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USAID TRANSFORM WASH ACTIVITY

Annual Progress Report – Fiscal Year 2023

OCTOBER 2023

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COVER PHOTO: Chiure Water Supply System. Courtesy of AIAS, IP.

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ANNUAL PROGRESS REPORT – FISCAL YEAR 2023

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ACRONYMS AND ABBREVIATIONS

ACOR	Alternate Contracting Officer's Representative
AIAS	<i>Administração de Infraestruturas de Água e Saneamento</i> (Water Infrastructure and Sanitation Administration)
AfDB	African Development Bank
AFORAMO	<i>Associação de Fornecedores Privados de Água</i> (Association of Water Suppliers of Mozambique)
AURA	<i>Autoridade Reguladora de Águas</i> (Water Regulatory Authority)
BA	Baseline Analysis
BIAS	<i>Base de dados de Informação de Água e Saneamento</i> (Water and Sanitation Information Database)
COR	USAID Contracting Officer's Representative
DNAAS	<i>Direcção Nacional de Abastecimento de Água e Saneamento</i> (National Directorate of Water and Sanitation)
DPOP	<i>Direcção Provincial de Obras Públicas</i> (Provincial Directorate of Public Works)
DPS	<i>Direcção Provincial de Saúde</i> (Provincial Directorate of Health)
EU	European Union
FCDO	United Kingdom's Foreign, Commonwealth and Development Office
FIPAG	<i>Fundo de Investimento e Património de Abastecimento de Água</i> (Water Supply Asset Manager and Investment Fund)
FPA	<i>Fornecedor Privado de Água</i> (Private Water Provider)
FY	Fiscal Year
GRM	Government of the Republic of Mozambique
GUC	Grants under Contract
JAR	Joint Annual Review
JICA	Japanese International Cooperation Agency
LOGOS	USAID Local Governance Strengthening Project
MEL	Monitoring, Evaluation, and Learning
OCAT	Organizational Capacity Assessment Tool
PO75	<i>Projecto de 75 Operadores</i> (75 Operators Project)
PPP	Public-Private Partnership
PRONASAR	<i>Programa Nacional de Água e Saneamento Rural</i> (National Rural Water Supply and Sanitation Program)
RFA	Request for Approval
SAA	Social Analysis and Action
SBC	Social Behavior Change
SDPI	<i>Serviços Distritais de Planeamento e Infra-estruturas</i> (District Planning and Infrastructure Services)
SDSMAS	<i>Serviço Distrital de Saúde, Mulher, e Acção Social</i> (District Services for Health, Women, and Social Affairs)
SINAS	<i>Sistema de Informação Nacional de Água e Saneamento</i> (National Water and Sanitation Information System)
SME	Small and Medium-Sized Enterprise
SNV	Netherlands Development Organization
SOW	Scope of Work
SPI	<i>Serviços Provinciais de Infraestruturas</i> (Provincial Infrastructure Services)
SPS	<i>Serviços Provinciais de Saude</i> (Provincial Health Services)
STS	USAID Small Town Sanitation Activity
STTA	Short-Term Technical Assistance

UNICEF	United Nations Children’s Fund
UPWARD	Uplifting Women’s Participation in Water-Related Decision-Making
USAID	United States Agency for International Development
USG	United States Government
WASH	Water, Sanitation, and Hygiene
WASH-FIN	USAID Water, Sanitation, and Hygiene Finance Program
WB	World Bank
WSS	Water Supply System

I.0 EXECUTIVE SUMMARY

The USAID Transform Water, Sanitation, and Hygiene (WASH) contract was signed on March 2, 2022, and the post-award meeting was held with USAID on March 10, 2022. This Fiscal Year 2023 (FY23) report covers the period of October 1, 2022, to September 30, 2023. USAID Transform WASH aims to support the development of the Mozambican WASH sector at national and sub-national levels by supporting the Government of the Republic of Mozambique (GRM) with improved WASH governance, access to WASH services, behavior change, and gender equality in small towns, rural growth centers, and peri-urban settlements. The major project achievements during this implementation period are summarized as follows:

- **General activities.** Finalized the baseline analysis (BA) with the report delivered in June 2023 and presented to AIAS, provincial stakeholders, and some sector donors; started the institutional capacity assessment using the updated version of the USAID organizational capacity assessment tool (OCAT); and finalized the monitoring, evaluation, and learning (MEL) plan, which was approved by USAID in May 2023.
- **Component 1 - Policy implementation and institutional capacity of the GRM to deliver WASH services strengthened.** Agreed with central level WASH institutions -- *Administração de Infraestruturas de Água e Saneamento* (Water Infrastructure and Sanitation Administration [AIAS]), *Direcção Nacional de Abastecimento de Água e Saneamento* (National Directorate of Water and Sanitation [DNAAS]), and *Autoridade Reguladora de Águas* (Water Regulatory Authority [AURA]) -- on the roadmap for the development of the first three legal and regulatory reforms already agreed with the government; started the needs assessment of the *Sistema de Informação Nacional de Água e Saneamento* (National Water and Sanitation Information System [SINAS]); and supported the organization of the first AIAS operators coordination meetings. Following the first exercise in Nampula, provincial level sessions to clarify the roles and responsibilities of the different actors were conducted. Transform WASH regularly includes this topic in its capacity building sessions. The planned first three capacity buildings to be agreed and implemented in FY23 were delayed until the completion of the organizational capacity assessment, which will inform the priorities.
- **Component 2 - Government and private water providers technical, financial, and management capacity strengthened.** Provided capacity building to *Direcção Provincial de Obras Públicas* (Provincial Directorate of Public Works [DPOP]) and *Serviços Distritais de Planeamento e Infra-estruturas* (District Planning and Infrastructure Services [SDPI]) on the *Programa Nacional de Água e Saneamento Rural* (Rural Water Supply and Sanitation National Program [PRONASAR]) piped water service performance monitoring; capacity building to existing and active PRONASAR piped water operators in operational management and performance reporting; and capacity building for AIAS delegations and *Serviços Provinciais de Infraestruturas* (Provincial Infrastructure Services [SPI]) in small towns piped water service performance monitoring and evaluation.
- **Component 3 - Access to water and sanitation financing and business environment for the private sector improved.** Supported the organization of two small towns entrepreneurs' donors engagement meetings which provided the guidance for AIAS to start individual discussions with each donor to secure the required contributions to the grant component of the small town water fund; assessed the performance of existing AIAS operators in the targeted area; designed a capacity building program and started implementing the program, including coaching and mentoring operators; started the performance assessment of the PRONASAR operators; developed the scope

of work (SOW) for a short-term technical assistance (STTA) consultant to develop tools for financial flows tracking for decentralized WASH institutions and for non-WASH institutions; organized a women and youth entrepreneurs workshop; supported WASH sector institutions in holding the first small business opportunities and water supply management webinar; and prepared the concept note for grants under contract (GUC) addressing service performance.

- **Component 4 - Uptake and maintenance of key water and hygiene behaviors among households and institutions accelerated.** Established the social behavior change (SBC) working group; identified influential men and women to be engaged in the first three towns selected for SBC activities; identified saving groups in the targeted fifteen towns and started engaging them; trained staff and community members in social analysis and action (SAA), a tool do address harmful gender norms through a dialogue; and started addressing handwashing behavior through discussion of the recommended and appropriate handwash stations to be disseminated in the targeted communities. However, due to the late starting of the SBC activity team, the rapid participatory assessment of the determinants of institutions and community willingness to invest in water services was delayed and will be conducted in Q1 and Q2 of FY24 during the baseline confirmation exercise and the low payment for water service reasons study, expected to be finalized by the end of January 2024.
- **Cross cutting and gender inclusion** – all cross-cutting and gender inclusion activities were embedded and implemented within the activities' components. The most relevant progress made in FY24 were: (i) the organization of the women and youth entrepreneurship workshop in Nampula in March 2023 where potential female and young entrepreneurs and business people and organizations to work with the activity were identified; (ii) the commencement of the implementation of the SAA in three initial towns, a tool aimed at addressing gender harmful social norms through participatory discussions at community level; (iii) preparation and launching of grant opportunities which include specific lines for women and youth participation in water supply chain; and (iv) the involvement of women and young entrepreneurs and businesses actors in the first small investment and water supply systems management opportunities in the targeted area, with some specific interests already expressed.
- **Budget execution** – sensitive information removed and shared with USAID only.

2.0 PROJECT OVERVIEW

From 1990 to 2015, Mozambique's population more than doubled, reaching 27.1 million, primarily due to high fertility rates and limited contraceptive use. However, access to water and sanitation services did not keep up with this growth, resulting in stark disparities. Wealthier urban dwellers had better access to water services (above 80 percent), while the majority of the population, especially the poor, faced limited access (below 30 percent). Similar disparities were seen in basic sanitation access, with 40 percent of the rich having access compared to 8-10 percent of the poor. This population growth also strained water resources and disproportionately affected women and girls responsible for water collection. In 2019, only 56 percent of the population had access to basic water services, with a significant urban-rural gap, and open defecation rates remained high at 27 percent. Small towns, despite economic growth, received limited investment, resulting in low water services coverage. Mozambique ranked 12th on the USAID WASH Needs Index, with challenges including low access, weak governance, financing gaps, low adoption of WASH behaviors, and gender inequality.

The USAID Transform WASH Activity aims to support the development of the Mozambican WASH sector at national and sub-national levels by supporting the GRM with improved WASH governance, access to WASH services, behavior change and gender equality in small towns, rural growth centers and peri-urban settlements. The program supports USAID/Mozambique's WASH Project Appraisal Document (M-WASH PAD) main goal of achieving "improved well-being of communities, especially women and girls" through:

- Strengthening policy implementation and institutional capacity to deliver WASH services.
- Increasing and sustaining availability of water infrastructure and services.
- Improving access to financing and business environments for the private sector in the WASH service delivery chain.
- Accelerating the uptake and maintenance of key water and hygiene behaviors among households and institutions; and
- Increasing women's leadership within the sector, and enhanced decision-making power within the household, for WASH products and services.

The above results will be accomplished through the activity's four main components: 1) Policy implementation and institutional capacity of the GRM to deliver WASH services strengthened; 2) Government and private water providers technical, financial, and management capacity strengthened; 3) Access to water and sanitation financing and business environment for the private sector improved; and 4) Uptake and maintenance of key water and hygiene behaviors among households and institutions accelerated. Moreover, the activity will strengthen gender norms that support equity and inclusion at community and household levels. USAID Transform WASH is geographically covering three provinces, Cabo Delgado, Nampula, and Zambézia, and is also providing capacity building to key subsector central level institutions. The activity summary is provided in Table 1, below.

TABLE 1: TRANSFORM WASH ACTIVITY SUMMARY

Geographic coverage	Defined small towns and rural growth centers in the provinces of Cabo Delgado (Balama, Chiúre and Namuno), Nampula (Muecate, Monapo, Meconta, Llaua and Mogincual), and Zambézia (Mocuba, Milange, Pebane, Derre, Alto Molôcuè, Mulevala and Lugela) in Mozambique
Primary GRM national counterparts	AIAS, DNAAS, AURA, and <i>Fundo de Investimento e Património de Abastecimento de Água</i> (FIPAG, Water Supply Asset and Investment Fund)

Program overall goal	Increase the use and sustainable management of safe water and sanitation services in small towns, rural growth centers, and peri-urban areas
Duration	5 years
Starting date	March 2, 2022
Project Implementation Consortium	Tetra Tech (prime) with WaterAid, CARE, and Iris Group

The activity’s underlining theory of change is: ***If*** USAID Mozambique strengthens WASH sector capacity to make and implement policy, expands availability of water and sanitation services and products, and increases adoption of key WASH behaviors, ***then*** increased and improved use and sustainable management of water and sanitation services, increased demand for WASH services, and improved hygiene behaviors will be achieved. This report provides a summary of Transform WASH activities and results achieved during its second year of implementation (FY23), from October 1, 2022, through September 30, 2023. As per section F5 of the contract, the annual report summarizes the year’s achievements, challenges, shortfalls, and successes, including a section sharing experiences and best practices in the implementation of this activity.

The report is divided in three main sections, as follows:

- **Project overview** which provides the summary of the project objectives, main components, targeted area, and other details. This section is unchanged for all activity reports and is aimed at providing the readers with the activity background.
- **Achievements and discussion of major activities** which provides the review of the key planned tasks for the period under reporting (October 2022 to September 2023) and the description of the achievements made during FY23 for each task for all activity components, starting from general activities through the technical activities.
- **Challenges and lessons learned** provides details on some of the challenges encountered and some of the best practices moving forward from learning.
- **Activities planned for next quarter** outlines the key subsequent activities presented in the FY24 work plan.

The report provides some complementary annexes, namely two success stories and the updated organization chart.

3.0 FY23 ACHIEVEMENTS AND DISCUSSION OF MAJOR ACTIVITIES

3.1 OPERATIONAL, PLANNING, AND REPORTING TASKS

Summary of planned operational and planning tasks: By the end of FY22 most of the mobilization activities were finalized. Recruitment of key staff, consultants and subcontractors, establishment of offices in Maputo and Nampula and engagement with USAID and government partners institutions was ongoing. On top of the engagement of outstanding staff, the following were the planned tasks, Transform WASH activity was committed to fulfill with regular operational, planning and reporting activities which include: (i) engagement and management of subcontractors and consultants, where required to accelerate implementation; (ii) engagement with USAID to ensure that the client is updated in a regular basis and can provide guidance, where necessary; (iii) engagement with counterpart government institutions to ensure support for activity smooth implementation; and preparation and submission to USAID of all contractual planning and reporting documents within the deadlines. The following is progress made regarding general activities in FY23:

3.1.1 PROJECT STAFF

Home Office Staff. In Q1 of FY23, Tetra Tech engaged Corrie Kramer who took over the Home Office Project Manager position from David Favazza. The new Project Manager started in January 2023 and the transition was completed at the end of January 2023.

Field Office Staff. In Q1 of FY23 the following additional field office staff members were engaged: Capacity Building Coordinator based in Nampula (Edson Picardo); Capacity Building Technician based in Quelimane (Alexandre Dingane); and Communication Specialist based in Maputo (Denise Alves). In Q2, the SBC Specialist was engaged through CARE and is now based in Nampula (Carlos Macande); and the Grants and Procurement Manager started (Ali Macheмба). In Q3 the activity team recruitment was completed, with commencement of activities of the three SBC technicians contracted through CARE (two women and one man). One technician is based in Pemba in Cabo Delgado, one in Nampula, and one in Quelimane in Zambézia. A new driver began work in June to replace the initial driver who resigned in January 2023. The updated project organizational chart is included in Annex II.

3.1.2 CONSULTANTS

Consultants: In Q1 of FY23, during the re-recruitment of the SBC Specialist, the SBC STTA consultant engaged via CARE was active supporting the project staff in delivering Component 4 activities and specifically in review of BA tools prepared by the respective subcontractor and in drafting the SBC working group SOW and the SBC strategy. He remained active until the end of FY23. In Q3, WaterAid engaged a consultant to facilitate the institutional assessment through the updated USAID OCAT for the central level government institutions (AIAS, DNAAS, and AURA).

3.1.3 SUBCONTRACTORS

At the beginning of FY23, Tetra Tech proposed long-term subcontractors (WaterAid, CARE, and Iris Group) remained engaged and providing support for activity delivery. The local subcontractor engaged in FY22 (June 2022), Salomon, Lda, supported the development of the BA through its completion in June 2023.

3.1.4 ENGAGEMENT WITH USAID

In FY23, Transform WASH continued to engage with USAID mainly through bi-weekly check-in calls with USAID's contracting officer's representative (COR) and alternate contracting officer's representative (ACOR). There were twenty-two check-in meetings in FY23 including six in the first quarter, five in the second quarter, six in the third quarter and five in the last quarter. Transform WASH attended USAID's resilience program implementation partners meetings held in the first quarter (October 2022) in Nampula and in the third quarter (February 2023) in Quelimane. Transform WASH also attended USAID's implementation partners meetings organized at provincial level, the first on April 14 in Nampula and the second on April 20 in Quelimane. Transform WASH also coordinated with other key USAID activities through regular meetings, namely the USAID Small Towns Sanitation (STS), the USAID Local Governance Strengthening project (LOGOS), such as the STS presentation to key-sector stakeholders in Maputo and Quelimane, both in Q1; one coordination meeting with LOGOS in Q1; two coordination meetings with STS and LOGOS in Q2; and one technical meeting with LOGOS in Q4. Transform WASH met with the USAID's mission Director in October 2022 and supported two USAID field visits to Nampula and Zambézia in Q3 and in Q4.

3.1.5 ENGAGEMENT OF WATER SUBSECTOR PARTNERS

Throughout FY23, Transform WASH continued engaging with counterpart government institutions, mainly through technical meetings with the focal points appointed by both central and provincial level institutions, taking advantage of online platforms (AIAS, DNAAS, AURA, AIAS provincial delegations, AURA regional delegations, SPI, and DPOP). Other specific engagements per quarters included:

- **Quarter I:** attended a meeting organized by DNAAS in Nampula, with the aim of establishing the PRONASAR advisory committee.
- **Quarter II:** held meetings with DPOP, SPI, AIAS delegations, and AURA delegations to collect data on institutional capacity assessments for the BA exercise; held a meeting with FIPAG in March to explore the possibility of FIPAG to partner with a Dubai based fund interested in investing in water supply projects; and a meeting with DNAAS to discuss potential synergies between the Transform WASH GUC program and the World Bank (WB) Agua Segura grants program.
- **Quarter III:** supported AIAS first coordination meeting with operators from the fifteen selected towns; participated in technical discussions of the urban module of SINAS organized by DNAAS; and presented to AIAS staff the conceptual design of solar systems for piped water systems, developed under USAID's Water, Sanitation and Hygiene Finance (WASH-FIN) program.
- **Quarter IV:** participatory planning meeting with provincial and district level counterpart institutions (DPOP, SPI, AIAS delegations, AURA delegations, and SDPI) for FY24 workplan in Nampula; presentation of the draft workplan to central level institutions and directors of DPOP and SPI during the Joint Annual Review (JAR) meeting between the WASH sector and donors; and attendance to the WASH sector JAR meeting with partners, where some Transform WASH outputs were presented, namely the BA findings; the initial results of the PRONASAR piped service performance monitoring capacity building; and the small towns water fund concept.

Study tour to Cambodia. In Q1 of FY 2023, Transform WASH, including two staff members (the Deputy Chief of Party/Governance Specialist and AIAS Embedded Technical Advisor), supported an experience exchange mission to Cambodia for a Mozambique delegation comprising government institution representatives (AIAS, DNAAS, AURA, and Maputo Municipality) and *Associação de*

Fornecedores Privados de Água (Association of Water Suppliers of Mozambique [AFORAMO]). The mission included meetings with government officials in Cambodia for experience exchange on institutional aspects and business models used in both countries' water supply delivery and guided field visits to different types of operators (urban public and private and rural operators). Topics covered included private operator licensing in Cambodia and Mozambique, water quality, access to finance, and private water provider association organization roles in the sector, among other topics. The government report with findings from the mission was submitted to USAID in December 2022.

3.1.5 FINANCIAL COMPLIANCE

In June 2023, Transform WASH successfully navigated the procedures through the (DGI) Taxation Department authorizing the project to start with the reproduction of VAT certificates. The letter was addressed to DNAAS, the project point of contact, for this VAT mechanism implementation process. The project has submitted all VAT reports for VAT paid on the quarterly required schedule as well as the annual VAT report submitted April 2023. The project successfully submitted M20 annual tax filings according to the requirements of the branch registration, updated the branch address with the new Maputo office address, and complied with all registration and tax requirements in Nampula. All project financial accrual reports and financial reports have been submitted on time to USAID. The Annual NXP property report was submitted to USAID in March 2023 with asset losses reported accordingly.

3.1.6 PLANNING AND REPORTING

During FY23 all activity expected planning and reporting deliverables were developed and submitted to USAID within the respective deadlines. Table 2 provides the summary of the submissions and approvals provided by USAID.

TABLE 2: SUMMARY OF THE PROGRESS MADE ON PLANNING AND REPORTING

Planning Document	Remarks
Annual report - FY22	Submitted October 30, 2022 (RFA 026) and approved by USAID on December 5, 2022
Annual work plan - FY23	Submitted September 1, 2022 (RFA 024), approved December 27, 2022
Revised MEL plan	Submitted on March 22, 2023 (RFA 012), approved May 31, 2023
Monthly report - October 2022	Submitted November 14, 2022 (RFA 028), approved December 12, 2022
Monthly report - November 2022	Submitted December 14, 2022 (RFA 031), approved December 27, 2022
Quarterly report - Q1	Submitted January 30, 2023 (RFA 032), approved February 16, 2023
Monthly report - January 2023	Submitted February 13, 2023 (RFA 033), approved February 15, 2023
Monthly report - February 2023	Submitted March 13, 2023 (RFA 035), approved March 15, 2023
Quarterly report - Q2	Submitted April 28, 2023 (RFA 040), approved May 03, 2023
Monthly report - April 2023	Submitted May 12, 2023 (RFA 041), approved May 18, 2023.
Monthly report - May 2023	Submitted June 06, 2023 (RFA 043), approved June 21, 2023
Quarterly report - Q3	Submitted July 28, 2023 (RFA 046), approved August 28, 2023
Monthly report - July 2023	Submitted August 17, 2023 (RFA 047), approved October 12, 2023
Monthly report - August 2023	Submitted September 14 (RFA 049), 2023, approved October 10, 2023

3.2 TECHNICAL ACTIVITIES

3.2.1 TECHNICAL GENERAL ACTIVITIES

During FY23 the following were the planned general activities: (i) finalization of the BA, which was expected to provide data on the current situation of WASH services and related infrastructure, an institutional assessment, and socio-economic data of a sample of five small towns in Nampula, Zambezia, and Cabo Delgado; (ii) a central level organizational capacity assessment to be conducted using an updated

OCAT, which would inform the design of capacity building activities for these institutions; (iii) the establishment of an SBC working group which would provide strategic guidance on SBC activities implementation; (iv) the SINAS needs assessment to inform the type of support required for its expansion to the piped water service reporting; and (v) finalization of the MEL plan, which provides the activity's performance indicators and targets.

Baseline Analysis (BA). The BA was conducted primarily by a local subcontractor, Salomon, Lda, with all specialists required to deliver a complete analysis, including mobilization for field work, data collection, final ranking of towns and BA report drafting. The subcontractor was engaged in FY22 (June 2022) and continued with the assignment through the first three quarters of the FY23. In October 2022, the subcontractor finalized technical and institutional data collection in Nampula and Zambézia Provinces, and data collection in Cabo Delgado was finalized in December 2022 (there was a month pause due to security concerns in Cabo Delgado Province). The socio-economic survey in a sample of five selected towns was finalized in Pebane, Alto Molôcuè, Monapo, and Mogincual in November 2022 and in Chiúre in December 2022. In January 2023, the subcontractor developed the first draft of the BA report which was initially reviewed by Transform WASH and then by the client (USAID) and approved on June 2, 2023. The findings were presented to AIAS in June, to provincial level stakeholders in July during the FY24 planning session, and to development partners during the small towns water fund second donor engagement meeting in July 2023. The BA report provided the following outputs: (i) rapid technical assessment of the existing water supply infrastructure in fifteen selected towns and districts of Cabo Delgado (Balama, Chiúre, and Namuno), Nampula (Muecate, Monapo, Meconta, Lalua, and Mogincual) and Zambézia (Mocuba, Milange, Pebane, Derre, Alto Molôcuè, Mulavela, and Lugela); (ii) institutional capacity assessment for provincial and district level institutions (AIAS delegations, AURA delegations, SPI, DPOP, SDPI, administrative posts, and municipalities); and (iii) socio-economic survey results of a sample of five towns of Cabo Delgado (Chiúre), Nampula (Monapo and Mogincual) and Zambézia (Mocuba and Pebane). Primarily, the BA report provided information and ranking of AIAS towns according to agreed criteria to inform the infrastructure intervention through USAID's other mechanism. The final report was translated into Portuguese for its effective use by AIAS and other WASH institutions.

Organizational Capacity Assessment. The organizational capacity assessment is being conducted using an adapted version of USAID's OCAT, which includes the following aspects: (i) governance, (ii) administration, (iii) human resources, (iv) financial management, (v) organizational management, (vi) program management, and (vii) project performance management. The tools also include questions about the status of gender integration at partner institutions. The institutional assessment of the central level institutions is led by WaterAid. In Q2 of FY23 WaterAid engaged an STTA consultant to support the implementation of the adapted OCAT; and the assignment started in Q4 (August 2023) with introduction of the consultant to the sector central level institutions and provincial level WASH directors, and it is expected to be finalized by January 2024. The introductions included the presentation of the methodology and the consultant's initial engagement with AIAS and AURA. The central level institutional assessment is expected to be delivered by the end of Q1 of FY24. The consolidated OCAT tools for Mozambique WASH institutions will be implemented by Transform WASH staff for provincial and district level institution assessments to complement the rapid assessment conducted during the BA. The provincial and district level institutional assessment is also expected to be delivered by the end of Q1 of FY24. The results of the assessment will inform the design of each of the targeted institution capacity development programs to improve their ability to deliver on their mandates, which will be implemented by the institutions themselves with donor funded activities support, including Transform WASH, in areas relevant to piped water in small towns, rural growth centers, and peri-urban areas. The OCAT is also useful for institutions regular self-evaluation and assessment of the progress made.

The delays in delivering the organizational capacity assessment were due to extensive work in adapting the USAID OCAT to the specifics of the WASH sector institutions in Mozambique and the decision to engage an independent consultant to better deliver this assessment, which added procurement time.

Establishment of the SBC Working Group. The SBC experts technical working group is intended to vet and adopt the project SBC framework; participate in review of past behavior change interventions; and propose/select key behavior change interventions to be implemented by Transform WASH at community and institutional levels. In Q1, the draft SOW for the SBC working group was developed with CARE support and discussed with key government partner institutions (AIAS, DNAAS, and AURA) for review and comments. Table 3 below, provides the composition of the SBC working group.

The SBC working group was established during the workshop held in Q2 (on March 8, 2023) in Nampula, which approved its composition and the SOW. It was agreed that provincial level SBC working groups were the best option, and that proposal was adopted. In Q4, three provincial sessions of the working group were held in each of the targeted provinces to discuss and agree on handwashing stations to be considered for engagement with communities to improve handwashing behavior within the communities.

TABLE 3: APPROVED COMPOSITION OF THE SBC WORKING GROUP

National Level Members	Provincial Levels Members		
	Cabo Delgado	Nampula	Zambézia
AIAS	AIAS delegation	AIAS delegation	AIAS delegation
DNAAS	SPI	SPI	SPI
AURA	DPOP	DPOP	DPOP
	United Nations Children’s Fund (UNICEF)	AURA delegation	AURA delegation
	Helvetas	UNICEF	UNICEF
	STS	World Vision	World Vision
	Transform WASH	SNV- United Kingdom’s Foreign, Commonwealth and Development Office (FCDO)	SNV-FCDO
		Helvetas	Água Segura
		PO75	STS
		Água Segura	Transform WASH
		STS	
		Transform WASH	
3	7	12	10

Finalization of the MEL Plan. A revised version of the MEL plan was submitted to USAID in Q1 of FY23. Transform WASH received a list of proposed additional resilience and Feed the Future indicators to be incorporated, which was later withdrawn. These indicators were adjusted to standard indicators. USAID requested Transform WASH to remove some and reduce other targets for the number of new beneficiaries gaining access to basic and improved water service, given that the activity supports the same beneficiaries as another USAID activity. The re-revised version of the MEL plan with these adjustments was re-submitted on May 26, 2023, and was approved by USAID on May 31, 2023.

TABLE 4: SUMMARY OF PROGRESS MADE ON GENERAL ACTIVITIES

Activity	Deliverable	Deadline	Remarks
I	BA report	December 30, 2022	Delivered in June 2023

Activity	Deliverable	Deadline	Remarks
2	SBC experts working group	December 15, 2022	Delivered in March 2023
3	Final MEL plan	November 30, 2022	Delivered in May 2023

3.2.2 COMPONENT I ACTIVITIES

Summary of planned tasks for FY23: under Component I Transform WASH planned to focus its efforts in FY23 on: (i) agreeing with the counterpart government institutions on the roadmap for the development of the first agreed policies and regulatory reforms and commencement of their development; (ii) identification and implementation of the first three priority capacity building activities informed by the OCAT; and (iii) commencement of the implementation of reporting of piped water systems performance on the SINAS database; and (iv) consolidation of the mapping and clarifications of roles and responsibilities of each key institution involved in small towns and rural growth centers piped water.

CI.1 - Support Policy and Regulatory Reform in Alignment with Decentralization: For this task, Transform WASH had planned to agree on the roadmap for implementation of the three policies already identified in FY23, engage a subcontractor, and conduct the study up to the delivery of the inception report and the preliminary report. In FY23, Transform WASH agreed with the government counterpart WASH sector institutions on the roadmap for implementation of the three priorities of policies and regulatory reforms identified and agreed in FY23, namely:

- The review of “Diploma 5/2006 - *Manual de Implementação das Modalidade de Gestão de Pequenos Sistemas de Abastecimento de Água* as agreed with DNAAS, with the aim of aligning it with the current context of PRONASAR piped systems’ contractual, monitoring, and regulatory requirements;
- Review and concrete proposal of specific provisions for implementation of PPPs in the Mozambique water supply subsector, agreed with AIAS and aimed at developing a specific regulation that could operationalize the Water Supply and Sanitation Law towards attracting private investment to the water supply projects; and
- Development of a certification mechanism for piped water operators, discussed and agreed with AURA with the objective of improving the selection and assessment of the performance of piped water systems operators. For development of the proposed policy and regulatory reforms, Transform WASH prepared four SOWs for STTAs to support the process, one for “Diploma 5/2006”, two for PPP Law review (one legal and one transactional), and one for the operators’ accreditation system. The engagement of STTAs and commencement of the three assignments are expected in Q1 of FY23.

The delays in commencement of these assignments were due to the time spent to ensure the participation of the supported institutions in the definition of the roadmaps for implementation, which comprises: (i) the development of the assignment SOW; (ii) the establishment of a working group to guide the assignment implementation comprising government institutions and development partners with interest in the topic; (iii) development of intermediate deliverables; (iv) roll out of a consultation process, given that the assignments are legislative initiatives; and (v) legal support to the approval process by the relevant GRM structure. The initial three agreed regulatory reform priorities are expected to contribute to the Transform WASH objectives and ultimately to the GRM WASH sector objectives in the following manner:

- **The review of “Diploma 5/2006”:** it is expected to better define the roles and responsibilities of key institutions and organizations involved in the delivery, management, performance monitoring, and regulation of PRONASAR piped water systems to avoid overlap and improve coordination towards increased service efficiency, quality, and coverage. It will deliver a revised lease contractual document with more balanced terms that provide incentive for private sector investment in service expansion,

where necessary and possible; and it will provide clear guidelines for service regulation to also help accountability.

- **Review of the Mozambique PPP law bottlenecks for private investment:** it will deliver concrete private sector friendly proposals of provisions to be either incorporated into a revised PPP law or as a specific regulation for the water supply and sanitation law under development to attract private sector investment in water supply projects, including in small towns.
- **Piped water systems operators' certification system:** it is aimed at providing guidelines for better selection of piped water systems operators according to their technical complexity and dimension and guidelines to track performance to inform future engagements. This is expected to result in the best qualified and best performers to be engaged or re-engaged to increase performance and service quality.

Given that the proposed regulator reforms will be implemented by multiple agencies and will impact multiple stakeholders' work, stakeholder mobilization from the beginning is very important. The proposed roadmap for their development includes two stages of stakeholders contribution: first, institutionalized contribution through the working group; and second, through the planned broader consultation process.

CI.2 - Improve Institutional Capacity to Budget, Plan, Implement, Monitor, and Report: For this task it was planned to identify and implement the three first priorities for capacity building for DPOP and SDPI. The capacity building program under this task was not fully implemented, as it will be mostly informed by the organizational capacity assessment using the adapted OCAT, which is still ongoing. However, capacity building to provincial and local authorities in PRONASAR piped water systems performance monitoring was previously identified as a priority under the WASH-FIN program. Therefore, while waiting for the OCAT implementation results, Transform WASH conducted a training for DPOP of Cabo Delgado, Nampula, and Zambézia and SDPIs of the targeted districts of Cabo Delgado (Balama, Chiúre, and Namuno), Nampula (Muecate, Monapo, Meconta, Lalaua, and Mogincual) and Zambézia (Mocuba, Milange, Pebane, Derre, Alto Molôcuè, Mulavela, and Lugela) in operators contracts management, operators and service performance monitoring, and district and provincial level performance reporting to higher administrative levels. This comprised in-class trainings in Pemba (March 2023), Namialo (April 2023), and Mocuba (April 2023). The Activity team supported government teams to update the infrastructure inventory for the existing PRONASAR piped systems (in May and June of 2023) which led to the updating of piped water systems in the Activity districts in the SINAS database, through technical mentoring and logistical support. The systems inventory led to the discovery that there is a significant number of non-functioning PRONASAR piped water systems due to minor breakdowns in the respective equipment which can be recovered with minor investment, which can be made by local private sector interested in taking over their operation. Overall, the Transform WASH capacity building program is aimed at improving the institutions' capacity to deliver on their approved mandates related to the planning, implementation, delivering, monitoring, and reporting. In FY23 the monitoring and reporting capacity building to PRONASAR key actors was delivered.

CI.3 - Scale up SINAS and/or Other Platforms for WASH Service Planning and Reporting: Transform WASH planned for FY23 to conduct SINAS needs assessment to inform the potential required support program; support the sector in developing the urban services reporting module (software for piped water reporting) for the SINAS database; and support AIAS operators coordination meetings on a quarterly basis. The progress made in FY23 includes:

- Completion of the SINAS need assessment conducted by WaterAid, whose report will be shared with USAID in Q1 of FY24. The SINAS assessment report includes proposed PRONASAR piped system and FPA performance indicators, and a water supply and sanitation information database

(base de dados de informação de água e saneamento [BIAS]) data and AURA-Net data relevant to be synchronized to the SINAS database; and

- Supported AIAS in organization of the first operators’ coordination meeting held in April 2023 in Nampula Province where AIAS shared with operators the new organization statutes, the trends in the review of the lease contract documents, and the stage of the existing major projects in the three provinces targeted by Transform WASH. Transform WASH presented in the same meeting the key findings from the operators performance assessment conducted in December 2022 and January 2023, as well as the proposed capacity building program to improve performance.

Transform WASH has agreed with Dutch funded Operators Program (PO75) to coordinate the organization of the second meeting in a single meeting; however, implementation was not smooth and Transform WASH had a limited time slot to present its findings on non-payment for water and the planned study in low payment for water supply service causes in the meeting supported by PO75 in July 2023.

FIGURE 1: PARTICIPANTS OF THE AIAS OPERATORS’ COORDINATION MEETING



Left: AIAS head of planning department participation and right: head of AIAS Zambézia provincial delegation.

The development of the software for piped water systems reporting will not be conducted by Transform WASH, because DNAAS engaged a subcontractor to develop this software with other donor support. Transform WASH is supporting the process through review and comments to the various outputs prepared by the subcontractor at DNAAS’s request.

TABLE 5: SUMMARY OF THE PROGRESS MADE ON COMPONENT I ACTIVITIES

Activity	Deliverable	Deadline	Remarks
CI.1 Support policy and regulatory reform in alignment with decentralization			
CI.1.1	Agreed roadmap for the development of three priority regulatory reforms approved by AIAS, DNAAS, and AURA	Nov 2022	Roadmap agreed with AIAS, DNAAS, and AURA
CI.1.2	Selection and completed negotiations with preferred subcontractor to support policy reform	Mar 2023	SOW for STTA prepared for each of the three priorities
CI.1.3	Inception report	Apr 2023	To be delivered in FY24
CI.1.4	Preliminary report	Sep 2023	
CI.2 Improve institutional capacity to budget, plan, implement, monitor, and report			

Activity	Deliverable	Deadline	Remarks
CI.2.1	Agreement on three priorities for capacity building	Dec 2022	<ul style="list-style-type: none"> • Most to be informed by OCAT • One capacity building need identified from WASH-FIN study
CI.2.2	Identification/selection of capacity building partners, subcontractor and/or consultants	Feb 2023	One capacity building designed in-house
CI.2.3	First capacity building report	Mar 2023	One capacity building for PRONASAR piped systems performance monitoring implemented
CI.2.4	Second capacity building report	Jun 2023	
CI.2.5	Third capacity building report	Sep 2023	
CI.3 Scale up SINAS and/or other platforms for WASH service planning and reporting			
CI.3.1	Agreement on PRONASAR piped systems and FPA performance indicators, and BIAS data and AURA-Net data relevant to SINAS	Jan 2023	Performance indicators are part of the SINAS assessment report
CI.3.2	Selection and completed negotiations with preferred subcontractor to develop the software	Mar 2023	Being developed with other donor support
CI.3.3	Piped water reporting software	Jun 2023	
CI.3.4	AIAS coordination meetings with Cabo Delgado, Nampula, and Zambézia operators	(4) Every Quarter	<ul style="list-style-type: none"> • One meeting organized in April 2023 • One meeting attended in July 2023

3.2.3 COMPONENT 2 ACTIVITIES

Summary of planned tasks for FY23: under Component 2 the main planned interventions were focused on: (i) capacity building to key public sector institutions to improve performance in monitoring, overseeing, and supporting the delivery of piped water service in rural growth centers and small towns and performance monitoring; (ii) capacity building to service providers to improve technical operational and performance reporting; and (iii) providing necessary support to the service expansion through infrastructure development, mostly through inputs to the construction mechanism.

C2.1 - Improve Capacity of Public Providers and Communities to Manage Water: Under this task, Transform WASH planned to implement capacity building interventions aimed at improving the capacity of key public and community actors to manage water services; improved community capacity for social mobilization, monitoring services such as system functionality, with a focus on increasing women's leadership roles within the committees; and improved management approaches that address WASH needs of small towns and rural systems. The planned capacity buildings for FY23 to achieve these objectives were aimed at targeting public institutions within the performance monitoring chain of PRONASAR piped water service and small towns water supply service mostly at decentralized level (provincial and district level), namely DPOP, SPI, AIAS delegations, and SDPI. In FY23 the following progress was made in this regard:

- A proposal of PRONASAR piped water systems performance monitoring set of indicators was prepared, which comprise the proposed indicators to be reported by operators to SDPIs, the summary indicators tables for SDPI to report to DPOP and the summary table for DPOP reporting to DNAAS/SINAS;

- In-class capacity building of DPOP and SDPI from the selected districts of the three targeted provinces was conducted in Cabo Delgado (Pemba), Nampula (Namialo), and Zambézia (Mocuba); and
- Capacity building to AIAS delegations and SPI on piped water systems performance monitoring conducted in September in Mocuba. AIAS delegations, AURA delegations, and SPI were invited and attended training sessions for learning and reference for their own activities. Development partners implementing similar activities also attended the training sessions for harmonization in other districts not supported by Transform WASH, namely UNICEF, Helvetas and the Netherland Development Organization (SNV) activity funded by FCDO. The first major result of the capacity building conducted is the first update of PRONASAR piped systems into the SINAS database, which is planned to be done on a quarterly basis.

FIGURE 2: PRACTICAL EXERCISE EXPLANATION AND GROUP WORK



Left: Transform WASH explaining the exercise; and center and right: group exercise in Cabo Delgado and Nampula, respectively

Recruitment of DNAAS Embedded Technical Advisor: In Q3 of FY23, Transform WASH engaged an embedded advisor to DNAAS at the request of USAID to support the engagement of FPA investment in existing and new water supply ventures in the targeted provinces through dissemination of the Decree 51/2015 within sector institutions in the region for political support and training in implementation of the licensing of operators to SDPI and municipalities. The embedded advisor will also support the coordination between Transform WASH and DNAAS in implementation of other key activities.

C2.2 - Strengthen Capacity of Water Providers: For FY23, the priority for this task was the technical capacity building of the first group of existing PRONASAR piped systems operators to enhance their technical operational capacity and the ability to record technical operational data and report performance to the contracting entities (SDPI and DPOP). In Q1, Transform WASH mapped the existing and active PRONASAR operators in the three targeted provinces from the BA findings. This exercise was consolidated during the field visits conducted in support of the systems inventory, under Task 1.2. The first capacity building of eight operators was conducted in Q4 (September 2023) in Monapo and covered topics related to: (i) understanding of the PRONASAR water supply systems operators' roles and responsibilities and the delegated management and contractual duties; (ii) skills and tools to develop and implement water supply systems operational and maintenance plans and business management competences; (iii) basic resilience response plans on the management of PRONASAR water supply systems; (iv) required knowledge, skills, and tools to regularly report on PRONASAR piped water service performance to relevant district and provincial authorities; and (v) gender mainstreaming in the management and operation of piped water supply services. The DPOP and SDPI already trained in PRONASAR piped service performance monitoring supported the delivery of this capacity building. The following steps will include mentoring during the implementation of the acquired skills and commencement of the performance reporting by operators.

FIGURE 3: CAPACITY BUILDING SESSION FOR PRONASAR PIPED SYSTEMS OPERATORS



C2.3 - Support to the Expansion of Water Supply Service Access: Under this task the finalization of the BA assignment was planned which would provide the proposed ranking of the fifteen towns selected for Transform WASH activity implementation for USAID consideration and support to the construction mechanism, as required. In FY23 the BA was finalized in Q3, with the report which provides the ranking of the towns approved by USAID on June 2, 2023. The ranking will be reviewed according to the results of the detailed feasibility studies and detailed designs to be conducted by the USAID construction mechanism, from where the list of ten towns to benefit from USAID’s infrastructure development support will be drawn.

TABLE 6: SELECTED TOWNS RANKING ACCORDING TO BA RESULTS

Province	Towns	Population	Service Coverage by Piped Water	Unserviced Population	Score	Ranking
Nampula	Mogincual	52,247	6.2%	49,012	71.0	1
Zambézia	Mocuba	121,021	16.9%	94,921	70.0	2
Nampula	Monapo	96,250	13.7%	83,040	68.7	3
Nampula	Meconta	34,478	2.9%	33,478	66.5	4
Cabo Delgado	Chiúre	107,632	7.7%	99,397	64.4	5
Nampula	Muecate	28,918	0.0%	28,918	61.0	6
Zambézia	Milange	52,570	17.8%	41,941	60.9	7
	Lugela	19,540	3.4%	58,693	60.7	8
	Pebane	40,756	7.2%	37,851	59.8	9
Cabo Delgado	Balama	36,691	5.0%	34,846	57.1	10
Zambézia	Alto Molôcuê	51,411	28.5%	36,781	56.0	11
Nampula	Lalaua	76,200	1.4%	75,105	55.8	12
Zambézia	Derre	33,703	6.1%	31,625	54.0	13
Cabo Delgado	Namuno	31,776	2.7%	30,921	51.5	14
Zambézia	Mulevala	10,732	2.6%	10,432	51.0	15

In July 2023, Transform WASH started providing support to the USAID construction mechanism through facilitation, where necessary, of meetings between the subcontractor responsible for the systems feasibility studies and detailed designs, Royal Haskoning DHV, with provincial and district authorities. Additional support was provided to the construction mechanism in July 2023 in identification of an additional six towns outside of the geographic area of Transform WASH activity to be considered in its assessment, namely for Cabo Delgado Province (Ancuabe and Mecufi-Sede), for Nampula Province (Ilha de Moçambique, Mossuril-Sede, and Liupo-Sede), and for Zambézia Province (Maganja da Costa). Transform

WASH will continue to liaise with the construction mechanism with technical recommendations required to support the Transform WASH activity expected results.

TABLE 7: SUMMARY OF THE PROGRESS MADE ON COMPONENT II ACTIVITIES

Activity	Deliverable	Deadline	Remarks
C.2.1 Improve capacity of public providers and communities to manage water services			
C2.1.1	Performance monitoring tools for PRONASAR piped systems	Jan 2023	Delivered in February 2023 with training program
C2.1.2	Reviewed AIAS operators' performance monitoring tools	Jan 2023	To be delivered with SINAS assessment report under finalization
C2.1.3	Capacity building programs for central and local level	Dec 2022	Capacity building program delivered in February 2023
C2.1.4	Capacity building report for DPOP, SPI, and SDPI	Mar 2023	Capacity buildings delivered in March and April 2023
C2.1.5	Capacity building report for AIAS and AURA delegations	Mar 2023	Capacity building delivered in September 2023
C2.1.6	Capacity building report for central level	Sep 2023	To be delivered in FY24
C.2.2 Strengthen capacity of water providers			
C2.2.1	List of PRONASAR towns to benefit from capacity building	Dec 2022	List of the first operators delivered in December 2022
C2.2.2	SOW and RFP for subcontractor for capacity building	Jan 2022	Capacity building program designed in-house in August 2023
C2.2.3	Selection and completed negotiations with preferred subcontractor to provide capacity building	Apr 2023	
C2.2.4	Commencement of the capacity building to PRONASAR operators	May 2023	Capacity building of first eight PRONASAR operators conducted in September 2023
C2.3 Support expansion of water services access through infrastructure development			
C.2.3	Ranking of pre-selected AIAS towns	December 2022	Delivered in June 2023

3.2.4 COMPONENT 3 ACTIVITIES

Summary of planned activities: under Component 3 Transform WASH planned to: (i) support AIAS towards the creation and establishment of the small towns water infrastructure fund; (ii) implement capacity building for small towns and rural growth centers piped water systems operators in financial performance improvement to enhance their capacity to raise finance and expand service; (iii) support AIAS in implementation of ongoing and other potential public-private partnerships (PPP); (iv) support the establishment of women and youth entrepreneurship in the WASH value chain, including through GUCs; (v) support *fornecedores privado de água* (private water providers [FPAs]) and other private sector actors in investment to deliver new piped water systems or rehabilitate and operate existing piped water systems; and (vi) develop tools to support sector financial flows tracking.

C.3.1 - Support Set-Up of the Blended Water Fund: For FY23, Transform WASH planned to support AIAS in organizing a donor conference in Maputo by the end of FY22 aimed at securing official pledges from donors who showed interest to contribute to the fund during WASH-FIN market sounding (African Development Bank (AfDB), Netherlands Embassy, Green Climate Fund (GCF), UNICEF and USAID) and other donors who might be interested at this stage. Once donors officially confirm their interest, a subcontractor would be engaged to start supporting AIAS in drafting of legal documents required for approval of the Fund by the Council of Ministers, while requesting donors to sign the respective pledges and by September 2023, a second donor conference was planned. All the planned developments were subject to USAID, AIAS, other WASH sector institutions, and the sector ministry approval and guidance. The following was the progress made in FY23:

- Transform WASH supported AIAS in holding a donor engagement meeting to gauge their interest to support the grant component of the Fund. The December 2023 donors' engagement meeting was preceded by individual meetings with each of the donors to provide briefings to them on the Fund concept in advance. The meeting was attended by nine donors (WB, European Union, Japanese International Cooperation Agency, FCDO, AfDB, UNICEF, the Embassy of the Netherlands, the German Development Bank (KfW), and USAID) and one local private operator (PB Construções). Although participating donors indicated interest in supporting the Fund, they requested additional clarifications on some issues including risk management and transparency, independence of the Fund manager, a proposal to accommodate donors' specific priorities and preferences, and re-confirmation of the private sector interest to invest in piped water projects. The main recommendation from the meeting was for AIAS and Transform WASH to schedule another meeting in Q2 of FY23 to clarify these points;
- Transform WASH supported the second donor engagement meeting, held on July 14, 2023 and attended by four donors (Embassy of Netherlands, UNICEF, KfW, and USAID) and three private sector operators (Operation Water, Palmontt, and Collins), which was also preceded by one-on-one meetings between the Transform WASH activity and donors to provide clarifications on issues raised in the first meeting. From the second meeting, donors adopted the fund concept and recommended AIAS to start one-on-one discussions with them to agree on how each of them can support the Fund. Transform WASH was tasked with providing administrative support where necessary, starting with the engagement of an STTA to support AIAS during the discussions with the donors.

FIGURE 4: SECOND DONORS MEETING: LEFT - AIAS DIRECTOR; RIGHT - PARTICIPANTS



C3.2 - Support Small and Medium Enterprises (SMEs) in Accessing Finance and Develop/Test Innovative Financing Mechanisms: Under this task the implementation of efforts to address SME creditworthiness and develop innovations to align the interests of financial institutions with the unique needs of water sector SMEs was planned for FY23. The specific actions planned were the

capacity building of small towns water operators and PRONASAR piped water systems operators in financial performance and business development towards raising their ability to mobilize finance for service expansion. The progress made in FY23 on small towns water system operators (AIAS operators) include: performance assessment of nine AIAS operators from the fifteen selected towns (other towns either do not have functioning piped systems or do not have private or autonomous operators); designing of a capacity building program informed by the performance assessment results which includes five modules covering business management concepts, technical and operations management, marketing management, human resources management, and accounting and financial management; implementation of the training of the first module; and coaching and mentoring on the first modules topics. During the mentoring and coaching of AIAS operators it was found that one of the key issues faced by the operators is the low payment for water bills by consumers. To properly address this challenge, a study on underlying causes is under preparation, with the tender for an STTA to conduct the study already launched. The respective results will inform a marketing program for operators.

For rural growth centers operators (PRONASAR operators), priority was given to their capacity building in technical aspects under Task C2.2 where only eight active operators were identified in the targeted districts (Cabo Delgado - 1; Nampula - 3; and Zambézia - 4). The financial performance assessment for these operators started in September 2023, and the respective report is expected to be finalized in Q1 of FY24.

As a result of the PRONASAR piped systems inventory conducted under Task 2.1, which found a significant number of non-functioning piped water systems and some functioning systems without operators, an investment opportunities webinar to promote these systems to the local private sector to invest in recovering and operating them. The webinar was held on September 15, 2023, and attended by more than seventy-two participants (seventy-two connected to the webinar and most of the connections had more than one participant) from public and private sectors at central, provincial, and district levels. Thirteen water system opportunities were presented to the participants. The webinar was opened by the Director of DNAAS, and the existing opportunities were presented by DPOP Cabo Delgado, DPOP Nampula and DPOP Zambézia for PRONASAR piped system opportunities available in each province and by AIAS for opportunities available in small towns. Following the webinar, some private sector actors, including women and youth, had shown interest in investing in these systems, with two who already conducted field visits to some of the sites to collect data to inform their investments decision. Transform WASH will technically support AIAS and DPOP in designing operators' selection criteria which include investment in infrastructures requirements and in engaging the interested private sector.

FIGURE 5: PRIVATE SECTOR ACTORS VISITING PIPED WATER SYSTEMS IN ZAMBÉZIA



Transform WASH started the mapping of local financial institutions to assess competitive financial products in the market that can be explored by operators interested in mobilizing financing for service expansion investments.

C3.3 – Scale up PPP Business Models for Water Services: Under this activity it was envisioned that an embedded advisor supported by the Finance and Business Specialist and Chief of Party will provide direct support to AIAS on development and/or implementation of PPP models, especially in coordination with the WB, including in engaging advisory services that might be required (e.g., Operation Water concession). Due to lack of progress of the Operation Water concession contract with the government for eight piped systems, the Transform WASH support was combined with the review of the Mozambique PPP bottlenecks for private sector investment in water supply projects assignment to be conducted by two STTAs (one legal advisor and one transactional advisor), whose engagement is ongoing with the respective SOWs developed. Transform WASH connected AIAS and Operation Water to a Dubai-based fund which is interested in investing in water supply projects in Africa, provided that another entity is responsible for direct management of the utility and collection of water revenues.

C3.4 – Establish Enabling Environment for Women Entrepreneur’s Business Development: Under this activity the identification of the cohort of private sector actors with which the program will work was planned for FY23, including as many female and youth entrepreneurs as possible. The Activity planned to identify potential business opportunities in the WASH value chain and present these to both women and youth to promote entrepreneurship. A specific session was planned to be held with women and youth for this purpose. It was also planned to engage a local subcontractor to support the female and youth entrepreneurs in identifying the barriers for their active involvement in WASH value chain businesses. In FY23, Transform WASH organized a women and youth entrepreneurship workshop in Nampula (in March 2023) with the objective of engaging local private sectors actors, academic institutions, and female and youth entrepreneurs with the Mozambican WASH sector; involve local private sector actors, academic institutions, and female and youth entrepreneurs in the identification of potential business opportunities in the WASH value chain; discuss with local women and youth entrepreneurs unique challenges related to being business owners or leaders; and disseminate information about Transform WASH GUC opportunities aimed at supporting women and youth entrepreneurs to access business opportunities in the WASH value chain. The workshop was attended by thirty-three participants of which nineteen were women and ten youth (aged up to 29). From this workshop and actions that followed, key private partners to work with the project were identified, especially women and youth. Some of them are in an advanced stage of engagement in exploring business opportunities in piped water systems investment and management under Task C3.2.

FIGURE 6: YOUNG ENTREPRENEURS SHARING THEIR EXPERIENCES DURING THE WOMEN AND YOUTH ENTREPRENEURS WORKSHOP



Following the workshop, Transform WASH activity drafted the first list of private sector actors expected to work with the Activity to advance the WASH agenda in the targeted fifteen towns and districts (Annex IV).

In Q4, Transform WASH launched GUC opportunities to the market, which includes lines for innovative ideas for women and youth to propose and implement business solutions within the WASH value chain such as inclusive financial solutions and local businesses scale up initiatives. The GUCs are expected to be awarded in March 2024 and it is expected that at least 30% of them will be implemented by women and youth. The support for potential women and youth entrepreneurs will be provided with in-house resources.

C3.5 - Identify Enabling Environment Critical Issues for Wash Financing Mobilization and Tracking: Under this activity, Transform WASH planned for FY23 to implement follow-up activities from the private sector roundtable namely:

- support AIAS in improving its gender and youth practices in engagement of private operators for its piped systems, potentially with specific provisions in the revised lease contract, while designing and implementing GUCs to support female and youth entrepreneurs under the sub-activity 3.4, which will include experience exchanges with other business organizations; and
- support to FPAs in identification of investment opportunities in the targeted three provinces (Cabo Delgado, Nampula, and Zambézia), which was expected to include orientation sessions to the provincial and district government on Decree 51/2015 in Q1 FY23 and Q2 FY23, evaluation and support to FPAs in planning new investment ventures, and continued support to FPAs with data from the three provinces required for investment decisions.

Given that there is a limited number of FPAs in the targeted provinces, and most of them have a limited number of connections, the priority was given to dissemination of business opportunities to FPAs elsewhere for them to explore investments in the targeted provinces. AFORAMO as well as individual members were invited to the small business opportunities and management of piped water systems webinar held under Task C3.2 and the dissemination of the Decree 51/2015 (which provides the legal framework for legalization, formalization and licensing FPAs) was conducted in all three targeted provinces (Cabo Delgado, Nampula, and Zambézia), in coordination with LOGOS. Capacity building for FPAs in new investment ventures will be conducted using in-house resources if FPAs decide to invest in existing opportunities in the targeted geographical area.

Transform WASH developed the SOW of the engagement of an STTA to prepare financial flows tracking for both WASH institutions at the decentralized level and non-WASH institutions investing substantially in WASH infrastructure and services (health, education, and environmental sectors). The assignment is expected to commence early Q1 of FY24.

TABLE 8: SUMMARY OF THE PROGRESS MADE ON COMPONENT III ACTIVITIES

Activity	Deliverable	Deadline	Remarks
C3.1 Support set-up of the blended water Fund			
C.3.1.1	Approval of the Fund Concept by the sector minister	Apr 2022	Not yet submitted to the sector minister by AIAS, because AIAS wants to have full donors support first
C3.1.2	Procurement of a subcontractor for creation and establishment of the small towns water infrastructure fund finalized	Jun 2023	Ongoing engagement of a STTA to support AIAS in negotiations with donors
C3.1.3	Fund MoU	Aug 2023	STTA being engaged to support AIAS in securing pledges
C3.1.4	Fund's governance agreements	Aug 2023	

Activity	Deliverable	Deadline	Remarks
C.3.1.5	Donors conference report	Sep 2023	Two donors engagement meetings held
C3.2 Support SMEs in accessing finance and develop/test innovative financing mechanisms			
C3.2.1	Performance review note for first nine AIAS operators	Jan 2023	Performance review finalized in February 2023
C3.2.2	Capacity building program	Feb 2023	Delivered in February 2023
C3.2.3	Training report	Apr 2023	Delivered in April 2023
C3.2.4	Business plans and standard financing application templates	Sep 2023	To be delivered in FY24 after completion of additional training modules
C3.2.5	Selection of first ten PRONASAR operators	Jun 2023	Selection finalized in Q2
C.3.2.6	Workshop report	July 2023	Held in September 2023 in coordination with task C2.2.4
C.3.2.7	Performance review note for first ten PRONASAR operators	Sep 2023	Performance review started in September 2023
C3.3 Scale up PPP business models for water services			
C.3.3.1	Procurement of a subcontractor to provide continued support with Operation Water concession contract	Feb 2022	STTA engagement at tender stage
C3.3.2	Commencement of the support	Mar 2023	In-house support provided in FY24, as requested
C3.4 Establish enabling environment for women entrepreneur's business development			
C3.4.1	Women and youth entrepreneurs' workshop report	Jan 2023	Delivered in March 2023
C.3.4.2	Initial list of private sector actors to work with the project	Jan 2023	Delivered in March 2023
C3.4.3	GUC concept note for women and youth entrepreneurs support	Mar 2023	GUC at evaluation stage
C.3.4.4	Procurement of a partner to support the development of women and youth entrepreneurship	Sep 2023	To be provided using in-house resources
C3.5 Identify enabling environment critical issues for wash financing mobilization and tracking			
C.3.5.1	Women and youth entrepreneurs' experiences exchange reports	Jun 2023 and Oct 2023	To be delivered in FY24
C3.5.2	Training of DPOP, SPI, and SDPI in Decree 51/2015 report	Mar 2023	Training of DPOP and SPI delivered in September 2023
C3.5.3	Performance assessment report for first five FPAs	Mar 2023	To be conducted on a needs basis
C3.5.4	FPA capacity building program on new investment ventures	May 2023	To be delivered on a needs basis

Activity	Deliverable	Deadline	Remarks
C.3.5.5	FPA capacity building report	Aug 2023	To be delivered on a needs basis
C3.5.6	Design of financial flows tracking tools for non-WASH institutions (health, education and environment sectors)	May 2023	At STTA candidate evaluation stage
C.3.5.7	Design of financial flows tracking tools for non-WASH institutions (health, education and environment sectors)	May 2023	
C.3.5.8	Commencement of institutions capacity building and implementation	Jun 2023	To be delivered in FY24

3.2.5 COMPONENT 4 ACTIVITIES

Summary of planned activities: under Component 4, with CARE and Iris Group, Transform WASH planned to: (i) engage key sector partners to establish an SBC working group; (ii) develop the activity SBC strategy; (iii) select and analyze the initial five to ten communities for the planned SBC interventions; (iv) identify local actors to support the implementation of SBC activities at the community level; and (v) select and implement the first priority behavior changes activities, including through GUCs.

The implementation of the SBC component experienced delays at early stage due to the rejection of the contract by the initial candidate for the SBC specialist position (Mr José Pires). While searching for the replacement, CARE, the consortium partner responsible for SBC tasks, engaged an STTA in August 2022 (Bert Sonnenschein) who helped in developing the first version of the SBC strategy and the initial engagement of stakeholders towards the establishment of the SBC working group, until January 2023 when the new SBC specialist, Mr Carlos Macande, started the assignment. The SBC technicians who are responsible for supporting the implementation of SBC tasks on the ground were engaged in April 2023, namely Ligio Pente (based in Pemba AIAS office), Lucilia Xavier (based in Nampula’s Transform WASH office in), and Francelina Savaio (based in Quelimane AIAS office). Since the engagement of the SBC team, the focus was on recovering from the delays, establishing the SBC working group, identifying the first three towns for initial implementation of SBC tasks, identifying local community actors to support the implementation of activities, the initial training of the community actors on SAA (a gender inclusion tool through social discussion), and initial discussion of specific tasks with the SBC working group and community members. The team will expand the implementation of SBC tasks to the outstanding twelve towns in FY24 starting with identification of the community actors to support the implementation. Transform WASH activity expects to recover from the delays by the end of Q2 of FY24. The following are the details of the progress made in FY23:

C4.1 Increase Institutions’ and Communities’ Value and Intention to Invest in Water Services: Building upon the rapid participatory assessment in target districts during the BA, Transform WASH activity planned for FY23 to design and implement an engagement strategy with multiple local stakeholders to positively influence community engagement in designing water systems and willingness to pay for the service once available. This was planned to be done through identification and engagement of local influent men and women in the communities; local saving groups; and design and implementation of GUC initiatives in the same area. The progress made in FY23 is summarized as follows:

- Establishment of the SBC working group in March 2023 (reported in Section 4.2.1);
- Selection of the first group of towns to be targeted by SBC activities (Chiúre, Monapo, and Pebane), which are part of the sample of five towns where the socio-economic survey was conducted;

- Ongoing drafting of the SBC strategy which is expected to be finalized by early Q2 of FY24;
- Identification and mapping of existing saving groups in the targeted towns and districts in Q2 and Q3 of FY23; and
- Identification of influential men and women in the three selected towns. These actors along with government actors (from SDPI and *Serviço Distrital de Saúde, Mulher, e Acção Social* (District Services for Health, Women, and Social Affairs [SDSMAS])) were trained in SAA reported under Task C4.1.3 and are the entry point of Transform WASH SBC actions at the community level.

In Q4, Transform WASH released to the market GUC opportunities, which provides lines to address the valuing of water by community members. The GUC for SBC activities is expected to be awarded by the end of Q2 of FY24 (March 2024) and start implementation in April 2024.

C4.2 Increase Household Ability and Motivation to Adopt Hygiene Behaviors: Transform WASH planned for FY23 co-design evidence-based SBC activities in conjunction with the SBC working group. Transform WASH also planned to integrate youth engagement and leadership into SBC activity design through organized research and internship opportunities for local university students. Detailed interventions under this were planned to be informed by the BA. The progress made in FY23 is summarized as follows:

- Identification of the first three out of ten communities (towns) to address motivation drivers and social/gender norms for planned SBC interventions. The outstanding communities will be identified and engaged in FY24;
- Development of tools for handwashing behavior, discussion and agreement with the SBC working group in the three targeted provinces, and training the community actors for them to disseminate the tools at the community level;
- Mapping of WASH institutions and organizations implementing SBC activities in the targeted provinces in Q2 (list attached in Annex V); and design in Q4 of GUC opportunities which includes lines for addressing household and community hygiene behaviors. The GUC is expected to be awarded by the end of Q2 of FY24 (March 2024) and start implementation in April 2024.

Under this subcomponent there are some delays experienced due to the above-mentioned delay in engagement of the SBC team expected to be recovered by the end of Q2 of FY24, namely: (i) development of tools and implementation plan for engagement of women and youth actively in water activities; (ii) development of business plans for specific WASH chain products, which require that interested actors are identified first; and the implementation of internship programs, which will be re-evaluated in FY24 and a proposal of the mechanism for its implementation will be submitted to USAID for concurrence.

C4.3 Strengthen Gender Norms that Support Equity and Inclusion: This activity was planned using the initial research conducted under the BA to design and initiate gender-focused SBC programs that address harmful gender norms in WASH behaviors for women. The team planned to deploy SAA and Social Norms Analysis Plots to detect and document baseline social norms and Engaging Men and Boys (EMB) and Uplifting Women's Participation in Water-Related Decision-Making (UPWARD) tools to implement SBC activities that address harmful gender norms that inhibit desired WASH behaviors and gender equality. This activity is planned to include the assessment of prevailing norms and design of response actions to transform harmful norms and strengthening norms that promote gender integration. The progress made in FY23 includes the training of trainers in SAA, which is a tool that addresses gender inequalities by engaging community members in a series of critical reflections and dialogue. The training of trainees was conducted in Nampula City in May 2023 and benefited Transform WASH staff and community

members from SDSMAS and was attended by staff members from *Direcção Provincial de Saúde* (Provincial Directorate of Health [DPS]); *Serviços Provinciais de Saúde* (Provincial Health Services [SPS]), AIAS, DPOP, and SPI. The SAA training was replicated at community level in Chiúre, Monapo, and Pebane in June and July 2023.

FIGURE 7: SAA FACILITATOR; RIGHT – MONAPO COMMUNITY SAA SESSION



TABLE 9: SUMMARY OF THE PROGRESS MADE ON COMPONENT IV ACTIVITIES

Activity	Deliverable	Deadline	Remarks
C4.1 Increase institutions and communities' value and intention to invest in water services			
C4.1.1	Establishment of SBC working group	Nov 2022	SBC working group established in March 2023
C4.1.2	SBC strategy	Jan 2023	Under review by USAID
C4.1.3	Identification of local influent men and women in the communities	May 2023	Identified in May and June 2023 in the first three towns
C4.1.4	Commencement of the support to the influent men and women to become the champions of the water value promotion in the community	Apr 2023	Started in June 2023
C4.1.5	Identification of local saving groups	Jan 2023	Identified in May and June 2023 in first three towns
C4.1.6	Commencement of engagement with saving groups to support households in financing water connections	Feb 2023	Engagement started in June 2023
C4.1.7	Preparation of the GUC for SBC messages concept note	Jun 2023	Prepared in July 2023
C4.1.8	Procurement of the partner to implement GUC	Sep 2023	GUC at evaluation stage
C4.2 Increase household ability and motivation to adopt hygiene behaviors			
C4.2.1	First 5-10 communities to address motivation drivers and social/gender norms for planned SBC interventions identified	Dec 2022	Three communities (towns) identified

Activity	Deliverable	Deadline	Remarks
C4.2.2	Tools and implementation plan for behavior change developed	Jan 2023	First tool under implementation (handwashing stations) Other tools under development
C4.2.3	Tools and implementation plan for engagement of women and youth actively in water activities developed	Jan 2023	Training in SAA at community level conducted Implementation plan to be finalized in FY24, after approval of the SBC strategy
C4.2.4	Development of business plans for specific WASH chain products	Feb 2023	To be developed in FY24
C4.2.5	Concept note for GUC for marketing and adoption of water quality and hygiene products	May 2023	Concept developed in July 2023
C4.2.6	Procurement of the partner to implement the GUC	Sep 2023	GUC at evaluation stage
C4.2.7	WASH related institutions in the region mapping	Mar 2023	Mapped in February 2023
C4.2.8	Internship programs design	Jun 2023	First female interim at final stage of engagement in Alto Molôcuè water supply system in coordination with task C3.2
C4.2.9	Commencement of implementation of internship programs	Jul 2023	To be re-evaluated in FY24
C4.3 Strengthen gender norms that support equity and inclusion			
C4.3.1	Conduct social analysis in the pre-selected 5-10 communities	Feb 2023	Training in SAA conducted. SAA analysis ongoing
C4.3.2	Design response actions to the analysis results	May 2023	Ongoing: handwash stations exercise conducted at community level
C4.3.3	Commencement of the implement the response actions	Jun 2023	Action plans under implementation

3.3 MEL TASKS

MEL 1: Prepare AMEL Plan: The revised MEL plan with USAID comments incorporated was submitted in May 2023 and approved by USAID in the same May 2023. Transform WASH will submit in FY24 a proposal for minor revisions to some of the proposed indicators for USAID concurrence.

MEL 2: Baseline Analysis: Data collection, analysis, and treatment to define the baseline values for five indicators out of nine indicators requiring data from baseline. The baseline values for the seven outstanding indicators will be collected during the BA verification to be finalized by the end of Q2 of FY24.

MEL 3: Develop Data Collection Tools, Standard Operating Procedures, Checklists/Trackers, and Reporting Templates: In FY23, data collection tools for all twenty-three indicators were developed and discussed with the whole Transform WASH activity team, which includes

tools for household surveys and forms for beneficiary assessments. Transform WASH activity adapted the OCAT to respond to the specifics of the Mozambique WASH sector and Transform WASH intervention areas.

MEL 4: Develop Learning Agenda: In FY23, three Transform WASH related topics were presented during the WASH sector joint annual review meeting: small towns water fund concept (presented by AIAS); PRONASAR piped water systems performance monitoring support (presented by DNAAS); and key findings from the baseline analysis of fifteen AIAS towns (presented by Transform WASH). Transform WASH started the development of agenda and content for its first learning event, planned for March 2024.

FIGURE 8: MOZAMBIQUE JOINT WATER SECTOR REVIEW MEETING



Left: group photo, sector Minister and development partners; and right: Transform WASH BA findings panel

MEL 5: Report Indicator Results: Transform WASH started reporting indicator results into the USAID DIS for FY23 results and targets for FY24 and FY25. The activity started drafting the MEL section for the FY23 annual report and will start drafting this section for quarter reports starting from Q1 of FY24.

MEL 6: Regular Activity Data Collection: The MEL and communication team supported the data collection for success stories in FY23, which started being incorporated into quarterly reports and annual reports in Q3 of FY22 (first of quarter of activity implementation). Transform WASH collected data required to assess the indicator results for FY23 and is at early stage of field data verification, through a local subcontractor, to assess further baseline status.

3.4 COMMUNICATION TASKS

The activity visibility materials were prepared and approved by USAID in Q4 of FY23 (roll ups and field vests) and are being used during activity public tasks.

In FY23, Transform WASH collected related data in the field and reported six success stories, being one in Q1, two in Q2, one in Q3 and two in the annual report.

Throughout FY23 Transform WASH provided USAID with regular weekly highlights on the activity's progress for USAID webpage and social media.

Transform WASH started the engagement of a local consultant to develop an improved AIAS webpage aimed at improving the institution's visibility, relationship with its stakeholders, and accountability.

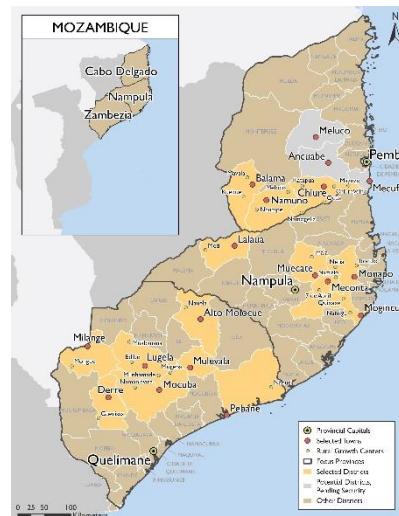
Transform WASH started planning the learning event planned for March 2024, which is expected to share at least four of the activity initial results.

3.5 TRANSFORM WASH ACTIVITY GEOGRAPHIC LOCATION

TABLE 10: SELECTED TOWNS

Province	Towns
Cabo Delgado	Balama
	Chiúre
	Namuno
Nampula	Monapo
	Meconta
	Muecate
	Lalaua
	Mogicual
Zambézia	Mocuba
	Milange
	Pebane
	Derre
	Alto Molôcuè
	Mulavela
	Derre

FIGURE 9: LOCATION OF SELECTED TOWNS



4.0 CHALLENGES AND LESSONS LEARNED

4.1 CHALLENGES

- The worsening of the security situation in Cabo Delgado Province from September to November 2022 led to delays in BA technical data collection in Balama, Chiúre, and Namulo and delaying the delivery of the BA report to April 2023. Technical data was eventually collected in December when security conditions improved. Transform WASH developed a security check protocol for field visits for Cabo Delgado Province. The security protocol developed by Transform WASH will be used in any future needs for security assessment and adaptation, even outside Cabo Delgado.
- The Government's interest in leading some discussions on key tasks to be supported by Transform WASH, mainly the development of SOWs for policies development/review led to delays due to government staff limited availability for proposed discussions. Availability of the government staff also affected the implementation of the organizational capacity assessment through the adapted OCAT, with multiple postponing of meetings between the consultant engaged to support the exercise and the relevant government authorities. Transform WASH will try to capitalize on the focal points to minimize the impact of availability of top managers, where possible.
- The delays in establishment of the activity SBC team due to the rejection of the contract by the first candidate affected the delivery of this component and specifically the SBC strategy, which is still under development. The new SBC specialist was engaged in December 2022, to start in January 2023, who was responsible for the engagement of the SBC technicians, which was finalized in April 2023. Transform WASH expects to recover from these delays by the end of Q2 of FY24.

4.2 LESSONS LEARNED

- The empowerment of AIAS delegations, AURA delegations, DPOPs, SPIs, and SDPIs through capacity building is gradually improving the engagement of provincial and district government technical staff in the operators contract management and performance monitoring of operators in the covered

geographical area, with some initial outcomes on the quality of service (increase in supply hours in some systems), in the reporting mechanisms and in awareness raising for improved partnership between the government authorities and the private sector in delivering the agenda of improved water supply service, including through investment opportunities to recover non-functioning piped water systems as a result of local private investment.

- The establishment of the activity counterpart institutions focal points and the SBC working group have improved the communication, coordination, and engagement of these institutions in activity implementation. This has led to joint implementation of capacity building activities and SBC activities with other partners and USAID funded activities and coordination meetings with stakeholders.
- The time spent to agree with relevant governments authorities on the first three priorities for legal and regulatory reform, to agree on the specific roadmaps and SOWs, and the time expected for their developments suggests the need to also focus on supporting the WASH sector in implementation of the existing policies in a proportion that ensures success for both the new and existing policies.

Transform WASH tasks are aimed at capacity building of public and private actors, namely public institutions, operators (public and private), entrepreneurs (including female and youth) and communities. Many activities will be implemented and completed over the course of multiple years. Most of activities planned to start in FY22 and FY23 will be implemented throughout FY24 and FY25, and some will transition to FY26. However, the following are the key activities that were planned to be finalized in FY23 which were not finalized and are planned to be finalized in FY24.

Task	Initial Deadline	Remarks
Implementation of OCAT	Q1 of FY23	The activity was delayed due to: <ul style="list-style-type: none"> • The need to engage a consultant to help implement the tool, given the complexity of the assignment, which led to additional time for consultant’s procurement; and • Activity’s high dependence on availability of the GRM staff to perform the exercise. The revised deadline for finalization of OCAT is January 2024.
Agreement on first priorities for capacity building on planning, budgeting, implementation, monitoring, and reporting	December 2022	This activity experienced delays because it was planned to be informed by the OCAT exercise results. Given that OCAT exercise is expected to be finalized in Jan 2024, the three priorities identification revised deadline is mid-Q2 of FY24
Small towns water fund concept approval by the sector minister	April 2023	This activity experienced delays due to AIAS requirement of mobilizing donors support before taking the Fund concept to the sector minister. With support to AIAS in engaging donors planned to start in Q1 of FY24, the revised deadline of this activity is June 2024
SBC strategy	December 2022	The SBC strategy experienced delays due to the delays in engaging the SBC team which was completed in April 2023. The revised deadline for this activity is January 2024.

4.3 SUCCESS STORIES

CAPACITY STRENGTHENING FOR WATER SUPPLY SYSTEM OPERATORS

BACKGROUND

The USAID Transform WASH Activity aims to support development of the Mozambican water, sanitation, and hygiene (WASH) sector at national and subnational levels, by collaborating with the Government of the Republic of Mozambique to strengthen WASH governance; improve access to WASH services; and promote behavioral change and gender equality across small towns, rural growth centers, and peri-urban settlements. Part of the strategy was to encourage private sector investment in water supply systems (WSSs) through delegated management. This success story highlights the impact of those efforts.

Challenge: Addressing Critical Issues

Mozambique's WSS operators faced several challenges, including recurrent breakdowns of the electric pumps, infrastructure design flaws, and limited technical expertise that threatens the sustainability of WSSs. From a business management perspective, operators grappled with market knowledge gaps, low payment rates, contractual breaches, and non-compliance with legal requirements.

AN APPROACH FOR THE SOLUTION

In response to these challenges, Transform WASH launched a capacity-strengthening program, comprising four training modules, set to be delivered by 2027:

1. Technical and Operational Management of WSSs
2. Marketing Management
3. Human Resources Management
4. Accounting and Financial Management

Two steps approach was taken:



Step 1: Assess and design

We pinpointed operational gaps and tailored the program to boost WSS operator's creditworthiness, focusing on socio-economic aspects.

Step 2: Topic Selection

In close partnership with operators, we selected the topics according to their needs and priorities, encouraging their active involvement in shaping the training program.



KEY ACHIEVED RESULTS

Our effort led to the following results:

- Salima Services, a firm managing the WSS in Meconta, had its operations legalized and signed a management contract with District Planning and Infrastructure Services (SDPI). Daily water supply increased from two to four hours.
- The Monapo Municipality expressed interest in establishing an autonomous department for WSS management, marking a pivotal shift from direct municipal operation to dedicated financing.

- ECOPS & Consultores, responsible for AIAS WSS in Alto Molócuè, appointed a female leader for technical management, updated the water supply schedule, improved water supply in the high elevated neighborhoods, and ensured proper employee contract regularization and social security compliance. According to Ms. Flora from ECOPS Consultores SA, “after participating in two training courses held by Transform WASH, I was provided with technical knowledge on water supply system management and my system received several monitoring visits, for which we would like to express our thanks, and which have helped the company to improve the management of human resources and the organization of our accounts. As far as targets are concerned, we would like to say that we have made a significant improvement in financial and commercial targets and progress in the water production area, which has left the communities we serve with increased satisfaction.”
- Kutenda, managing AIAS WSSs in Cabo Delgado, took significant steps toward legalizing employees’ work contracts and social security obligations.

KEY ANTICIPATED RESULTS

- Improved key performance indicators, reduced losses, better cost recovery, enhanced water quality, accurate billing, and prompt customer issue resolution;
- Strengthened operator compliance, streamlined operations, and enhanced efficiency;
- Timely, accurate technical and financial reports for accountability.
- Enhanced fiscal transparency to attract financial resources from lending entities¹.

CONCLUSION: A PATH TO TRANSFORMATION

This success story reflects transformation and resilience. Together with Mozambique's WSS operators, USAID intends to contribute to building a sustainable, efficient, and resilient water sector. This is the power of collaboration and dedication.

IMPROVEMENT OF ACCESS TO WATER AND SANITATION FINANCING AND BUSINESS ENVIRONMENT FOR THE PRIVATE SECTOR

FIGURE 10: PRIVATE SECTOR DURING FIELD VISITS



In partnership with the Mozambican provincial governments of Cabo Delgado, Nampula, and Zambézia the USAID Mozambique Transform WASH project is making difference in expanding and sustaining water supply services, especially through the involvement of the private sector. This initiative aims to increase the use and sustainable management of safe water and sanitation services in small towns, rural growth centers, and peri-urban areas across these provinces. The key to achieving this ambitious goal lies in enhancing the financing options and business environment for private sector involvement, ultimately resulting in increased access to clean water and sanitation.

¹ The Activity is also working with government authorities to establish an auditing mechanism to verify the accuracy of information provided by operators.

To further engage the private sector the USAID Transform WASH activity organized a series of events and activities, including: the **Private Sector Roundtable** that put together development partners and financing organizations, the private sector and Government entities to discuss synergies for potential investment in WASH; the women and Youth Entrepreneurs Workshop, a pivotal event designed to foster an enabling environment for women entrepreneurs within the WASH sector; and webinars to disseminate potential investment opportunities in the private sector, that successfully piqued the interest of private investors in the water systems.

FIGURE 11: PARTICIPANTS ON VISIT TO WATER SUPPLY SYSTEMS, ZAMBÉZIA PROVINCE



Mr Horácio Armando, a small businessman from Nampula, lauded the initiative, expressing his enthusiasm for the immediate and tangible impact it had on his business prospects. He commended the Transform WASH project for bridging the gap between online events and real-world opportunities, emphasizing the critical role of water services in their communities. He saw great potential in systems like Mulevala and Mugeba and aspired to invest in them.

Mrs. Uneiza Issufo, a young entrepreneur based in Nampula city, was equally appreciative of the opportunities created by the Transform WASH project. She highlighted the project's focus on young people and its commitment to fostering innovation and opportunities in the WASH sector. As an engineer with a desire to contribute to her community, she looked forward to collaborating with the project to implement and manage water systems.

For Mr. Arsénio Nobre, a civil servant at the Directorate of Public Works in Zambezia Province, recognized the transformative impact of the Transform WASH project's approach. He acknowledged the partnership's instrumental role in enhancing the management and operation of water supply systems in rural communities. The webinar showcased the province's untapped potential, dispelling misconceptions about the sector's attractiveness for investors. It facilitated connections with operators and financiers, ultimately contributing to improved coverage and sustainable development in their communities.

Through these engagement and information dissemination activities, the Transform WASH is creating links with small business owners and local government entities with accountability in the water sector. Transform WASH will support provincial and district authorities in engaging interested private sector actors to improve the visibility of the water sector for private sector partners with the eventual goal of improving water supply services for the populations in the country.

4.0 PLANNED ACTIVITIES FOR NEXT QUARTER

The planned activities for Q1 of FY2024 are summarized in Table 2 below.

TABLE II: PLANNED ACTIVITIES FOR Q1 OF FY24

Component	Planned Activities	Deadline
General / Overarching		
Progress reporting	<ul style="list-style-type: none"> October 2023 monthly progress report November monthly report Revised FY23 annual report 	<ul style="list-style-type: none"> November 2023 December 2023 December 2023
COMPONENT 1 - POLICY IMPLEMENTATION AND INSTITUTIONAL CAPACITY OF THE GOVERNMENT OF MOZAMBIQUE TO DELIVER WASH SERVICES STRENGTHENED		
C1.1 Support policy and regulatory reform in alignment with decentralization	<ul style="list-style-type: none"> Launching of STTA tenders 	<ul style="list-style-type: none"> November 2023
C1.2 Piped Water Service Technical Audit	<ul style="list-style-type: none"> Agreement on implementation modality for first three systems with AURA 	<ul style="list-style-type: none"> December 2023
COMPONENT 2 - GOVERNMENT AND PRIVATE WATER PROVIDERS TECHNICAL, FINANCIAL, AND MANAGEMENT CAPACITY STRENGTHENED		
C2.1 Capacity of public providers and communities to manage water services	<ul style="list-style-type: none"> Commencement of mapping of small towns and rural growth centers in 15 districts for clustering analysis 	<ul style="list-style-type: none"> November 2023
COMPONENT 3: ACCESS TO WATER AND SANITATION FINANCING AND BUSINESS ENVIRONMENT FOR THE PRIVATE SECTOR IMPROVED		
C.3.1 Support set-up of the blended water fund	<ul style="list-style-type: none"> Engagement of STTA to support AIAS in discussions with donors and other government departments 	<ul style="list-style-type: none"> December 2023
C3.2 Support SMEs in accessing finance and develop/test innovative financing mechanisms	<ul style="list-style-type: none"> Engagement of an STTA to collect data on non-payment of water service drivers in seven towns 	<ul style="list-style-type: none"> November 2023
C3.2.8A Support to AIAS operators in accountancy	<ul style="list-style-type: none"> SOW for accountant STTA Tender for STTA 	<ul style="list-style-type: none"> November 2023 December 2023
C3.3 Scale up PPP business models for water services	<ul style="list-style-type: none"> Development of investment plan template for piped water systems 	<ul style="list-style-type: none"> November 2023
C3.4 Establish enabling environment for women entrepreneur's business development	<ul style="list-style-type: none"> C3.4.3 Evaluation of proposals of GUC applicants 	<ul style="list-style-type: none"> December 2023
C3.5 Identify enabling environment critical issues for WASH financing, Mobilization, and tracking	<ul style="list-style-type: none"> Engagement of STTA for financial tracking tools 	<ul style="list-style-type: none"> December 2023
COMPONENT 4: UPTAKE AND MAINTENANCE OF KEY WATER AND HYGIENE BEHAVIORS AMONG HOUSEHOLDS AND INSTITUTIONS ACCELERATED		

Component	Planned Activities	Deadline
C4.1 Increase institutions and communities' value and intention to invest in water services	<ul style="list-style-type: none"> • C4.1.8 Evaluation of GUC opportunities • Identification of outstanding influential men and women to support implementation of SBC activities 	<ul style="list-style-type: none"> • December 2023 • December 2023
C4.2 Increase household ability and motivation to adopt hygiene behaviors	<ul style="list-style-type: none"> • C4.2.1 Selection report for additional twelve communities for motivation drivers and social/gender norms SBC activities 	<ul style="list-style-type: none"> • November 2023
MEL ACTIVITIES		
Reporting of indicators results	<ul style="list-style-type: none"> • Reporting of indicators results into DIS 	<ul style="list-style-type: none"> • November 2023
Regular activity data collection	<ul style="list-style-type: none"> • Commencement of field survey on indicators targets 	<ul style="list-style-type: none"> • December 2023
COMMUNICATION ACTIVITIES		
Support to AIAS visibility improvement	<ul style="list-style-type: none"> • Engagement of STTA to develop AIAS webpage 	<ul style="list-style-type: none"> • December 2023
Leaning event	<ul style="list-style-type: none"> • Commencement of the drafting of first learning event 	<ul style="list-style-type: none"> • November 2023
Regular update to USAID	<ul style="list-style-type: none"> • Weekly updates to USAID 	<ul style="list-style-type: none"> • Weekly

ANEXES

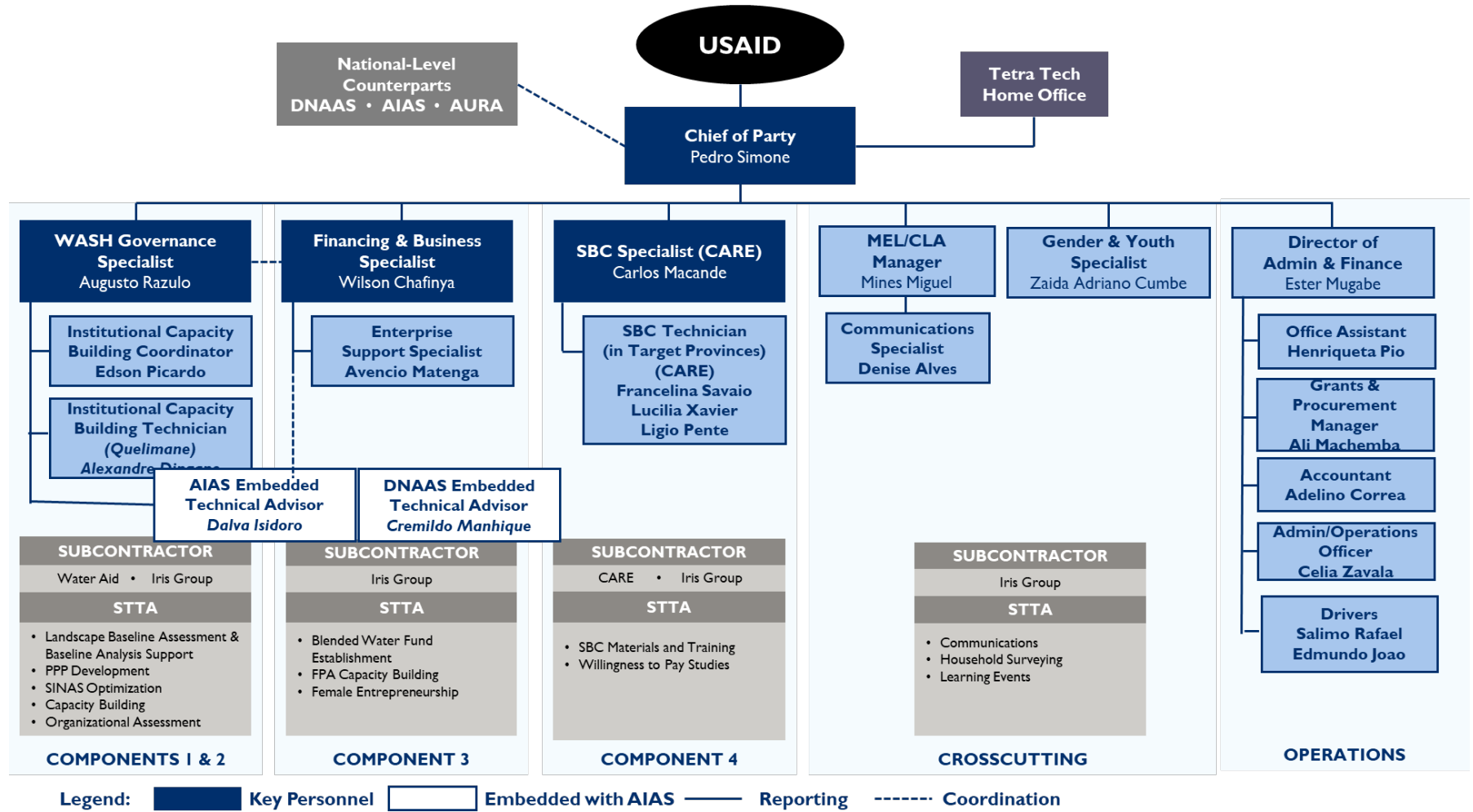
ANNEX I: REPORTING AGAINST INDICATORS

N°	Performance Indicator [and Type]	Frequency	Baseline Value	FY23 Target	FY23 Result		LOP Target	Comments
					Cumulative Result	% Achieved		
Component 1: Policy Implementation and Institutional Capacity of the Government of Mozambique to Deliver WASH Services Strengthened								
1	Number of water and sanitation sector institutions strengthened to manage water resources or improve water supply and sanitation services as a result of USG assistance (HL.8.3-3)	Annually	0	4	4	100%	20	3 institutions (DPOP of Cabo Delgado, DPOP of Nampula and DPOP of Zambézia) who are supporting and guiding their respective Districts (SDPI) to monitor piped water operators performance as a result of the trainings provided by Transform WASH in Pemba (March 2023), Meconta (June 2023) and Mocuba (June 2023) on PRONASAR piped systems performance monitoring and SDPI of Meconta strengthened its ability to establish sustainable partnerships in monitoring the performance of water supply systems.
2	Change in women's perception of their role or participation in local structures for accessing WASH services (Custom) (Outcome, Annually)	Annually	TBD	5%	0	0%	50%	Survey planned to be finalized by December 2023.
3	Percent of members of WASH decision-making bodies who are women (Custom) (Outcome, Biannual)	Biannual	25%	30%	28.6%	95%	40%	Started from 25% at BA stage to 28.5%. Transform WASH has been advocating for a gender balanced participation in its capacity building programs and sessions to improve women technical capacity to be able to take managing roles (source: counterpart government institutions supported – AIAS, DNAAS, AURA, AIAS Delegations, AURA Delegations, SPI, DPOP).
4	Number of laws, policies, regulations, strategies, or standards addressing WASH services formally proposed, adopted, implemented, or strengthened as supported by USG assistance (Custom) (Output/Outcome, Quarter)	Quarterly	0	0	0	0%	20	
5	Number of WASH PPPs, including private investment mobilization, developed as a result of USG assistance (Custom) (Output, Quarter)	Quarterly	0	6	4	67%	54	4 lease contracts signed with Transform WASH support, as a result of the capacity building provided to the provincial and district authorities on business performance which included topics of legal compliance, namely Nampula (SDPI of Meconta - Meconta Sede, SDPI Meconta – Namialo operators, SDPI Meconta – Corane operator) and Zambézia (DPOP – Mugema operators)
6	Number of focus districts that have improved utilization of national sector monitoring systems (Custom) (Output, Annual)	Annually	0	2	8	400%	10	The activity was informed by USAID WASH-FIN sturdy on the capacity building needs which led timely implementation and results.
Component 2: Government and Private Water Provider Technical, Financial, and Management Capacity Strengthened								

N°	Performance Indicator [and Type]	Frequency	Baseline Value	FY23 Target	FY23 Result		LOP Target	Comments
					Cumulative Result	% Achieved		
7	Number of people gaining access to basic drinking water services as a result of USG assistance (HL.8.1-1) (Outcome, Quarter)	Quarterly	0	0	0	0%	25,000	For FY23 the target was zero. Progress is expected to start in FY24.
8	Number of people receiving improved service quality from an existing basic drinking or safely managed water service as a result of USG assistance (HL.8.1-3) (Outcome, Annual)	Annually	0	0	0	0%	75,000	For FY23 the target was zero. Progress is expected to start in FY24.
9	Percentage change in operating ratio (revenue divided by operational costs) of water service providers (Custom) (Outcome, Annual)	Annually	TBD	0	0	0%	20%	For FY23 the target was zero, because the required capacity building to improve the operation ratio was at early stage of implementation. Progress is expected to start in FY24.
10	Number of large- and small-scale water-related female-led enterprises receiving USG support (Custom) (Output, Quarterly)	Quarterly	0	2	2	100%	25	2 companies with women in key technical management positions being supported: ECOPS Consultores, SA operating Alto Molôcue piped system with a woman as technical team leader operating Lugela piped water with female technical manager training in financial and business improvement in April 2023, followed by technical, financial and business improvement mentoring in Jul 2023.
11	Number of districts that have incorporated community-led service provider accountability mechanisms into standard monitoring and evaluation process (Custom) (Output, Annual)	Annually	6	0	0	0%	15	For FY23 the target was zero. Progress is expected to start in FY24.
12	Percent of citizens who have an improved perception of WASH service delivery (Custom) (Outcome, Annual)	Annually	TBD	0	0	0%	50%	For FY23 the target was zero, because the required activities to progress against this indicator were at early stage of implementation. Progress is expected to start in FY24.
13	Percentage increase of women with position and responsibility for managing water services at community, local, and/or national levels in formal and informal institutions (Custom) (Outcome, Annual)	Annually	TBD	5%	7%	133%	30%	2 companies with women in key technical management positions being supported: ECOPS Consultores, SA operating Alto Molôcue piped system with a women as technical team leader -; and COMPRES operating Lugela piped water with female technical manager. Both received training in financial and business improvement in April 2023, followed by technical, financial and business improvement mentoring in Jul 2023
Component 3: Access to Water and Sanitation Financing and Business Environment for the Private Sector Improved								
14	Number of national water funds with public and private funding windows established (Custom) (Output, Annual)	Annually	0	0	0	0	1	For FY23 the target was zero. This indicator target is planned to be achieved by FY25, when all preparatory activities are completed.
15	Number of mechanisms in place to track WASH expenditures by sub-sector (Custom) (Output, Annual)	Annually	0	0	0	0	4	For FY23 the target was zero. Progress is expected to start in FY24.
16	Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance (HL.8.4-1) (Outcome, Annual)	Annually	0	0	0	0	20,000,000	For FY23 the target was zero. Progress is expected to start in FY24.
Component 4: Uptake and Maintenance of Key Water and Hygiene Behaviors among Households and Institutions Accelerated								

N°	Performance Indicator [and Type]	Frequency	Baseline Value	FY23 Target	FY23 Result		LOP Target	Comments
					Cumulative Result	% Achieved		
17	Percentage of households with soap and water at a handwashing station commonly used by family members (HL.8.2-5) (Outcome, Annual)	Annually	TBD	0	0	0	36%	For FY23 the target was zero. Progress is expected to start in FY24.
18	Percentage of households in target areas practicing correct use of recommended household water treatment technologies (HL.8.2-6) (Outcome, Annual)	Annually	TBD	0	0	0	15%	For FY23 the target was zero. This indicator has been discussed for removal due to the focus on piped treated water for this activity.
19	Percent of women (age 15-49) who report that they usually participate in decisions about large household purchases (disaggregated by married/unmarried) * (Custom) (Outcome, Annual)	Annually	TBD	0	0	0	30%	For FY23 the target was zero. Progress is expected to start in FY24.
20	Number of people (sex disaggregated) with increased knowledge of hygiene/menstrual hygiene management approaches through exposure to USG-supported events, communications materials, and product * (Custom) (Outcome, Annual)	Annually	0	0	0	0	100,000	For FY23 the target was zero. Progress is expected to start in FY24.
Cross-cutting								
21	Percent reduction in time women spend collecting water (Custom) (Outcome, Annual)	Annually	0	0	0	0%	50%	For FY23 the target was zero. Progress is expected to start in FY24.
22	Percent of USG-assisted organizations with improved performance (CBLD-9) (Outcome, Annual)	Annually	0	0	6.7%	0%	65%	2 operators improved performance, namely Salima Services , Meconta piped water system operator which started with only 2 supply hours in December 2022 and increased to 4 supply hours in August 2023; and Alto Molôcuè piped systems operator, ECOPS , who expanded coverage to an additional neighborhood (Mulutxasse), since September 2023.
23	Number of people using climate information or implementing risk-reducing actions to improve resilience to climate change as supported by USG assistance (EG.11-6) (Outcome, Annual)	Annually	0	16	0	0%	65	This year, Transform WASH carried out training on climate change and this information has not yet been used to mitigate the risks of climate change.

ANNEX II: ORGANIZATIONAL CHART



ANNEX III: PROPOSED LIST OF WASH RELATED INSTITUTIONS TO WORK WITH TRANSFORM WASH

Private Sector Group	Private Sector Actor	Proposed Engagement with Transform WASH	Potential Impacts
AIAS private operators	Kutenda; ECOPS, SA; GWS; COMPRESS; ECCO-GEPE	<ul style="list-style-type: none"> ● Capacity building in technical aspects and performance reporting ● Capacity building in financial performance improvement and business expansion ● Investment in secondary piped systems through the blended fund mechanism (small water fund) 	<ul style="list-style-type: none"> ● Increased operational efficiency ● Ability to draft sound business plans and financial applications ● Funding mobilizations for infrastructure development or expansion
Private water providers	AFORAMO	<ul style="list-style-type: none"> ● Support market intelligence for investment in construction of piped water system in activity targeted provinces ● Supporting with market intelligence for operation of PRONASAR and AIAS piped systems through lease contracts ● Investment in secondary piped systems through the blended fund mechanism (small water fund) 	<ul style="list-style-type: none"> ● AFORAMO members investing in new piped water systems in Cabo Delgado, Nampula, and Zambézia Provinces ● AFORAMO members bidding and operating PRONASAR piped systems in Cabo Delgado, Nampula, and Zambézia ● AFORAMO members in associations bidding for AIAS concession contracts
Commercial banks	<i>Banco Comercial e de Investimentos</i> (Investment and Commercial Bank), Amalgamated Banks of South Africa, Access Bank	<ul style="list-style-type: none"> ● Potential custodian banks of the small towns water fund ● Financing investments in small towns, under the blended financing (small towns water fund) 	<ul style="list-style-type: none"> ● One local commercial bank selected as custodian bank of the small towns water fund ● Local commercial banks financing piped water infrastructures projects
Developers	AI Water & Energy Group; Aquapor; CHICO; Palmontt; PB Construções; and Collins	<ul style="list-style-type: none"> ● Investment in secondary piped systems through the blended fund mechanism (small water fund) 	<ul style="list-style-type: none"> ● Investors and developers bidding for AIAS concession contracts

Private Sector Group	Private Sector Actor	Proposed Engagement with Transform WASH	Potential Impacts
Large investments projects	Twigg - Syrah Resources; Total Energies; ENI; ExxonMobil; <i>Empresa Nacional de Hidrocarbonetos</i> (National Hydrocarbons Company); Kenmare; and Montepuez Ruby Mining	<ul style="list-style-type: none"> ● Co-financing of AIAS and PRONASAR piped water systems ● Contribution to small towns water fund 	<ul style="list-style-type: none"> ● Large investment projects supporting the development of piped water projects in a sustainable approach
Business associations	<i>Confederação das Associações Empresariais</i> (Confederation of Business Associations) at central and provincial level	<ul style="list-style-type: none"> ● Improvement of business environment, specifically for water supply subsector 	<ul style="list-style-type: none"> ● Support from professional associations in development of a legal framework that attracts private finance to the water sector (for instance, the review of the PPP law)

ANNEX IV: PROPOSED LIST OF WASH RELATED INSTITUTIONS TO WORK WITH TRANSFORM WASH

WASH institution	Location	Relevant core activities	Proposed engagement with Transform WASH	Potential impact
UNICEF	<ul style="list-style-type: none"> ● Alto Molócuè ● Balama ● Chiúre ● Derre ● Lugela ● Meconta ● Milange ● Mogincual ● Monapo ● Mulevala ● Namuno ● Pebane 	<ul style="list-style-type: none"> ● WASH supply provision; ● Community engagement; ● Institutional capacity building; and ● Government support. 	<ul style="list-style-type: none"> ● Subsector activities coordination; ● Synergy creation in institutional capacity building approach; ● SBC working group member; and ● Small town water fund establishment coordination. 	<ul style="list-style-type: none"> ● WSS operators' technical assistance approach coordinated; ● Subsector interventions aligned; and ● Small town water fund establishment approach endorsed
WB	<ul style="list-style-type: none"> ● Derre ● Meconta ● Mulevala ● Pebane 	<ul style="list-style-type: none"> ● Sanitation; ● Water supply provision; ● Women and youth; entrepreneurship; and ● Capacity building. 	<ul style="list-style-type: none"> ● Through Água Segura project, be a thematic area SBC working group member; ● Subsector intervention coordination; and ● Women and youth entrepreneurs' engagement approach coordination. 	<ul style="list-style-type: none"> ● AIAS and DNAAS technical assistance and capacity building efforts combined; and ● Increased target beneficiaries through projects joint coordination.
FCDO	<ul style="list-style-type: none"> ● Alto Molócuè ● Derre ● Meconta ● Mogincual 	<ul style="list-style-type: none"> ● Gender, social development and WASH; and ● AIAS technical support. 	<ul style="list-style-type: none"> ● Subsector support coordination through the SNV-FCDO project and ● SBC working group provincial member 	<ul style="list-style-type: none"> ● Informed project interventions; and ● Synergies and combined intervention approaches.

WASH institution	Location	Relevant core activities	Proposed engagement with Transform WASH	Potential impact
Save the Children	<ul style="list-style-type: none"> • Milange 	<ul style="list-style-type: none"> • Climate adaption and risk reduction; • Health and nutrition through hygiene promotion; and • Community engagement. 	<ul style="list-style-type: none"> • Coordination activities; and • Community engagement efforts approach adaptation. 	<ul style="list-style-type: none"> • Inclusive project intervention; and • Sector partners intervention coordinated.
PO 75	<ul style="list-style-type: none"> • Alto Molócuè • Balama • Chiúre • Milange • Pebane 	<ul style="list-style-type: none"> • Water supply system (WSS) operators' capacity building; and • AIAS technical assistance. 	<ul style="list-style-type: none"> • Thematic area SBC working group member; • AIAS support effort coordination; and • Complementarity on WSS operators' capacity building efforts. 	<ul style="list-style-type: none"> • AIAS technical assistance efforts coordinated; and • WSS operators' solutions creation efforts multiplied.
ADPP	<ul style="list-style-type: none"> • Lalaua • Meconta • Mogincual • Monapo 	<ul style="list-style-type: none"> • Community engagement; • WASH and nutrition; and • Community development. 	<ul style="list-style-type: none"> • Through USAID Transform Nutrition, be part of the SBC working group; and • Community engagement and SBC approach consultation. 	<ul style="list-style-type: none"> • Coordinated implementation of USG funded projects; and • Transform Nutrition lessons learned considered.
World Vision	<ul style="list-style-type: none"> • Monapo 	<ul style="list-style-type: none"> • Health improvement through WASH; • Youth engagement; and • Social inclusion. 	<ul style="list-style-type: none"> • Government partners engagement coordination; and • Youth and social inclusion intervention approach sharing. 	<ul style="list-style-type: none"> • WASH sector partners intervention aligned.
Helvetas	<ul style="list-style-type: none"> • Chiúre • Namuno 	<ul style="list-style-type: none"> • Youth engagement; and • Entrepreneurship. 	<ul style="list-style-type: none"> • Establishment of partnership through the SIM project; and • SBC working group member. 	<ul style="list-style-type: none"> • Coordinated youth engagement and entrepreneurship approaches
Population Services International	<ul style="list-style-type: none"> • Alto Molócuè • Chiúre • Monapo • Milange 	<ul style="list-style-type: none"> • Health and WASH social marketing and behavior change 	<ul style="list-style-type: none"> • Through USAID STS be part of the SBC working group; and • Coordination of implementation approaches. 	<ul style="list-style-type: none"> • Coordinated implementation of USG funded projects; and • Complementarity of sanitation and water supply interventions.
LOGOS	<ul style="list-style-type: none"> • Alto Molócuè • Chiúre 	<ul style="list-style-type: none"> • Government partners technical assistance; and • Capacity building. 	<ul style="list-style-type: none"> • Through USAID LOGOS be part of the SBC working group 	<ul style="list-style-type: none"> • Coordinated implementation of USG funded projects; and • Complementarity of WASH governance interventions.

WASH institution	Location	Relevant core activities	Proposed engagement with Transform WASH	Potential impact
Caritas	<ul style="list-style-type: none"> Balama Chiúre Meconta Namuno 	<ul style="list-style-type: none"> Community training in savings/microcredit; Promotion of household individual and collective hygiene; Emergency prevention activities. 	<ul style="list-style-type: none"> Technical approach coordination for engagement of communities in emergency; Saving groups capacity building; and Household hygiene promotion 	<ul style="list-style-type: none"> Community intervention through a coordinated approach
SolidarMed	<ul style="list-style-type: none"> Chiúre 	<ul style="list-style-type: none"> Community sensitization on health and hygiene practices; and Water supply provision. 	<ul style="list-style-type: none"> Community hygiene practices approach sharing; and Community intervention planning. 	
Associação H2N	<ul style="list-style-type: none"> Balama Lalaua Milange Mogincual Monapo 	<ul style="list-style-type: none"> Community radios capacity building; Community engagement; Advancing gender equality; Youth engagement; and Social inclusion. 	<ul style="list-style-type: none"> Through USAID Community Radios Assistance for Greater Empowerment of Mozambican Institutions Project (CORAGEM), be part of the SBC working group; and Technical reference for adoption of inclusive audiovisual tools. 	<ul style="list-style-type: none"> Community radios and youth empowered through USG support as potentials GUC candidates; Messages related to behavior change reaching more people; and Transform WASH activities more inclusive of people with audio-visual disabilities

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