could be used to regulate the sector and attract financing.

Summary: The following were the main points emerging from the session:

- WSP interventions are good for the DRC's country context.
- WSP needs to prepare a vision of the ideal institutional framework even if WSP's work is focused at the service delivery level.
- There is demand to look at delegated management model; WSP could draw in expertise from DPSP team to support this effort.
- Demand for specific analytical pieces of work includes water point mapping exercise in one or two provinces and a study on the will and capacity to pay for services.
- The DRC has an ongoing effort towards decentralization and want donor funds to go through government.
- Mini-*réseaux* study should be really high quality because everyone is waiting for it.
- WSP should do a JSR after it is completed to disseminate the information and to leverage other projects.
- WSP could also consider a provincial sector review in DRC.

Restoring Core Functions in ROC

Invited Participants: Jean Doyen, Michel Duret, WSP Country Coordinator RoC, Deo Mirindi, Country Coordinator DRC, Christine Ochieng, WSP regional team, Anita Gaju, Consultant, Nicolas Labarre,

Director General Hydraulique, Eugène Kounka, Director General ORSE (Regulatory Agency), Joseph Ngembo, General Director General FDSE (Water Funds), François Gamboni, General Director General ANHYR (Rural WS Agency), Alphone Youlassani, Ministry in charge of Hydraulics, Bernard Massamba, Joseph Vouidibio, Head of section (INES) (National Institute of Statistics), Mitory Fréjus, Ministry of Planning), WASH Coordinator (Ministry of Planning), Mahine Diop, Senior WSS Specialist (AFTU), Bruno Bosle WASH Team Leader (AFD).

Objectives: Key clients and partners provided perspectives on WSP's engagement in RoC. The exchanges provide opportunities to explore possible areas of punctual support in relations to the actions that would be taken to follow-up on the findings and recommendations of the institutional study and the inventory. All present showed strong interest in the forthcoming workshops planned for June-July 2014.

Summary: The following were the main points emerging from the session:

- Strengthening of the institutional framework:
 - The second workshop on the detailed recommendations of the Institutional Assessment Study could trigger the long-awaited implementation of the framework envisioned by the Water Act and the subsequent build-up of sector capacity for planning, budgeting, and monitoring. This, however, would depend on effective political engagement which, in RoC's highly centralized system, is difficult to predict.
 - Given the sectorwide implications of the institutional workshop, WSP should help ensure that it is well prepared and organized by focusing on the following: (a) review the consultant Phase 2 Report and for clear and coherent exposé of its recommendations; (b) to review the workshop program; and (c) to ensure effective moderation and reporting.
 - Possible future support would depend on the outcome of the workshop and may, for example, focus on JSR as a tool to foster internal coordination.
- Planning and budgeting for water services in rural areas and small towns:
 - The workshop on the inventory is meant first to improve the coordination between the Ministries of Planning and Water and institutionalize some form of monitoring of water services in rural areas and small towns. In the best case, this workshop should also be the opportunity to review issues and options concerning policies and institutional arrangements for the development and management of water service for rural communities and small towns. One such issue would be to assess the role of the Water Ministry in the planning and implementation of the countrywide drilling program contracted to a Brazilian firm reportedly covering up to 4,000 boreholes. Equally important would be the issue of how to organize and fund the operation and maintenance of the newly built water systems.
 - The immediate task is to support the planning and organization of the workshop with a view to broaden its agenda to cover the issues mentioned above. The experiences of Ghana (CWSA) and Burkina Faso would be relevant for policy and institutional options.
 - The first next action that comes to mind would be to invite RoC sector cadres as observers to the workshop planned in September 2014 in Kinshasa on the GRET Study on *mini-réseaux* and *bornes-fontaines*.
 - Next, depending on the outcome of the workshop, WSP could facilitate exposure of sector planners and managers to the regional experience: for example, through learning visits and exchanges covering the organization and modus operandi of ANHYR (Ref. Ghana and Burkina Faso) and of the proposed dedicated sector funding mechanism (Ref. Kenta WSTF).
 - To help develop strategies and programs to serve urban poor.

- Once SNDE clarifies its position concerning social connections and/or standposts, WSP support could consist of facilitating sharing reflections and experience with REGIDESO counterparts on delegated management and participation in of SNDE cadres in the workshop on the GRET study.
- Planning future WSP support in RoC.
 - Once there is some clarity on the outcomes of the two workshops mentioned above, WSP should, after seeking advice from the WB TTL for PEEDU (that is, Mahine Diop), consult with key country clients (that is, Water, Planning, and SNDE) and partners to explore options for strategic punctual support along the lines mentioned above.
 - The Country RoC Team requested support for improving sanitation and AfricaSan processes.

Restoring Cost Recovery and Rebuilding Knowledge of the Customer-base in Recovering Utilities

Invited Participants: Reviewers and WSP FCAS Team.

Objectives: WSP's FCAS Team presented a cross section of WSP's work in supporting utilities on core issues of cost recovery.

Restoring Cost Recovery and Rebuilding Knowledge of the Customer-base in Recovering Utilities: Client Perspectives

Invited Participants: Reviewers and WSP FCAS Team, Charles Allen, MD, LWSC, Bankie Mansaray, MD, GVWC, Maada Kpenge, Finance Director GVWC, Ibrahim Yonis, MD, HWA, Patricia Simon Hart, Hon. Commissioner, Rivers State, Nigeria, Martin Walshe, Infrastructure Adviser (DFID), Dennis Mwanza, Chief of Party (USAID- SUWASA), Chris Heymans, Senior WSS Specialist(WSP).

Objectives: A cross section of WSP's clients and partners from countries where WSP has implemented utility cost-recovery interventions provided perspectives on WSP's strategy and results. Specifically, participants were asked to discuss how and whether WSP's TA is helping restore cost recovery and whether there are other initiatives WSP could also consider pursuing.

Summary: The following were the main points emerging from the session:

- In Monrovia a survey has been completed but the data sits with MPW and has not been used in a meaningful way yet. WSP needs to determine a strategy to leverage the data.
- WSP could consider support to develop water safety plans in Monrovia.
- WSP should seek to draw from expertise within the broader organization to support work in Liberia, including DPSP.
- WSP also needs to gain a better understanding of the links between upstream TA and implementation.

A Tale of Two Cities: Water Quality and its Implications for Investing in Utilities vs. Regulation

Invited Participants: Reviewers and WSP FCAS Team, Patricia Simon Hart, Hon. Commissioner, Rivers State, Nigeria, Alex Bakalian, Sector Manager AFTU, DC, Hassan Kida, Lead WSS Specialist (TTL, AFTU), Miguel Vargas-Ramirez, Senior WSS Specialist (co-TTL, AFTU), Dennis Mwanza, Chief of Party, (USAID-

SUWASA), Charles Allen, MD LWSC, Jane Jamieson, Senior Industry Specialist (IFC), Jema Sy, Senior WSS Specialist (WSP).

Objectives: WSP’s FCAS team presented results of water quality surveys for Port Harcourt, Nigeria and Monrovia, and Liberia. WSP’s clients and partners provided perspectives on balancing support to improve utility performance versus investing in developing a stronger regulatory environment that enforces water quality and other metrics.

Summary: The following were the main points emerging from the session:

- Only a small proportion of customers in Port Harcourt are supplied by the utility; water quality is therefore a huge issue across the country because many citizens use manually dug wells even in the city and there is a high level of salt water contamination.
- WSP has perhaps missed the boat on water quality in Port Harcourt.
- A \$30million project being developed in Port Harcourt could be used to target T&D.
 - WSP’s support in generating data to inform the planning process for this project would be useful.
- Sector participants need to build coalitions with NGOs, civil society, and donors around sanitation to influence behavior change for sanitation.
- WSP could also look into solutions for household treatment, perhaps as a pilot project.

Influencing WASH Investment in FCAS

Invited Participants: Reviewers and WSP FCAS Team.

Objectives: The session was centered on discussing the effectiveness of investments in WASH in FCAS. WSP’s FCAS team and the reviewers discussed progress towards, and the best strategies to, achieving WSP’s goal of influencing \$1billion of WASH investment.

Summary: The following were the main points emerging from the session:

- Financing pathways are long and complicated. The process of how finances transition from donors to clients is extremely difficult
- Ownership (government), alignment (donors and partners), and harmonization (donors vs. donors) should all be aligned to manage for results (health, wealth, etc.).
 - Donor reporting requirements should really be aligned.
- At global level WSP is involved with SWA—aim is to increase political prioritization for WASH and develop evidence base that supports decision making. It is NOT a funding channel.
- At country level WSP facilitates sector coordination and influences funding.
 - Target of influencing \$1billion. Priorities are through:
 - National budgets;
 - Donor reengagement;
 - Donor projects at design stage;
 - Donor projects during implementation; and
 - Donor funded infrastructure.
 - Attempting to help donors/government improve how they finance/aid projects.
- WSP’s current set of tools (JSRs, policy work, SIPs, etc.) are viewed as effective and as positive influences on aid effectiveness.
- However, fragility comes from the lack of systems and government so efficiency of aid comes down to implementation within this context. Procurement, for example, is a big issue. FCAS use

international donor systems for procurement, which creates an overly complex system that is not designed for procurement in FCAS.

- Examples of effective aid implementation include Somaliland trust fund with DFID, Norway, and Danida. The government leads a planning commission for the fund and procurement plans, etc., are then done through consulting firm (Mott MacDonald) with Somaliland officials serving as project manager.
- WSP's target of influencing \$1billion of sector investments is an important marker of successful interventions to improve aid effectiveness.
- WSP role in global coordination/debate is important because WSP brings country knowledge and helps make the debate less abstract.
- WSP upstream and documentation support helped make aid more effective. In Liberia, the WASH Compact, Sector Strategic Plan (SSP), and SIP all came out of SWA discussions. SWA is therefore a useful avenue for WSP to engage with global debate. This influence has a corresponding impact at the local level.
- There is, currently, a lack of data/information on FCAS. International databases (for instance, JMP), for example, do not include enough about FCAS. WSP therefore has a role in getting data on WASH in FS out there.

Summary of WSP aid tools:

Tools	Current Countries	Demand from Country Partners in Meeting
JSR	Liberia, Zimbabwe	DRC (Gabin)
Urban/Cross-sectoral assessments	Sierra Leone	
Pooled funds	Rwanda	
WASH Compact	Liberia	
Fiduciary assessments/PERs	Liberia, RoC, DRC, Zimbabwe	Sudan (Isaac + Peter)
Project development, resource mobilization	Somalia, Somaliland	S. Sudan (Isaac), Somaliland (Ibrahim)
Implementation support		S. Sudan (Isaac), Somaliland (Ibrahim)
Influencing MDTF priorities	Zimbabwe	S. Sudan (Isaac)
CSO	Liberia, SL, DRC, RoC, S. Sudan, Zimbabwe	
Sector analysis and strategy development (ESI, SLB, water quality, small piped systems, SSP, SIP, etc.)	All	DRC (Gabin)
Sector coordination	All	S. Sudan (Peter)
Institutional assessments	RoC	Somaliland (Ibrahim)
National Aid Strategy (HPIC process support, MTEF, PRSP, national planning)	RoC, RoC	S. Sudan
Program evaluations, results based monitoring		DRC (Gabin), S. Sudan (Peter)

Influencing WASH Investment in FCAS: Discussions with AFD

Invited Participants: Cassilde Brenière, Division Chief for WASH; Martin Lemenager, Team Leader DRC and RoC; Jean Doyen, WSP Consultant Reviewer.

Objective: AFD has seconded staff to WSP in Liberia and ROC over the past two years and will shortly provide a secondee in Nigeria. This session was for WSP to provide feedback on roles that AFD secondees have played in the program followed by a discussion on what WSP can do to influence AFD (and other development partners) to invest more and differently in fragile states.

Summary: The following were the main points emerging from the session:

- AFD supports the special focus on Fragile States with the basic objectives of restoring services and facilitating the transition to country-led development. The transition to country-systems ought to be approached with **pragmatism and patience** in line with political engagement and progress in institutional capacities.
- AFD pointed out the need to **review the list of target countries** considering notably Mali (one of the countries of the “*Arc du Sahel*”) as well as other countries emerging from crisis (or expected to do): Madagascar, CAR; outside Africa: Afghanistan, Syria, Myanmar.
- AFD welcome WSP’s initial **emphasis on hard-to-get basic sector information**: WP mapping, enumeration, benchmarking, survey of mini-*réseaux*, etc. AFD would be particularly interested in information related to **WASH services in urban areas** which is its main operational focus.
- AFD wish is for **increased interactions and linkages with WSP** in countries where both are engaged. Such linkages have so far been limited, except possibly in DRC where AFD and WSP have long-standing engagements in mini-*réseaux*. This would concern all WSP focus countries, fragile or not. WSP support to the rolling out the Nyalenda delegated management systems under the AFD-funded Kisumu water supply project was cited as an example. AFD sees Nigeria as a priority for developing WSP-AFD collaboration.
- **Country Programs**
 - **RDC:** AFD is preparing a second project to support mini-*réseaux* along the ASUREP model in the periphery of Kinshasa, and is keenly interested in the ongoing study of mini-*réseaux* commissioned by WSP and carried out by GRET. A particular concern to AFD will be the study recommendations related to the regulatory framework and the “*ancrage institutionnel*” of the mini-*réseaux* which are serving communities out of reach of REGIDESO, albeit located within REGIDESO’s service perimeter. AFD expects that the study will provide guidance on ways to ensure the protection of ASUREPs by clarifying the legal framework under which they operate.
 - **Follow-up:** WSP undertook to keep AFD posted on the progress of the study and to share the draft report ahead of the review and validation workshop planned for June 2014.
 - **RoC:** AFD acknowledge the usefulness of the WP mapping and of the institutional assessment carried out by WSP. The lack of engagement of the government exemplified by the failure to put into effect the institutional framework mandated by the “*Code de l’Eau*” enacted in 2003, casts doubts on the prospects for meaningful follow-up. The two workshops planned in mid-2014 will test the willingness to move beyond studies and will hopefully open the way for institutional reform. These workshops will deal respectively with the implementation of the recommendations of the institutional assessment, and with the sharing of the findings of the WP mapping and the rolling out of the ANHYR (Rural Water Supply Agency).

- Possible further WSP support to RoC will depend on the outcome of these workshops and would consist in periodic visits by WSP staff or consultant as WSP does not intend to maintain a country presence in RoC. Michel Duret will move to Nigeria and will not be replaced.
 - **Follow-up:** WSP undertook to keep AFD posted on the plans for the above workshops and share views on possible follow-up
 - **NIGERIA:** AFD engaged in Nigeria at state-level in urban water supply with a particular focus on utility reform. This is also the focus of a succession of three Bank urban projects (Lagos, Cross River, and Rivers State). The third project dealing with Port Harcourt (Rivers State) is co-financed with AfDB and has just been negotiated. AFD views these projects as having focused somewhat prematurely on PPP-based reform considering the lack of basic data on demand, customers' roster, and system performances. Hence AFD welcomes WSP emphasis on utility benchmarking and cautions about the challenge of obtaining valid data from poorly developed existing utility management information systems (MIS). A problem encountered under the WOP Self-Assessments and addressed through by providing consultant support to utilities.
 - AFD secondment of Michel Duret to Nigeria as WSP Country Coordinator based in Abuja, should lead to closer country-level interaction between AFD and WSP and facilitate exchanges and coordination between AFD, WB, and AfDB on urban water supply and utility reform.
 - **Follow-up:** WSP Country Coordinator will establish contact with his AFD counterpart to foster the exchanges and coordination mentioned above.

Influencing WASH Investment in FS: Discussions with DFID

Invited Participants: Reviewers; Guy Howard, WASH Team Leader, Policy Division; Jane Crowder, WASH Team, Policy Division.

Objective: DFID carry out an annual review of WSP's work globally. This session sought feedback from DFID based on the 2014 review.

Summary: The following were the main points emerging from the session:

- DFID continues to see WSP as a valued partner in FCS, performing well and getting traction on many issues. There is some concern that WSP is trying to do too much and putting itself under some stress to do all the things it is doing. The FCS unit is doing very well—DFID highlighted especially the work in Zimbabwe and DRC, and also welcomed more engagement with WSP in Liberia and Sierra Leone. DFID is very pleased that the Somalia program is growing.
- On a more general note, DFID found that WSP's FCS work is very Africa-centric and would like to see WSP do more fragile states work outside of Africa. DFID observed that WSP uses the World Bank's definition of FCS, which is different from DFID's list, and recognized the limitations this may put on the FCS team's country engagements. That said, DFID would like to see WSP engage more in fragile areas of non-fragile (in the WB's definition) states, such as Pakistan. (The reviewers briefed DFID on recent developments with respect to the WB's definition of FCS, which is now under review, based on the recent IEG evaluation which had questioned the criteria underpinning the harmonized list.)
- The discussion then turned to DFID's review of WSP, undertaken March 11, 2014. DFID agreed that indicator 3.1 on 'improving the enabling environment for WASH' was problematic inasmuch as the indicator aggregates scores across countries and sub-indicators, such that one country's performance can unduly affect the overall score, with the current indicator, good work goes

underrecognized (for example, South Sudan, where the program has had to be put on hold due to the conflict). For the next replenishment, DFID would like a better way of measuring progress and encouraged WSP to discuss revisions of this indicator with the Bank's FCS hub in Nairobi. DFID also had questions on indicator 3.3 ('number of papers published in peer journals and elsewhere') and encouraged WSP to rethink this indicator for the next round of replenishment.

- Given WSP FCS team's limited country engagements in Africa (eight countries), DFID urged WSP to explore how it could influence other sectors prioritized by donors such as education and health/nutrition, where projects frequently had WASH-linked components (for example, school toilets, hygiene behavioral change, etc.). WSP is encouraged to explore how it can help improve policy and/or the quality of financing and investments in these WASH-related aspects of non-WASH sectors.
- Next steps: DFID welcomes the WSP learning review, and would like to be briefed on its findings. DFID would also welcome closer engagement with WSP in some key countries (for DFID) and will identify DFID in Nigeria, Somalia, Mali, and CAR that WSP can engage with.

How can Countries and Partners Support Transition from Emergency to Country-Led Development

Invited Participants: Reviewers and WSP FCAS Team; Henry Northover, Head of Policy, WaterAid, Erma Uytewaal, Senior Specialist (IRC), Maimuna Nalubega, Senior WSS Specialist (AfDB), George Yarngo, Assistant Minister (GoL MPW, Liberia), Heather Skilling, Senior WASH Adviser (USAID), Evariste Kouassi Komlan, Senior WASH Specialist (UNICEF), Clarissa Brocklehurst, Senior Adviser (SWA), Olivier Germain, Civil Society Advisor (SWA), Simon Bibby, Senior WASH Adviser (DFID), Peter Mahal, Director (MoEMWR) South Sudan (new member).

Objective: The WB is a member of Sanitation and Water for All, a global partnership to: raise political will to invest in sanitation and water; to generate a strong evidence base of where needs are greatest, and to strengthen national plans. WSP chairs the SWA task team on aid effectiveness. This session was to discuss emerging findings from country case studies by WSP, WaterAid, IRC, and UNICEF. Specific questions for debate included what countries and development partners can do to invest in and use of country systems and WSP's role in supporting SWA members in moving towards the use of country systems.

Summary: The following were the main points emerging from the session:

- WSP FCAS background paper and the broader program in general could be more explicit about addressing issues of sustainability.
- WSP should engage in a strategic discussion to define its role in influencing broader structural weaknesses that are outside the WASH sector. How much should WSP as a WASH player try and influence core public systems to unlock spending on WASH?
- UNICEF's new Corporate Strategy 2014–17 has a strong focus on resilience. Lessons learnt should be shared on an ongoing basis between major partners in the sector (UNICEF, WaterAid, WSP, etc.). Each agency brings a certain comparative advantage—the work to move FS forward is vitally important and it is important to identify better ways of working together to achieve tangible results.
- A country leaving emergency phase for development phase requires funding to also shift. For example, projects need to target systems and not just emergency projects.
- JSRs are a good tool to bring sector together and to get common vision. The fact that they're government-led is critical even if the quality of papers, etc., isn't the highest.

- However, these tools should be used early on and should be government-led. Setting up parallel systems (for example, UN offices that basically serve government roles) is really destructive in the longer term.
- Furthermore, JSR requires engagement. “The only way to develop capacity is to get people to actually do things.”
- Local private sector and CSOs can play a big role in FCAS and WSP should be aware of these models.
- WASH is by nature a local issue but knowledge from other situations and contexts would still help. For instance: examples of how JSRs should and could function.

Can WASH Delivery Double Dividend in FS?

Invited Participants: Reviewers and WSP FCAS Team.

Objective: This session analyzed the strengths and weaknesses of WSP’s core hypothesis that WASH interventions can both deliver essential services and build citizens’ confidence in the state.

Summary: The following were the main points emerging from the session:

- The Beitbridge example demonstrated that government was able to deliver services but IA showed that people didn’t associate improvements with government. This was a missed opportunity for double dividend.

The Case Study of the State and Peace Building Fund investment in Beitbridge

Invited Participants: Reviewers and WSP FCAS Team, Nginya Mungai Lenneiye, WB Country Manager Zimbabwe, Mukami Kariuki, Sector Manager (AFTU), Mike Webster, Senior WSS Specialist (AFTU), Puteri Natalie Watson, Operations Officer (SPF-OPSFN), Daniel Domilevo, Senior Finance Specialist (AFTFM).

Objective: This session analyzed a case study of WSP’s support to a World Bank project in Beitbridge, Zimbabwe, to better understand how and why WASH initiatives can deliver the “double dividend”. Specifically, the session assess how the \$2 million investment in the Beitbridge utility impacted citizen confidence and what lessons were learnt on how to have state building impact. The World Bank country team provided perspectives on the project and on WSP’s role.

Summary: The following were the main points emerging from the session:

- ICR showed very successful project but called for an impact assessment, which WSP decided to implement. WSP looked at:
 - Whether project achieved results:
 - Did project build capacity in Beitbridge for sustainable services?
 - Did people think services had improved?
 - Did that translate into improved integrity of government?
- Peer review findings:
 - It’s rare that Bank revisits project unless it’s for Phase II—WSP wants Christine to try and institutionalize this more.
 - Want to understand why Ward 6 was left out?
 - Trust is a multifaceted thing. How was question phrased?
 - This needs to be discussed in more detail.
 - Tough choices were made in institutional set up of project.

- WSP should interview Mike to understand this better, for example, channeling financing through government.
- Assessment design could have had more on poverty and health outcomes. However, it is acknowledged that gathering data for these types of indicators is difficult.
- Worth noting that this was not a project to respond to cholera, it was within the context of cholera. This wasn't an emergency response but to improve services and help a city prepare for emergency situations. The real impact will, therefore, be seen next time there is a cholera outbreak
- In this type of project it is important to assess perception of whether a project like this is politically motivated. For instance, beneficiaries are not just in ZANUPF areas.
- CMU doesn't recommend tailoring reports to local vs. international audience. This report should be packaged and 'sold' because it is really great work by WSP.