



Photo Credit: Moses Mtonga Creatives. COP, [redacted] presents at Expanding WASH Project Launch in Kazungula.

USAID EXPANDING WATER AND SANITATION PROJECT

QUARTERLY PROGRESS REPORT #3 JULY 1 – SEPTEMBER 30, 2022

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USAID Expanding Water and Sanitation Project

Quarterly Progress Report #3

Contract #: 72061122C00004

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ACRONYMS AND ABBREVIATIONS

ADS	USAID Automated Directives System
AMELP	Annual Monitoring, Evaluation, and Learning Plan
AWP	Annual Work Plan
CBO	community-based organization
CDF	community development fund
CF	construction fund
CFM	Construction Fund Manager
CHWSC	Chambeshi Water and Sanitation Company
CLA	collaborating, learning, and adapting
COP	Chief of Party
COR	Contracting Officer's Representative
CSO	civil society organization
CU	commercial utility
DDCC	District Development Coordinating Committee
DFC	USAID Development Finance Corporation
DMA	delegated management agreement
D-WASHE	district water, sanitation, and hygiene education committee
EMMP	Environmental Mitigation and Monitoring Plan
GRZ	Government of the Republic of Zambia
GUC	grants under contract
GYSI	gender, youth, and social inclusion
HEARTH	Health, Ecosystems, and Agriculture for Resilient, Thriving Societies (USAID public-private partnership program)
IEE	Initial Environmental Examination
IT	information technology
LA	(government) local authority
M&E	monitoring and evaluation
MEL	monitoring, evaluation, and learning
MOF	Ministry of Finance
MWDSEP	Ministry of Water Development, Sanitation, and Environmental Protection
NRW	non-revenue water
NWASCO	National Water and Sanitation Council
NWSSP	National Water Supply and Sanitation Policy
O&M	operations and maintenance
PDCC	Provincial Development Coordinating Committee
PEA	political economy analysis

PLOCA	Participatory Local Organizational Capacity Assessment
PP	Planet Partnerships
PPP	public–private partnership
PSE	private sector engagement
PSP	private sector participation
P-WASHE	provincial water, sanitation, and hygiene education committee
PWD	persons with disabilities
QASP	Quality Assurance and Surveillance Plan
RTI	RTI International (registered trademark and trade name of Research Triangle Institute)
SaniFOAM	framework to analyze behaviors to design effective sanitation programs: focus, opportunity, ability, motivation
SBC	social and behavior change
SNV	SNV Netherlands Development Organisation
STTA	short-term technical assistance
SUN-TA	Scaling Up Nutrition Technical Assistance
SWSC	Southern Water and Sanitation Company
TBD	to be determined
USAID	United States Agency for International Development
V-WASHE	village water, sanitation, and hygiene education committee
WARMA	Water Resources Management Authority
WASAZA	Water and Sanitation Association of Zambia
WASH	water, sanitation, and hygiene
WQAP	Water Quality Assurance Plan
WWSC	Western Water and Sanitation Company
ZCSMBA	Zambia Chamber of Small and Medium Business Associations
ZANACO	Zambia National Commercial Bank
ZPPA	Zambia Public Procurement Authority

EXECUTIVE SUMMARY

RTI International (RTII) is pleased to submit Quarterly Progress Report #3 for the United States Agency for International Development (USAID) Expanding Water and Sanitation Project (USAID Expanding WASH). The Quarterly Progress Report discusses progress within the reporting period, as well as cumulative progress in the context of the agreed-upon accomplishments and indicators. It discusses existing and potential problems in implementation and variance from the Annual Work Plan (AWP) and Activity Monitoring, Evaluation and Learning Plan (AMELP).

The purpose of this contract (72061122C00004) is to professionalize water, sanitation, and hygiene (WASH) services, to promote accountability for reliable and high-quality WASH services, and to enhance the enabling environment for private sector engagement (PSE) in service delivery in Zambia.

This report covers the third implementation quarter of the USAID Expanding WASH project, FY22 Q4. During the quarter, the project made good progress by completing key operational and technical activities, concluding up start-up and moving into full program implementation. The top highlights from the quarter include:

- The Chief of Party and Director of Finance and Operations were hired and reported for work during the quarter. Additional provincial staff were hired and reported for work during FY22 Q3.
- The project concluded dissemination and validation of the four foundation project reports, including the WASH Baseline Assessment, Political Economy Analysis (PEA) baseline, WASH Market Assessment, and Gender, Youth, and Social Inclusion (GYSI) Action Plan to key stakeholders.
- The project set up the three provincial offices and deployed relevant equipment and staff. This included the commissioning of various IT equipment and furniture deployed to the three provincial offices.
- The project hosted a successful launch on September 9, 2022 in Kazungula district with the USAID Zambia Mission Director in attendance.

PROGRAM OVERVIEW

The United States Agency for International Development (USAID) Expanding Water and Sanitation Project (USAID Expanding WASH) is a five-year program to professionalize water, sanitation, and hygiene (WASH) services, promote accountability for reliable and high-quality WASH services, and enhance the enabling environment for private sector engagement (PSE) in service delivery in Zambia. With operating dates from January 27, 2022 through January 26, 2027, implementation of the USAID Expanding WASH Project is led by RTI International.

The USAID Expanding WASH Project will use USAID's Local Solutions Framework to strengthen social accountability within complex, dynamic local systems. This approach entails a flexible and responsive strategy to link supply-side governance—understood as GRZ's ability to follow through on its promises for providing WASH services to its citizens—with demand-side governance, defined as robust civil society engagement that keeps governments and private service providers accountable.

The three project objectives are to:

- institutionalize market-based WASH service delivery through financially sustainable and inclusive management models
- increase the accountability of WASH service providers, policymakers, and civic leaders
- increase private sector participation (PSP) with supporting policy and regulatory reform

These interventions, taken together, will increase access to safe water, improve sanitation, and enhance the capacity of the Zambian government, the private sector, and civil society organizations (CSOs).

The USAID Expanding WASH Project is headquartered in Lusaka, Zambia, and covers four provinces: Northern, Muchinga, Western, and Southern. The project has a target of 12 districts within the provinces: Chinsali, Kalabo, Kalomo, Kaoma, Kazungula, Lunte, Mongu, Mpika, Mungwi, Nakonde, Nalolo, and Sesheke. Throughout implementation, the project team will work with USAID to reaffirm the target areas.

The three targeted CUs are (1) Western Water and Sanitation Company (WWSC); (2) Chambeshi Water and Sanitation Company (CHWSC), which covers both Northern and Muchinga provinces; and (3) Southern Water and Sanitation Company (SWSC).

During preparation of the Initial Work Plan, the project team assumed that work in the districts would be apportioned in the following ways:

- Focus on water: Lunte and Mungwi districts in Northern Province; Kalomo and Kazungula in Southern Province, and Nakonde in Muchinga Province
- Focus on sanitation: Kalabo, Kaoma, Mongu, Nalolo, and Sesheke districts in Western Province, and Chinsali and Mpika in Muchinga Province

Throughout this Quarterly Progress Report, the districts, provinces, and CUs listed above may be referred to as “targeted provinces,” “targeted districts,” or “targeted CUs,” to be as concise as possible.

SUMMARY OF CUMULATIVE PROGRESS AND HIGHLIGHTS

During the quarter under review, the USAID Expanding WASH project completed key start-up activities and entered into full project implementation. Highlights from this quarter are listed below.

Operational

- Eleven project staff began work this quarter.
- Completed setting up of the three provincial offices, commissioning of various IT equipment and deployment of furniture.

Technical

- Dissemination and validation of the four foundation assessments completed.
- Official project launch occurred in Kazungula.
- The Pipeline Development workshops facilitated the co-creation of 47 potential transactions for the private sector participation pipeline. 17, 19 and 11 project concepts were identified for Western Water and Sanitation Company (WWSC), Chambeshi Water and Sanitation Company (CHWSC) and Southern Water and Sanitation Company (SWSC), respectively.

DELIVERABLES

During the reporting period, USAID Expanding WASH submitted three contractual deliverables as drafts and/or final products in line with Section F of the contract, as seen in Table I below. The AMELP continued to be on hold pending technical conversations surrounding the targets.

TABLE I. REPORTS AND DELIVERABLES COMPLETED DURING THE REPORTING PERIOD		
REPORT/DELIVERABLE	STATUS	SUBMISSION DATE
Initial Annual Work Plan	Draft	March 12, 2022
	Final	May 10, 2022
	Approved	July 11, 2022
Activity MEL Plan	Draft	March 12, 2022
	Final	May 10, 2022
Grants Under Contract Manual	Draft	April 15, 2022
	Final	June 3, 2022
	Approved	August 5, 2022
FY22 Q3 Quarterly Progress and Financial Reports	Draft	July 15, 2022
	Final	July 30, 2022
	Approved	August 10, 2022

DESCRIPTION OF PROGRESS AND ACCOMPLISHMENTS

OPERATIONS

Of note, in FY22 Q4, the final key personnel position, the Chief of Party (COP), was approved and on-boarded. The project finalized development of key project manuals, namely the security manual, field operations manual, and grants manual. The security manual and field operations manual were both finalized in September 2022. The grants manual was approved by USAID in August 2022.

The Operations unit also supported the setting up of the USAID Expanding WASH provincial offices and deployment of relevant equipment. This included the commissioning of 11 laptops, chairs, desks, and cabinet units deployed to the three provincial offices. Efforts to provide logistical support to the provincial teams for temporary car hire of vehicles for activity implementation as we await the delivery of project vehicles continued during the quarter.

During the quarter, the team supported several trainings, workshops and field travel. Notably, the project launch took place on September 9, 2022 in Kazungula district with the USAID Mission Director in attendance. In late September, the project also organized a MEL training and planning workshop was also conducted successfully for all Project Staff, including provincial staff.

Procurement of IT equipment namely docking stations, UP's, printers and the video conferencing unit was finalized, with all items delivered and dispatched to the relevant offices. The procurement of projectors and monitors commenced in August 2022.

The recruitment of various consultants remains a priority. The Communication Consultant was contracted on September 29, 2022 and will commence work on October 10, 2022. The team has

sent an RFQ as per RTII's procurement policy for IT Support Services and the deadline for quotes is October 19, 2022.

STAFFING

Noteworthy progress was made on project staffing in FY22 Q4. There were a number of staff that reported during this period under USAID Expanding WASH. In total, three Lusaka based staff including the COP, the Finance & Operations Director (FOD), and the Institutional Development Specialist reported for duty. The COP began in August while the other two staff both started in July. We recruited and on-boarded 8 provincial staff during the quarter. Orientation for new staff was conducted on July 26 and 27, 2022 prior to deployment to the provincial offices. Additional provincial staff, such as the Western province governance /accountability coordinator, were recruited this quarter and will report starting next quarter. The final Lusaka-based position, the Policy and Regulatory Specialist, started recruitment. Interviews are planned for the next quarter.

The updated complete list of staff and their positions in the Lusaka and Province offices, and expected start dates, is shown in Table 2.

TABLE 2. USAID EXPANDING WASH STAFF POSITIONS	
POSITION TITLE	START DATE
Monitoring, Evaluation and Learning Director	April 1, 2022
Service Delivery Lead	April 13, 2022
Civil Society Engagement Lead	April 13, 2022
Private Sector Participation Lead	April 18, 2022
Accountant	April 18, 2022
Monitoring and Evaluation Assistant	April 21, 2022
Office and Procurement Assistant	May 2, 2022
Grants Specialist	June 9, 2022
Finance and Operations Director	July 6, 2022
Northern Provincial Lead	July 18, 2022
Western Provincial Lead	July 18, 2022
Institutional Development Specialist	July 18, 2022
Western Driver/ Admin Support	July 25, 2022
Northern Governance/Accountability Coordinator	August 2, 2022
Southern Provincial Lead/Service Delivery Coordinator	August 2, 2022
Southern Governance/Accountability Coordinator	August 2, 2022
Southern Driver/ Admin Support	August 2, 2022
Chief of Party	August 8, 2022

POSITION TITLE	EXPECTED START DATE
Western Service Delivery Coordinator	September 5, 2022
Western Governance/ Accountability Coordinator	October 1, 2022
Policy and Regulatory Specialist	November 2022
Lusaka Driver/Admin Support	December 2022
Northern Service Delivery Lead	November 2022
Northern Driver/ Admin Support	December 2022

Please see Annex I for the full organizational chart which includes staff names.

START-UP ACTIVITIES

USAID Expanding WASH start-up activities primarily concluded this quarter. Administrative start-up mostly concluded, with the opening of the three provincial offices in August and on-boarding of the FOD in July.

Technical start-up, with the delivery of the final assessment documents, also concluded. Further details on the individual assessments as well as the outstanding AMELP are below.

ACTIVITY MONITORING, EVALUATION AND LEARNING PLAN (AMELP)

The project submitted a revised AMELP on May 10, 2022 that addressed the verbal and email feedback USAID provided on the draft submission. USAID requested that the project includes tentative targets for each indicator that could be revised once the baseline values are established.

The project and the COR have discussed the best methods for setting targets for the population numbers during FY22 Q4 with the increase to water and sanitation access. During the quarter, the project re-calculated indicator targets for increased access to water and sanitation based on the baseline values using the methodology agreed upon with the COR. The indicator and target section of the AMELP was updated with new values and the AMELP was re-submitted to the COR for approval. The COR indicated that new target values were reasonable but that the project needed to request an amendment to Exhibit 9 of the contract since the proposed new targets were significantly lower than what the project committed to in the proposal. The project sent a formal request to amend Exhibit 9 to the CO (Contracting Officer) but the request was subsequently withdrawn. The project revised the indicator table in the AMELP to reflect Exhibit 9 of the contract and to include the addition of minimum expected targets calculated based on the baseline values and targets that were in the proposal as the maximum expected target values. The project will re-submit the revised AMELP to USAID for approval early next quarter.

COMPREHENSIVE WASH BASELINE

The comprehensive WASH baseline was completed from April – June 2022. The WASH Baseline Assessment reports on the status of infrastructure and service needs across the 12 project districts. This information will feed into all objectives and will complement identification of priority infrastructure and service needs by collecting key demographic data (e.g., number of women or youth water users, population served through clinics or schools), and the location and state of existing WASH facilities, their functionality, and who manages them.

The final WASH Baseline Assessment was submitted in July 2022. The report was used to determine baseline values to calculate targets for water and sanitation indicators in the AMELP. The results show that access to basic drinking water is 32%, access to safely managed water is at 4% while access to basic sanitation is at 9%. During the reporting period, USAID Expanding WASH staff visited 6 of the 12 target districts to share the findings of the WASH Baseline Assessment with stakeholders. The dissemination meetings served to validate the results. At face value the district stakeholders felt the baseline results were much lower than what they expected but after the project explained that the baseline assessment used the Joint Monitoring Program (JMP) definitions for water and sanitation service levels, they validated the results as an accurate estimate of access to water and sanitation.

The project has used the baseline information to inform decisions around the number of potential water and sanitation facilities that would improve access to water and sanitation services in the target districts.

BASELINE PEA

The PEA assessment that was undertaken from April to mid-June 2022, focused on sanitation. The guiding questions included:

- Why do gaps exist between theory vs. reality on sanitation-related laws, policies mandates, regulations, and service provisions for citizens in peri-urban and rural areas in the target districts?
- Systems Level: Why are government entities unable to fulfil their mandates to enable and facilitate sanitation service delivery in the target areas?
- Service Delivery and Private Sector Level: Why are service providers not providing quality equipment and services?

The summary of the findings of the report, submitted in July 2022, are below, along with how these findings are informing project activities.

Challenge Themes

1. Household sanitation options are too expensive and affordability mechanisms are not flexible.
 - a. Objective I will review environmentally friendly and affordable options to facilitate improved service delivery.
2. Current social and behavioral change efforts to decrease open defecation and improve sanitation are punitive and ineffective – there is fatigue in using the same messages with minimal results and a poor supply chain for latrine construction materials
 - a. The SaniFOAM formative research taking place next quarter will provide more depth into the challenges of improved sanitation from a household perspective. This shall help develop a more strategic approach for promoting household sanitation.
3. Elected officials are directing and influencing how CUs operate at the local, regional, and national levels – political influence in the running of CUs and in tariff setting.
 - a. The project will consult NWASCO, MWDS, MFNP, and other key stakeholders to identify ways to improve CU autonomy.

Opportunity Themes

1. The demand by citizens for sanitation services is high in growth centers and peri-urban areas.
2. The new policies and frameworks (water and rural supply) have clarified and formalized roles and responsibilities between LA, CUs, and private sector.
3. There is an active civil society engaged that can advocate for increased attention to WASH.

USAID Expanding WASH will continue to use the PEA approach as a means of collecting sensitive information in an indirect and non-aggressive manner.

WASH MARKET ASSESSMENT

The WASH Market Assessment was finalized during the quarter and was followed by conducting interviews with other private sector actors who would supplement the gaps in the assessment in July. The aim was to identify opportunities for increased private sector participation in the water and sanitation sector, identify WASH services offered by private sector and assess interest and capacity of potential private sector suppliers, contractors, and service providers in supporting potential transactions with the target Commercial Utilities (CUs). The team engaged 17 private sector actors, which fell under the following categories: suppliers, contractors and consultancy firms. The findings from the interviews also informed the design of the PSE Forum. The Market Assessment report was availed to the provincial leads to use as a basis for identification of private sector players who will form part of the PSE Forum. The market assessment and follow-up consultations in Lusaka informed the Needs Assessment Input Report, which lays out the proposed recommendations for assessing capacity within key private and public sector actors in relation to identifying and executing PPPs and small-scale partnerships in water and sanitation. The assessments with the private sector will commence in the first quarter of FY23. Those with the CUs have already commenced and are led by the Service Delivery Lead.

GYSI ACTION PLAN

The GYSI assessment included a systematic analysis of challenges, enhancers, and power dynamics in the context of the WASH sector as they relate to vulnerable groups such as women, youth, disabled, elderly, and the economically vulnerable. Current policies, designs and implementation strategies have a differential impact on the above-mentioned groups. The GYSI Action Plan has provided recommendations on how to improve social inclusiveness in the implementation of the project objectives. The recommendations under each objective are:

Objective 1. Institutionalize market-based WASH service delivery, with financially sustainable and inclusive management models.

- Engage relevant ministries and WASH service providers to develop socially inclusive methods of financially sustaining and providing high-quality WASH service delivery.
- Engage with policymakers at district and national levels to determine the social inclusion needs of key populations.
- Engage with water utility companies and GRZ ministries to determine the possibility of subsidizing or providing fixed water fees for Persons with Disabilities (PWDs), the elderly, and other vulnerable groups.

Objective 2. Increase the accountability of WASH service providers, policymakers, and civic leaders.

- Facilitate dialogue with GRZ ministries to encourage the inclusion of women, youth, and persons with disabilities at different levels.
- Engage GRZ, civil society organizations, and nongovernmental organizations in dialogue to ensure they leverage community-level representation and feedback mechanisms to tackle GYSI challenges.
- Engage GRZ and key partners to undertake institutional and community sensitization around GYSI misconceptions.

Objective 3. Increase private sector participation.

- Strengthen dialogue with the private sector to determine possible actions for GYSI.
- Encourage private sector participation in GYSI engagement and dialogue between the private sector and GRZ ministries.
- Engage with GRZ and relevant ministries to determine which policies govern GYSI and best practices for implementation.
- Support GYSI policy in regulatory reform.
- Create dialogue to advocate for universal standards in WASH facilities. Encourage collection of disaggregated GYSI data to facilitate targeted addressing of inclusion challenges.
- Determine best practices for private sector engagement of key populations through Activity research, stakeholder engagement, and through implementation of activities.

In addition to the above recommendations, the following cross-cutting issues must be taken into consideration:

- Promote socially inclusive market-based WASH service delivery.
- Address policy implementation deficits.
- Include women, youth, persons with disabilities, and the economically vulnerable in project activities.
- Monitor, evaluate, and report on GYSI progress.
- Build staff social inclusion capacity.

A summary presentation of the GYSI plan was provided for sharing at the dissemination workshops for the WASH Baseline. To enhance project staff's appreciation of GYSI issues, an orientation session was held on September 22, 2022.

WORK PLANNING

The Initial Work Plan was approved by USAID on July 11, 2022.

Work Planning for Year 2, which will follow the 2023 calendar year, started in September 2022. The provincial staff traveled to Lusaka for the Work Plan kick-off on September 29, 2022.

ACTIVITIES BY OBJECTIVE

The following sections elaborate on the project's progress on activities by objective and sub-objective.

OBJECTIVE I: INSTITUTIONALIZED MARKET-BASED WASH SERVICE DELIVERY, FINANCIALLY SUSTAINABLE AND INCLUSIVE MANAGEMENT MODELS

Objective I will improve social accountability by securing the minimum quality standards for market-based services and strengthening the institutional arrangements to ensure that these services reach customers. The USAID Expanding WASH Project will achieve this objective through comprehensive analysis and deliberate engagement of district, community, and private sector stakeholders, recognizing how co-implementation can enhance governance, policy reform and sustained investment. The project will work with CUs to identify service-improvement projects for peri-urban areas, rural growth centers, and rural communities, including upgrading existing infrastructure, drilling boreholes, installing water taps and small piped water schemes, and improving on-site sanitation. Where possible, the project will capitalize on existing management models to increase shared value for rural growth centers and communities, using them as a foundation to scale a structured delegation of authority for market-based services.

SUB-OBJECTIVE I.1: IMPROVE AND INSTITUTIONALIZE MARKET-BASED, PROFESSIONALIZED, FINANCIALLY SUSTAINABLE, ADAPTIVE, AND INCLUSIVE MANAGEMENT MODELS

TASK I.1.1: DETERMINE ENTRY POINT FOR WATER SUPPLY AND SANITATION SERVICES

To determine entry points, meetings were held with WASH service providers, representatives from target institutions (schools and health facilities) and key WASH stakeholders between August 1- 30, 2022. The meetings involved the dissemination of WASH Baseline Assessment results and confirmation of the priority WASH locations and institutions as well as the key WASH actions and interventions to be undertaken in the project areas. The meetings led to the revision of the long list of potential projects to tentative interventions with entry points.

TASK I.1.2: ESTABLISH FLEXIBLE MODELS FOR DELEGATION OF WASH SERVICE DELIVERY

The project conferred with the Ministry of Water Development & Sanitation to obtain guidance and Government's position on the different management models that could be considered under the project in rural growth centers / peri-urban areas. Specific models considered include community managed water schemes, CU or private sector operated piped schemes and networks.

As part of the private sector pipeline development workshops (conducted between August 31 and September 10, 2022), the project held capacity building session with the 3 CUs to present the various service provision models and service agreements that were provided for under the 2018 National Rural Water Supply and Sanitation frames.

TASK I.1.3: STRENGTHEN DATA SYSTEMS, TECHNOLOGICAL TOOLS AND INFORMATION PLATFORMS

Although the activities as defined in the work plan were anticipated to begin in October 2022, the project commenced the review of IT and Data management systems at NWASCO and the Ministry of Water Development and sanitation on August 18, 2022. Two physical meetings were held with the IT departments of both Institutions. The review will lead to the development of IT systems and data management systems in CUs & LAs that are integrated and aligned to the existing and planned systems at national level (NWASCO and MWDS)

SUB-OBJECTIVE 1.2: ENHANCE CONSTRUCTION QUALITY OF SMALL-SCALE WATER SYSTEMS (NEW AND REHABILITATED HAND PUMP BOREHOLES AND SMALL PIPED-WATER SCHEMES)

TASK 1.2.1: ENSURE CONSTRUCTION QUALITY OF SMALL-SCALE WATER SYSTEMS (NEW & REHABILITATED HAND PUMP BOREHOLES AND SMALL PIPED-WATER SCHEMES)

The project reviewed Contract and procurement management among Service providers. The review was followed by meetings with CU and LA engineering and procurement teams in project districts (August 1-5, 2022) to emphasize the importance of adherence to technical standards as well as improved contract and procurement management for achievement quality construction. CUs were guided on the importance of providing input into the development of quality designs and participating in inspections for adherence to technical specifications when construction begins.

TASK 1.2.2: BUILD CU AND COUNTERPART CAPACITY FOR CONSTRUCTION MANAGEMENT AND OVERSIGHT

The project undertook assessments that not only probed O&M practices but also evaluated CUs and LAs capacities to oversee construction during the quarter under review. Outputs from the assessments will be used to design mentorship programs (through construction firms to be engaged) and capacity building activities in construction oversight and O&M of new and rehabilitated infrastructure beyond the life of the project.

TASK 1.2.3: DESIGN AND OPERATIONALIZE A CONSTRUCTION FUND (CF) FOR NEW, EXPANSION, AND/OR REHABILITATION OF WATER AND SANITATION INFRASTRUCTURE

This task was initially scheduled to start in July 2022 but was delayed due to the pending contract modification that included the changes to the Construction Implementation Plan (CIP). Per the modification, the CIP will be submitted to USAID in October 2022. It is expected that the process to operationalize the Construction Fund will be finalized after USAID's approval of the CIP.

TASK 1.2.4: DEVELOP ASSET MAINTENANCE MANAGEMENT SYSTEMS AND O&M MANUALS

An Asset Management assessment tool was developed by the Institutional Development Specialist and pilot tested at Lusaka water and sanitation company limited in August. Following the successful pilot testing of the tool, a comprehensive Assessment of Asset Management and O&M practices was undertaken in CUs and LAs in September 2022. Assessments highlighted gaps and challenges in the existing Asset Management Policies, O & M Procedures, and practices, in each of the 3 CUs and the 12 LAs . Outputs of the assessments will be used to develop suitable Asset Maintenance Management systems and O&M Manuals.

SUB-OBJECTIVE 1.3: FACILITATE ACCESS FOR THE POOR TO ADEQUATE SANITATION FACILITIES

TASK 1.3.1: DETERMINE STATE OF SANITATION COVERAGE AND EXISTING PRACTICES

The comprehensive WASH Baseline that was undertaken established sanitation access in the project areas. The baseline results, SaniFOAM frameworks, and Market Assessment reports were reviewed to draft terms of reference for research on sanitation behavior and existing practices. Research on sanitation behavior and practices is planned for the following quarter.

TASK 1.3.2: ADDRESS SANITATION PRIORITIES THROUGH MARKET-BASED SERVICES

The project reviewed the outcomes of sanitation for all program and commenced the drafting of a design strategy around triggering demand and improving supply. Further, the identified needs from the WASH Baseline and SaniFOAM framework were compared with the Market Assessment results to build up plans for suitable market-based approaches.

TASK 1.3.3: COMMUNICATION AND BEHAVIOR CHANGE

Terms of reference were finalized in September 2022 for the hire of a consultant to undertake the SaniFOAM formative research. The advertising and selection of the SaniFOAM research Consultant is planned to be done in October 2022. The SaniFOAM research will assess sanitation behavior in project areas and provide input into the development of the sanitation behavioral change strategy.

OBJECTIVE 2: INCREASED ACCOUNTABILITY OF WASH SERVICE PROVIDERS, POLICYMAKERS AND CIVIC LEADERS

Objective 2 focuses on enhancing social accountability by equipping citizens—as constituents and as customers—with tools and spaces that enable them to advocate for high-quality services and hold service providers accountable to minimum standards. At the district level, a primary challenge is the competing priorities of civic leaders and local authorities (LAs). In town and rural councils, political expedience often trumps adherence to national policies and guidelines. This discrepancy translates into a misalignment of incentives which in turn misdirects resources and investments away from local citizen demands and priorities.

Through the baseline assessments that project has undertaken such as the PEA and the GYSI, there is inadequate understanding of the revised mandates, the devolution of power and separation of functions and actual provision of additional resources for service delivery culminating into poor services and a delivery system that is not socially inclusive. The project has started to adapt governance tools that will enhance responsiveness to customer needs and social accountability tools and platforms that will facilitate healthy dialogue between customers, service providers and policymakers.

SUB-OBJECTIVE 2.1: IMPROVE CITIZENS' CAPACITY TO HOLD WASH SERVICE PROVIDERS, POLICYMAKERS, AND CIVIC LEADERS ACCOUNTABLE FOR QUALITY SERVICE DELIVERY

TASK 2.1.1: EMPOWER CITIZENS AND BUILD CAPACITY OF CIVIL SOCIETY FOR ADVOCACY AND SOCIAL ACCOUNTABILITY

The Civil Society Engagement Lead in conjunction with the Grants Specialist prepared for the first call for grants by the end of July 2022. The statement of work, selection criteria, expression of interest and the Request for Applications (RFA) were drafted and approved. The RFA was advertised in the national newspapers and on the RTI website. The team responded to questions from would-be applicants. The deadline for submission of proposals is October 19, 2022.

The compilation of the CSO database has advanced with a total of 83 (Southern province – 24; Northern & Muchinga provinces – 38 and Western province – 21). The number for Western province is low because most of these CSOs are based in and around Sesheke district as it was earmarked to be the target district for the first call of grants.

The Participatory Local Organizational Capacity Assessment (PLOCA) tool has been finalized. During the last quarter of 2022, the capacity assessment exercise shall be conducted in the provinces. It is envisioned that at least 3 CSO per province shall undergo PLOCA. The results shall feed into the development of a training program for CSOs.

The initial review of current service levels for rural communities, rural growth centers, and peri-urban area has been undertaken during the quarter under review. However, there is need for validation with the local authorities. The Accountability and Governance Specialists in the province will engage the local authorities and some communities to verify these service levels.

TASK 2.1.2: DEPLOY RIGOROUS AND USER-FRIENDLY LOCAL GOVERNANCE TOOLS

The Civil Society Engagement Lead has continued to review existing governance tools that when packaged will address levels of accountability, transparency, responsiveness, participation and consensus oriented in decision-making, equity and social inclusiveness, effectiveness and efficiency.

TASK 2.1.3: REINFORCE PUBLIC PLATFORMS TO MONITOR PERFORMANCE AND SERVICE QUALITY

The Civil Society Engagement Lead has identified some platforms that are accessible to consumers, service providers and policymakers. These platforms include district level full Council meetings; Constituency Offices; Ward Development Committee meetings and Community Radio programs. The CSE lead is exploring protocols and procedures for the utilization of these platforms.

SUB-OBJECTIVE 2.2: IMPROVE INVESTMENTS AT THE NATIONAL LEVEL

TASK 2.2.1: INCREASE GRZ RESOURCE ALLOCATION FOR WASH

The Civil Society Engagement Lead has started to explore ways of using the Constituency Development Fund committees in the target districts as avenues of tapping into available government resources for WASHE services. Additionally, the statement of work for the research grant on the impact of pro-poor policies in WASHE has begun as the call for proposals is set for December 2022.

TASK 2.2.2: IMPROVE WASH SECTOR COST RECOVERY

Activities under this task have not yet started. There is an interlinkage with Objective 1 and progress has been made on that end. It is envisioned that this task will be carried out in the next quarter.

OBJECTIVE 3: INCREASED PRIVATE SECTOR PARTICIPATION (PSP)

PSP is at the core of the USAID Expanding WASH approach and is key to its sustainability. Outputs from tasks under this objective will shape and inform tasks under other objectives. For example, all Objective Leads will participate in the PSE forum, noting outputs that impact and direct their respective tasks (e.g., policy and regulatory priorities for review and strengthening under Objective 3). Objective 3 will enhance the private sector's ability to fulfill its role in socially accountable services, using partnerships to establish effective pricing policies, cost recovery, and shared value. This objective will drive the priorities for the policy and regulatory reform agenda, cognizant of the restraints in the current enabling environment. Existing legislation has limited provisions for rural WASH, the NWSSP outlines GRZ's updated vision of private sector partnerships that can deliver services to these areas. Although the Water Supply and Sanitation Act of 1997 enables PSP directly in the management (and even ownership) of CUs, a more effective approach would create shared value by engaging businesses and private operators in investment partnerships and performance-based operations and maintenance (O&M), management, and service contracts that complement CU capacities. The project will explore partnerships to scale WASH services and their impact as the enabling environment improves.

SUB-OBJECTIVE 3.1: ENHANCE THE PARTICIPATION OF THE PRIVATE SECTOR IN WASH SERVICE PROVISION AND IMPROVING SERVICE RELIABILITY

TASK 3.1.1: PREPARE A PIPELINE OF WASH INVESTMENT AND MANAGEMENT PARTNERSHIPS

Between August 30 and September 10, 2022, the Private Sector Engagement Lead, Service Delivery Lead and two officials from Planet Partnerships travelled to each CU Headquarters and conducted training as well as the problem, priority and solutioning workshops. A total of 47 pipeline projects were identified. 17 project concepts were identified during Western Water and Sanitation Company (WWSC) PPS Workshop on September 1, 2022, in Mongu, Western Province, 19 project concepts were identified during the Chambeshi Water and Sanitation Company (CHWSC) PPS Workshop on September 6, 2022, in Kasama, Northern Province and 11 project concepts were identified during the Southern Water and Sanitation Company (SWSC) PPS Workshop on September 9, 2022, in Choma, Southern Province. These are currently being developed into a long list of project concepts which will be validated with the CUs late October or early November. The Long List will be divided into sub-lists of investment or management partnerships in water or sanitation. Once this is done, they will undergo a screening criterion testing their merit in terms of financial, technical, institutional and sustainability considerations using the Pipeline Development Toolkit. After this a shorter list of pipeline projects will be developed from which those that will be prioritized next year including consideration of co-financing opportunities and DFC support.

The process was very consultative with the CUs appreciating the use of the toolkit. During each workshop, the CUs presented their understanding of the expanded mandate which served as a good foundation when the workshops started.

TASK 3.1.2: FACILITATE WASH SECTOR DIALOGUE THROUGH A PSE FORUM

USAID Expanding WASH Project recommends that for the PSE Forum to have visibility and buy-in, MWDS should be the host while the project offers logistical support. On August 13, 2022, a formal letter was written to the ministry requesting them to host the Forum following a meeting in which the concept was introduced.

The project team also met with the Public Private Dialogue Forum Director to understand possible synergies and identify leverage points and to avoid reinventing the wheel. The PPD Forum is a government initiative governed by a secretariate who work through Technical Working Groups on 11 thematic areas namely green economy, mining, education, energy, financial, manufacturing ICT, agriculture, tourism, infrastructure, gender. They also have adhoc committees which tackle specific prevailing issues and are dissolved once the issues are resolved. The findings were that there is no WASH technical working group and therefore justifying the need to create a WASH specific PSE Forum.

RTII's ideas and form of the PSE Forum is based on the following recommendations regarding its set up:

1. Clearly differentiating the PSE Forum from the *Public Private Dialogue Forum for Private Sector and Economic Development* as being purely focused on the WASH sector and partnerships within this space.
2. Grounding the discussion in the real market opportunities emerging from the CU pipelines, framing the sessions as action-oriented and results-focused.
3. Communicating with the private sector that the Forum is focused on the identification and enabling of real partnerships with CUs, focusing on business-oriented nature of the sessions.
4. Disseminating invitations and announcements on a broad scale so all interested private sector actors may be able to participate.
5. Highlighting the nature of the partnership opportunities as smaller in nature and directly focused on domestic operators, investors, and enterprises (both provincial and in Lusaka).

The first centralized PSE Forum was originally slated for October 26, 2022 awaiting confirmation from MWDS. In a meeting held with the Permanent Secretary, Directors of Planning and Information, and Water Supply and Sanitation as well as other ministry officials, the project team was informed that the Ministry will assign a key focal person with whom planning for the PSE Forum can be done.

TASK 3.1.3: STRENGTHEN GRZ AND PRIVATE SECTOR CAPACITY TO IMPLEMENT PPPS

Under this sub objective, the project aimed to establish a relationship with the Ministry of Finance PPP Department through identification of focal persons to develop a PPP background paper. The background paper was designed to understand the status of PPPs in the WASH sector, both past and present, in terms of projects size, area, amount, duration, etc. as well as understand what's in the existing legislation and regulatory framework that gives the WASH sector leverage to engage in PPP. The paper was finalized in July.

Secondly the sub objective aimed to supply technical support to CUs to build an internal pipeline in connection with pipeline development in Task 3.1.1. technical support was offered to the CUs in creating a Pipeline Development Toolkit which can serve as a basis for vetting not only current but future pipelines. The main technical team identified includes the CU district managers for the project areas as well as focal point persons in the CUs who provide oversight of the project activities. Each district manager presented specific issues prevailing in their respective districts by identifying the most pressing needs so that they can be prioritized after they pass the screening criteria.

The last task was to group private sector companies by capacity level to plan for additional trainings in Year 2; identify the types of training that each group needs. This will be done after the PSE Forum in the last quarter

SUB-OBJECTIVE 3.2: STRENGTHEN THE POLICY AND REGULATORY FRAMEWORKS TO REMOVE BARRIERS TO PRIVATE SECTOR INVESTMENTS AND PARTICIPATION IN THE WASH SECTOR

TASK 3.2.1: DESIGN AND STRENGTHEN REGULATORY INSTRUMENT FOR RURAL WATER SUPPLY

In August 2022, the WASH Investment Enabling Environment Diagnostic Tool was tested, and results documented. Generally, the findings indicated that the PPP legal framework of Zambia largely complies with international good practice in terms of the wide range of eligible sectors for PPPs, PPP structures, deal sizes and contractual terms. PPPs can be structured in the WASH sector under the PPP Act or the Public Procurement Act. WASH PPPs in Zambia are supported and encouraged by both legislation and government strategic plans for WASH. Certain types of private sector participation projects (which do not fall within the framework's definition of a PPP, but rather performance-based service contracts or management contracts) are especially applicable in the WASH sector. These projects would fall under the Public Procurement Act of 2020, which replaced the Act of 2008 and further modernized procurement provisions in line with international good practices. Since the PPP Act does not provide for CUs as a contracting authority, Local Authorities may fulfil this role. The Local Authorities could initiate WASH PPP projects at the local level (independently or together with the Ministry of Water Development and Sanitation or the Ministry of Local Government and Rural Development).

Based on the findings, recommendations and a Public Private Dialogue Plan were documented which will be carried out in the first quarter of 2023. Some of these tasks delayed due to the absence of Policy and Regulatory Lead.

SUB-OBJECTIVE 3.3: LEGISLATIVE IMPROVEMENTS TO COMMODIFY WASH SERVICES

TASK 3.3.1: ADVANCE NECESSARY LEGISLATIVE IMPROVEMENT FOR COMMODIFICATION OF WASH SERVICES

Following the Enabling Environment Diagnostic Tool Results in August, recommendations under this objective were put into short, medium and long term namely Project Preparation Support and Guidance, Institutional Structuring and Tariff Guidance and Legislative and Regulatory Reform respectively. USAID Expanding WASH acknowledges that legislative and legal reform takes time and may not be possible within the life of the project. However, through advocacy, a road map for the reform will be developed. Starting January 2023, the project will work at reforming and upgrading CU policies to ensure that it reflects PSP while working with NWASCO, MWDS and other relevant stakeholders to advocate for change in policies that impede private sector participation.

CROSS-CUTTING ACTIVITIES

GENDER AND YOUTH

A key priority of the USAID Expanding WASH Project is to create and maximize opportunities to enhance social inclusion and gender equality through public policy and direct field activities. Activities and tasks to support expected outcomes will apply a gender and socially inclusive lens, but the project also will incorporate specific processes and indicators. Under Objective 1, for example, in Task 1.1.2, the project will take special care in the delegated management agreements (DMAs) to include GYSI targets for service delivery and will target women and youth for capacity-building courses. Also, the choices in Task 1.3.2 will be critical for establishing GYSI sanitation priorities so that the project responds to the needs of the entire demographic.

Under Objective 2, the project will employ a social-accountability framework with community scorecards, to empower reporting by women and youth and to hold providers, policymakers, and civil leaders accountable. The project will also work with CSOs and women and youth groups to help frame gender and youth-focused service-delivery goals and expectations, to ensure that accountability is measured against shared delivery standards and expectations.

Under Objective 3, the project will pay special attention to policy and regulatory review with gender impact. For example, all legal experts engaged to review legislation will receive orientation in the project's GYSI action plan, and their terms of reference will include language to ensure that reviews include a gender and youth lens. Working with government and counterpart ministries and agencies, the project will continually share information and results to make the case for policies and regulations that empower women and youth.

Under Objective 4, the project will ensure that potential investments included in the pipeline will undergo a gender and youth impact review, in line with the project's GYSI action plan.

To ensure partners understanding of how project activities support improved gender and youth outcomes, the learning agenda includes specific gender and youth-related questions. Through collaboration with other programs and local partners, USAID Expanding WASH will continually explore opportunities for gender equality and women's economic empowerment (e.g., through engagement with V-WASHE and D-WASHE committees) and actively seek out approaches to prevent gender-based violence and address entrenched gender norms. Project grants will share these priorities.

The Civil Society Engagement Lead will help ensure that community mobilization grants support CSOs and have strong GYSI, and that catalytic grants engage CSOs, women's and youth groups in advocacy activities under Objective 2. All calls for applications under the grants program will include evaluation criteria requiring applicants to propose actions that reinforce the project's GYSI action plan. All policy review processes (Objective 3) will include a gender analysis and consultation process (via D-WASHE and V-WASHE committees) to ensure that proper social safeguards are integrated into policy design. To strengthen capacity for private sector partnerships (Objective 4), the project will target woman-led businesses for the PSE forum and training program on public-private partnerships (PPPs), then link these businesses to CUs for engagement along the WASH service chain (e.g., water point management, kiosks, and sanitation marketing).

GRANTS UNDER CONTRACT (GUC)

The grants under contract (GUC) manual was approved by USAID on August 5, 2022. The first RFA under Objective 2.1 (Improve Citizen, Capacity to hold WASH service Providers, Policy makers, and Civic Leaders Accountable for Quality Service Delivery) and Objective 2.1.2 (Deploy Rigorous and

User-Friendly Local Governance Tools) was issued on September 19. The call was advertised on the RTII website, in the local newspapers namely Times of Zambia and the Zambia Daily Mail on the following dates, September 19- 26, 2022 for a period of two days per week. Furthermore, the RFA was shared through WhatsApp groups and emails to various NGOs.

Applicants were given 10 days to submit questions through a dedicated email address. The closing date for receipt of questions was September 28, 2022. Responses are due October 5, 2022, and the applications will close on October 19, 2022.

The delay in the approve grants manual and the request to change from an Expression of Interest process to a direct Request for Applications process resulted in a delayed release of releasing the RFA. Furthermore, the project could not secure spaces in the two local newspaper for earlier dates as spaces were not available hence its release to the public on September 19, 2022.

LOCALIZATION

USAID Expanding WASH will take a broad approach to localization, pursuing multiple, complementary pathways. All proposed key personnel and other long-term staff are Zambian, and all grant and construction funds will be directed to “local entities” as defined in USAID Automated Directives System Chapter 303 (ADS 303.6). All activities will be undertaken with local partners and, wherever possible, with local partners taking the lead and the project playing a facilitative role. If a specific local leadership and or capacity-building imperative impacts deliverable schedules, the project will advise the COR in advance and discuss with USAID how to achieve the results of the project and support USAID’s local capacity development policy and improved performance under the standard capacity-building indicator CBLD-9.

The project’s approach to PSE and leadership is also central to its localization approach. Sustainability of outcomes is based on a market-driven approach, in which private sector and public sector partners find common cause in a business-enabled environment, where citizens can access high-quality services and where enterprises and businesses are encouraged to enter the market based on clear and favorable policies and regulations. To support government buy-in to this approach, the project will share successes and seek to elevate the role of government in supporting market-based approaches. This localization approach will be reflected in project communications that place local partners at the center of this activity, with USAID support.

COLLABORATING, LEARNING, AND ADAPTING

Expanding WASH will bring stakeholders into the learning and adaptation cycle early and often. The project will actively engage and collaborate with stakeholders in gathering information, learning from data, and sharing findings. As the primary means to address learning systematically, the project’s AMELP includes a learning agenda that identifies key learning questions. Through these learning activities, the project will bring forward information from M&E data, learning and research questions, and lessons learned to continually test assumptions, analyze the development hypothesis, and monitor changes in the local context to inform an adaptive management approach.

During this quarter, the project held baseline assessment results dissemination meetings in 6 of the 12 project targeted districts. The objective of the meetings was to elicit feedback from the district stakeholders on the WASH baseline results. The project presented the baseline survey findings particular to each district and allowed participants to confirm the results. The project used this platform to elicit explanations from the district stakeholders on the status of access to water and sanitation services as shown by the baseline results. The results of the baseline showed both the project and the district stakeholders that there might be a need to revisit the project decision about

the focus areas for water and sanitation services because results showed that some districts earmarked as water service focus areas have a greater need for sanitation services as well.

USAID DEVELOPMENT FINANCE CORPORATION (DFC)

No meetings were held with the DFC this quarter as the project was yet to finalize the pipeline of projects that can be considered for DFC financing. Concept notes for the draft pipeline projects identified during the pipeline workshops are being developed and a final list will be concluded in November upon which the DFC can be engaged. However, preliminary discussions pending the finalization of the pipeline will commence in October as a meeting with the DFC is confirmed. The aim will be to explore the key priority areas and pipeline for investment/support for the DFC in Zambia as well as potential financial products that could be extended to transactions in the water supply and sanitation sectors

SCHEDULES

No significant schedule delays occurred this quarter. Re-submission of the AMELP was delayed on account of pending technical conversations surrounding the targets between the project and USAID.

The Construction Implementation Plan and the Water Quality Assurance Plan will be delivered on schedule in October and November, respectively, as per Award modification effective August 12, 2022.

CHALLENGES

There are several long-term challenges that USAID Expanding WASH will continue to evaluate as project implementation progresses. Current potential foreseen challenges include:

- As a result of the recent transfer of responsibility of rural WASH functions to the CUs, many LAs and community-based enterprises fear losing control and resources in managing WASH service delivery, risking lukewarm cooperation. Clarity on roles and responsibilities is critical for local stakeholders to be willing partners in this transition. Consistent consultation is required to clearly articulate benefits and reflect their priorities in the new arrangements.
- The system used for the management and allocation of resources under the newly rolled out CDF may prove to be an obstacle in getting local government funding earmarked for future WASH programming.
- Under an uncertain policy framework, businesses risk losing their investments and ultimately not meeting the expected standard of service provision. In the WASH sector, the right conditions for private investment are created through effective pricing policies and cost recovery principles. Digital tools and technology can make billing and revenue collection more efficient, reduce NRW, and make partnership models more cost-effective.
- Low service quality and lack of timely information contribute to customer non-payment, risking low levels of cost recovery. An emphasis on affordability - which varies between peri-urban areas, rural growth centers, and rural area - can help determine willingness to pay for each project site. Digital technology can improve information flows and enable customers to monitor quality and track professionalization in service delivery.
- Coronavirus disease 2019 (COVID-19) restrictions in Zambia were lifted at the end of this quarter. There is continuing risk of further variants that may cause implementation delays.

IMPLEMENTATION STATUS, CHALLENGES, AND RISKS

As with any project, unexpected situations may arise that could derail project implementation if not carefully tracked. As part of project implementation, RTI deploys a risk register to continually track potential risks and challenges during project implementation. Using adaptive management principles that promote collaboration, transparency, and accountability, RTI identifies potential mitigation measures for every risk or challenge that is identified. A summary of the risks and challenges as identified this quarter are included in Table 3 below.

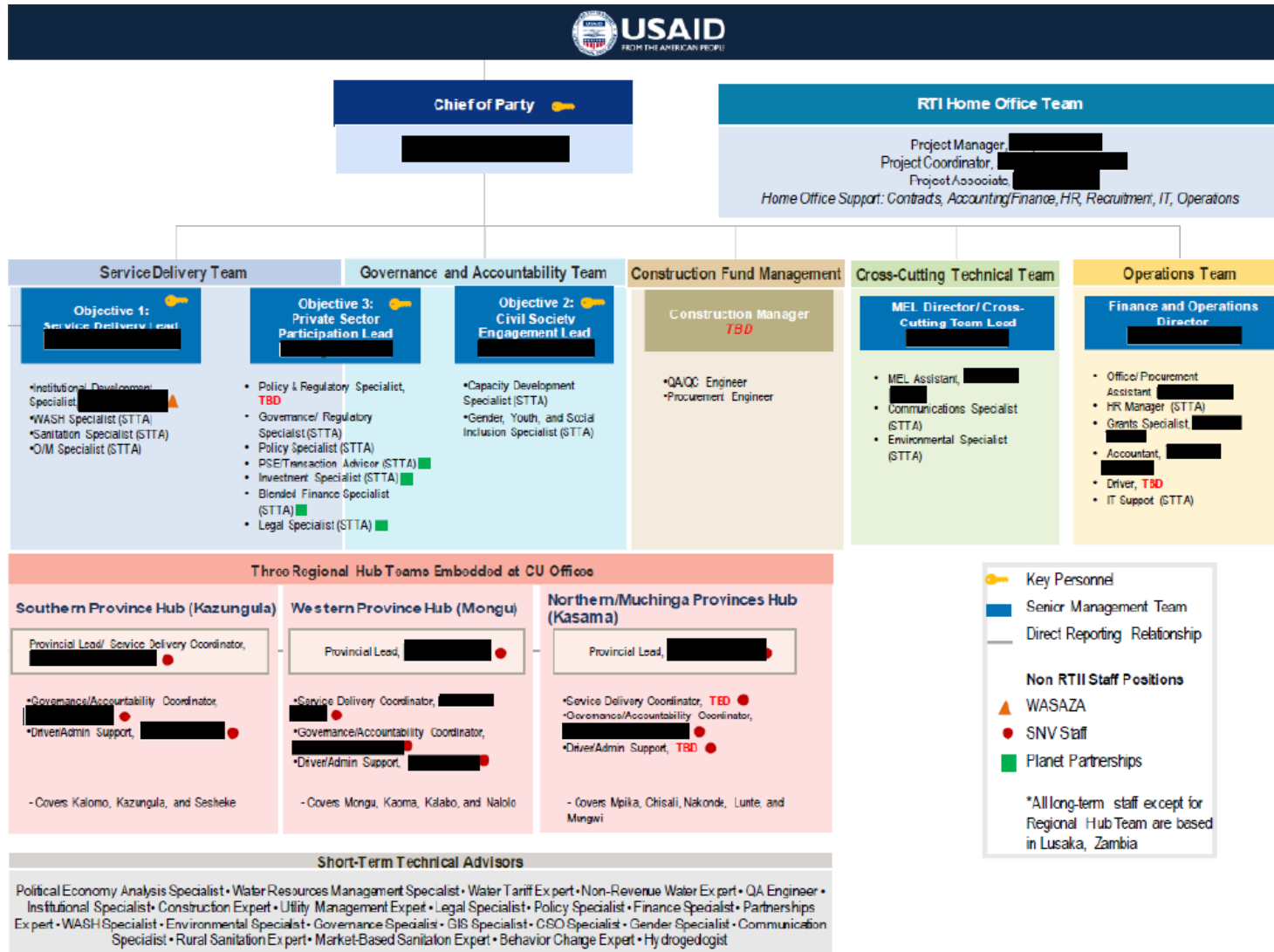
RISK / CHALLENGE	MITIGATION MEASURES
<p>Financial Risk: The Zambian Kwacha has varied significantly against the U.S. dollar since the project budget was created over one year ago. The variance and rising prices of monthly costs, such as the project office, could cause budget overruns if not carefully monitored.</p>	<ul style="list-style-type: none"> Review the budget forecast monthly against actual expenditure. Look for cost savings where possible, evaluating measure such as buying in bulk and getting potential discounts. Make sure the project is not covering any tax or VAT charges, as the project has VAT exemption status from GRZ.
<p>Schedule Risk: Although construction is not anticipated to begin until Year 2, significant preparatory work must be done in Year 1 to adequately prepare environmental compliance documentation and determine the feasibility of projects prioritized by stakeholders. Continued delay in receiving updated information and regulations regarding constructions results in difficulties in budgeting and planning.</p>	<ul style="list-style-type: none"> Work with partner USAID projects to identify important lessons learned in construction, such as building in oversight, setting scoring criteria, etc., to facilitate environmental compliance reviews once appropriate documentation is received. Continue to speak with potential Construction Fund Managers, to adequately prepare for construction activities.
<p>Technical and Schedule Risk: Objective 3 KP role was re-envisioned to combine with Objective 4 in Modification 1. However, this delayed recruitment of appropriate personnel.</p>	<ul style="list-style-type: none"> Work with new Objective 3 lead to define new technical profile for personnel overseeing tasks related to policy and regulatory reform. Provide additional recruitment support for an expedient hire and on-boarding of new policy and regulatory staff next quarter.
<p>Technical Risk: Some identified private sector stakeholders envisaged to be part of the private sector dialogue and private sector engagement forums have been unresponsive to project communications. These groups have delayed or canceled several meetings and the project has been unable to identify POCs.</p>	<ul style="list-style-type: none"> Use the planned project launch in Q4 to share information about the project and bring them onboard Leverage influence of other key partners, such as MWDS, to engage the unresponsive stakeholders

NEXT-QUARTER ACTIVITIES AND MILESTONES

During the next quarter, the project will open the provincial offices to support implementation of activities within the CUs and the project’s target districts. The project also anticipates holding a project launch event in late August, depending on the new USAID Mission Director’s availability. Table 4, below, includes expected project milestones and deliverable submissions.

TABLE 4. ACTIVITIES AND MILESTONES		
MILESTONE/DELIVERABLE	RELATED ACTIVITY	DATE
Quarterly Notification of Changes Certification	Reporting Requirements	October 10, 2022 (if necessary)
Construction Implementation Plan	Reporting Requirements	October 15, 2022
Third Quarterly and Financial Report Submission	Reporting Requirements	October 30, 2022
First Private Sector Engagement Forum	Objective 3	November 2022
Award first project grant	Objective 2	November 2022
Water Quality Assurance Plan	Reporting Requirements	November 14, 2022
Draft Year 2 Work Plan	Reporting Requirements	November 16, 2022
Portfolio Review Presentation	Reporting Requirements	November 2022
Complete SaniFOAM Framework Assessment	Objective 1	December 2022
Start technical capacity building support to CUs on customer enumeration	Objective 1	December 2022
New grant RFA for research on the impact of pro-poor policies on WASH service delivery	Objective 2	December 2022
Final Year 2 Work Plan	Reporting Requirements	December 16, 2022

Annex I. Organizational Chart



Annex 2. Indicator Table

PERFORMANCE INDICATOR TRACKING TABLE

#	Performance Indicator	Baseline	Year 1 (Jan. 27, 2022–Sept. 2022)		Year 2 (Oct. 2022–Sept. 2023)		Year 3 (Oct. 2023–Sept. 2024)		Year 4 (Oct. 2024–Sept. 2025)		Year 5 (Oct. 2025–Sept. 2026)		Year 6 (Oct. 2026–Jan. 2027)		LOP Target	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Goal-Level Indicators																
G1	No. of people gaining access to basic drinking water services as a result of USG assistance (HL.8.1-1)	Minimum	685,496.00	-	0	83,545	83,545	55,697	55,697	-	0	278,483				
		Maximum			0	129,165	129,165	86,110	86,110	-	0	430,550				
G2	No. of people gaining access to safely managed drinking water services as a result of USG assistance (HL.8.1-2)	Minimum	85,687.00	-	0	12,853	12,853	8,569	8,569	-	0	42,844				
		Maximum		-	0	26,910	26,910	17,940	17,940	-	0	89,700				
G3	No. of institutional settings gaining access to basic drinking water services as a result of USG assistance (HL.8.1-4)		-	-	0	26	34	13	13	-	0	86				
Objective 1: Institutionalized market-based WASH service delivery, financially sustainable and inclusive management models																
1.1	No. of people receiving improved service quality from existing basic	TBD			0	190,170	190,170	126,780	126,780	-	0	633,900				

	drinking or safely managed water service as a result of USG assistance (HL.8.1-3)														
1.3	No. of communities verified as ODF as a result of USG assistance (HL.8.2-1)	TBD	-	0	336	252	168	84	-	0	840				
2.1	(custom) No. of community-based WASH engagements targeting vulnerable groups (women and youth)	0	-	0	106	53	53	53	-	0	50%(264)				
2.2	No. of people gaining access to a basic sanitation service as a result of USG assistance (HL.8.2-2)	192,796	-	0	214,218	107,109	107,109	107,109	-	0	535,544.00				
2.3	No. of basic sanitation facilities provided in institutional settings as a result of USG assistance (HL.8.2-4)		-	0	182	122	122	182	-	0	608.00				
Objective 3: Increased private sector participation															
3.1	(custom) Percentage of water utility consumers who pay according to consumption		-	0	30	45	45	30	-	0	150				
3.2	Number of water and sanitation sector	TBD	-	0					-	0	80%				

	institutions strengthened to manage water resources or improve water supply and sanitation services as a result of USG assistance (HL.8.3-3).													
3.3	(custom) No. of WASH-related reforms introduced, adopted, repealed, changed, or implemented	0	-	0	4	4	2	2	-	0	12			
3.4	Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance (HL.8.4-1)	TBD	-	0	\$ 200,000	\$ 800,000	\$ 500,000	\$ 500,000	-	0	\$ 2,000,000			
3.5	Percent of USG-assisted organizations with improved performance (CBLD-9).		-	0					-	0	85%			
3.6	Number of private sector enterprises that are engaged with the USG to support U.S. Foreign Assistance objectives (PSE-2)	0.00	-	0	9.00	18.00	9.00	9.00	-	0	45.00			

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