Rewards and Realities of Payment by Results in WASH

Sunday 26 August | 09.00-10.30 | Room: FH 202

Learn about the practicalities of using payment by results to finance WASH at scale, with insights and lessons from the DFID funded WASH Results Programme.

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Rewards and realities of Payment by Results in WASH
An introduction to the WASH Results Programme

Dr Katharina Welle – Senior WASH Consultant, Itad

Rewards and realities of Payment by Results in WASH

Katharina Welle, Itad

26 August 2018

✓ £70 million GBP

✓ 3 Consortia

- **SWIFT**
  (Sustainable Water, Sanitation and Hygiene in Fragile States), led by Oxfam, global partners: Tearfund and ODI

- **SAWRP**
  (South Asia WASH Results Programme) led by Plan International UK, global partners: WaterAid and WEDC

- **SSH4A**
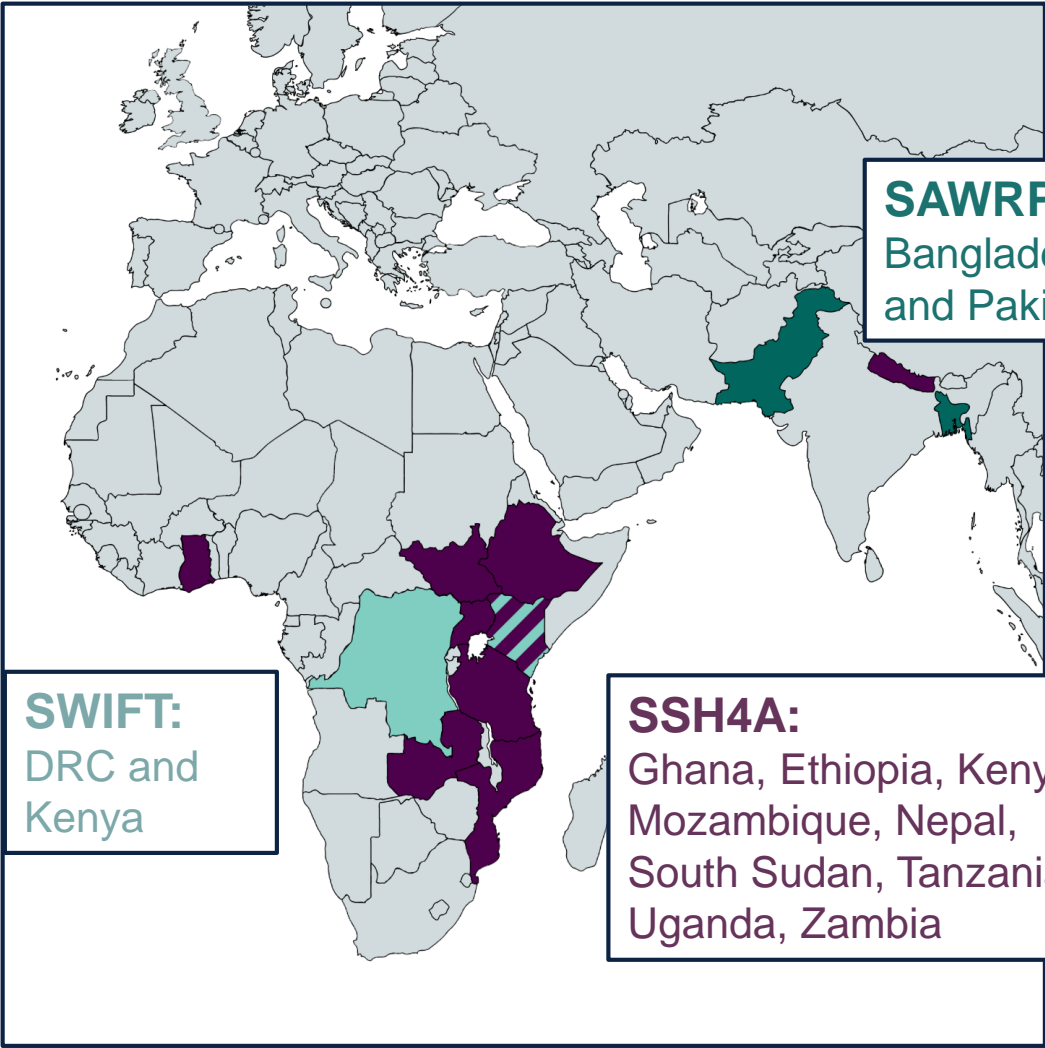 (Sustainable Sanitation and Hygiene for All), led by SNV

April 2014
Programme start

December 2015
Outputs achieved (MDG deadline)

March 2018
Outcomes measured & paid against.

4

SAWRP: Bangladesh and Pakistan
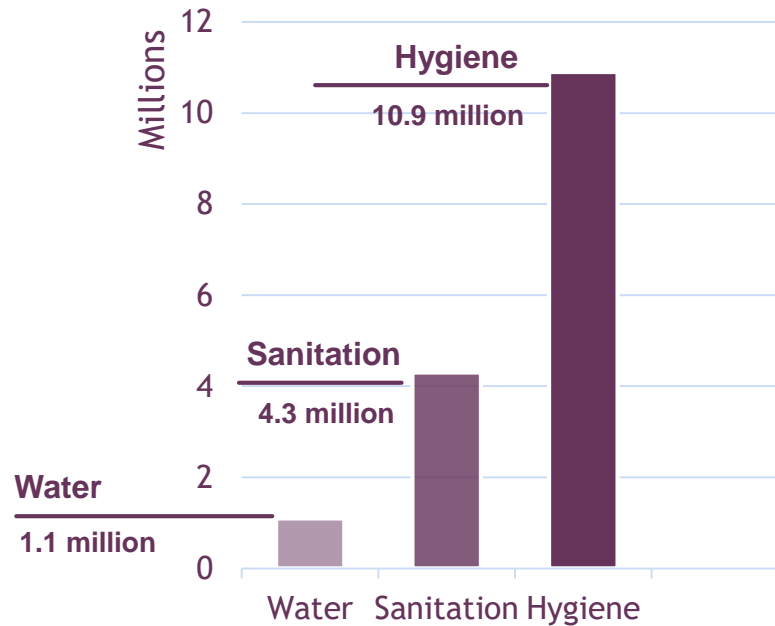
SWIFT: DRC and Kenya

SSH4A: Ghana, Ethiopia, Kenya, Mozambique, Nepal, South Sudan, Tanzania, Uganda, Zambia

Outputs
How many
people reached

Outcomes

People continuing
to practice
behaviour/use
services

- Measuring up to two years post-implementation
- Supplier and context specific targets e.g. water ranging from 75% - 90% continued use
- Nearly universally achieved.

PbR 101
and how it was applied in the WASH Results Programme

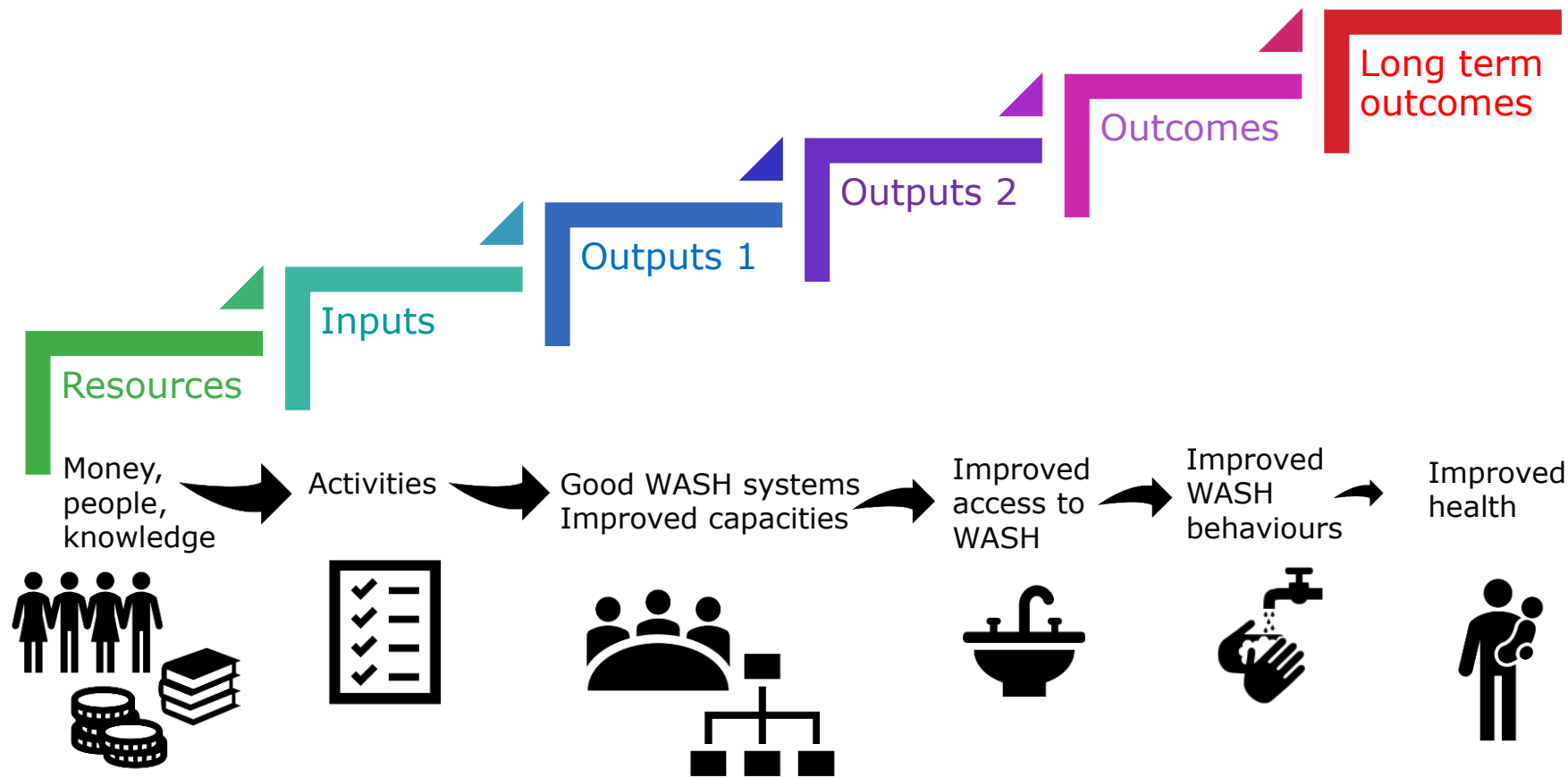Antoinette Kome - Global Sector Co-ordinator WASH, SNV
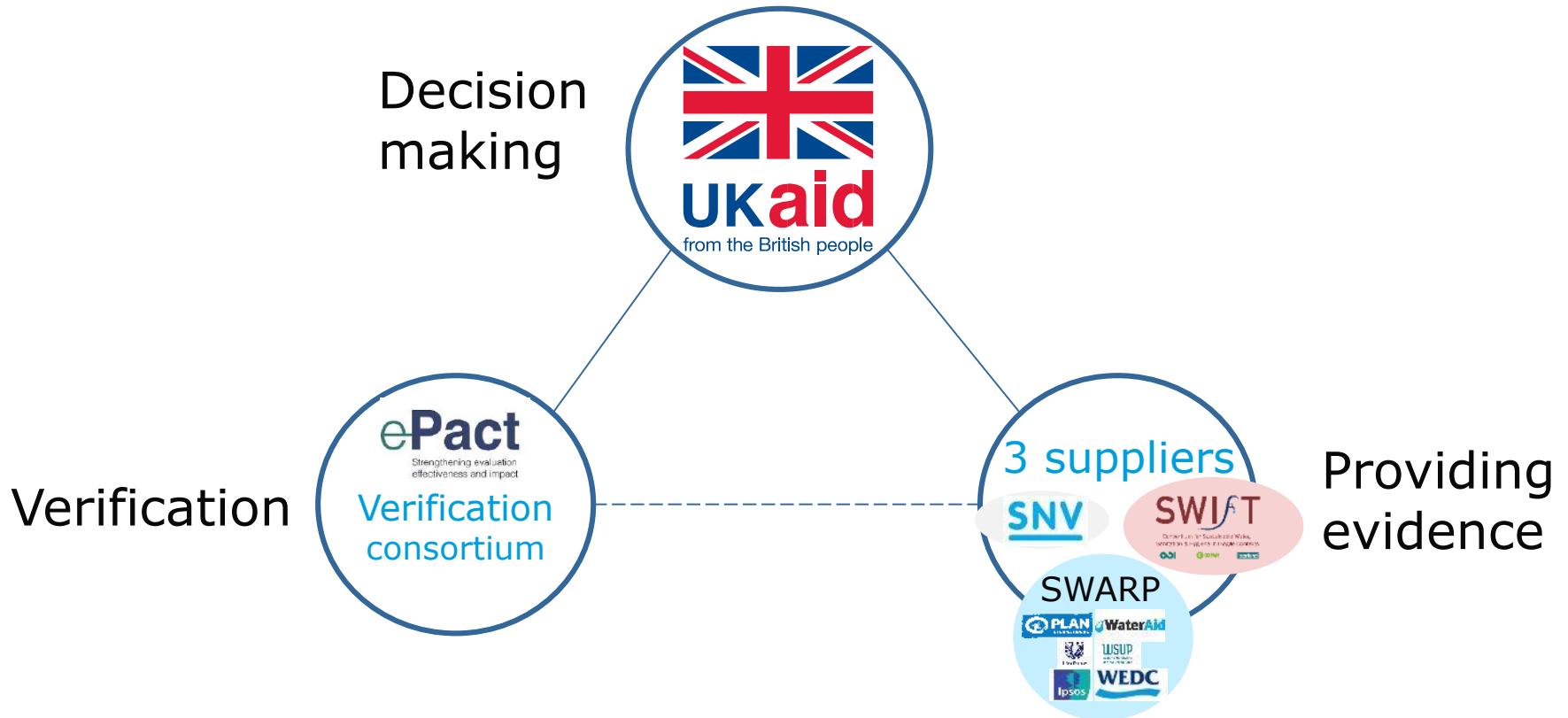
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Payment by Results 101

Antoinette Kome

Global sector coordinator WASH

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Payment for outputs and outcomes, as opposed to inputs

Long term outcomes

Outcomes

Outputs 2

Outputs 1

Inputs

Resources

Money, people, knowledge → Activities → Good WASH systems Improved capacities → Improved access to WASH → Improved WASH behaviours → Improved health

Tripartite relation, roles

Decision making

Verification

3 suppliers

Providing evidence

SWARP

Verification approach: what's measured matters!

Year	2014			2015				2016				2017				2018
Verification of deliverables due in Qx	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
SWIFT (Oxfam)																
SAWR (Plan)																
SSH4A (SNV)		x 2														

Supplier systems appraisal
- Routine data collection systems
- Monitoring and verification systems
- Reporting systems

Verification of supplier-generated data
- Milestone audit trail (checking timeliness, quantity and quality of deliverable)
- Survey data checks (checking accuracy and robustness of supplier delivered data)

Verification through first hand data collection
- Unannounced verification field visits (cross-checking accuracy of supplier deliverables)
- Key informant interviews (cross-checking accuracy of supplier deliverables)

1. Which results?
2. Which evidence?
3. What's sufficient evidence?

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What did we learn?

- RBF is only suited to implement in countries, programmes, and with approaches that are well-known.

- Unit cost information is crucial (Euro/cap); hugely dependent on success rates.

- Fragile states, require significantly higher unit costs, and might not be suitable for RBF unless a clear risk transfer matrix is agreed.

- Making "sustainability indicators" part of result packages, is a way to create more space and visibility of systemic change issues.

- Verification is potentially very time consuming and should be well defined and negotiated up front.

- Attribution a continuous and hard to manage risk.

- Not all implementation can be evidenced in RBF, it's important to keep clear programmatic leadership and not become focused on upward reporting.
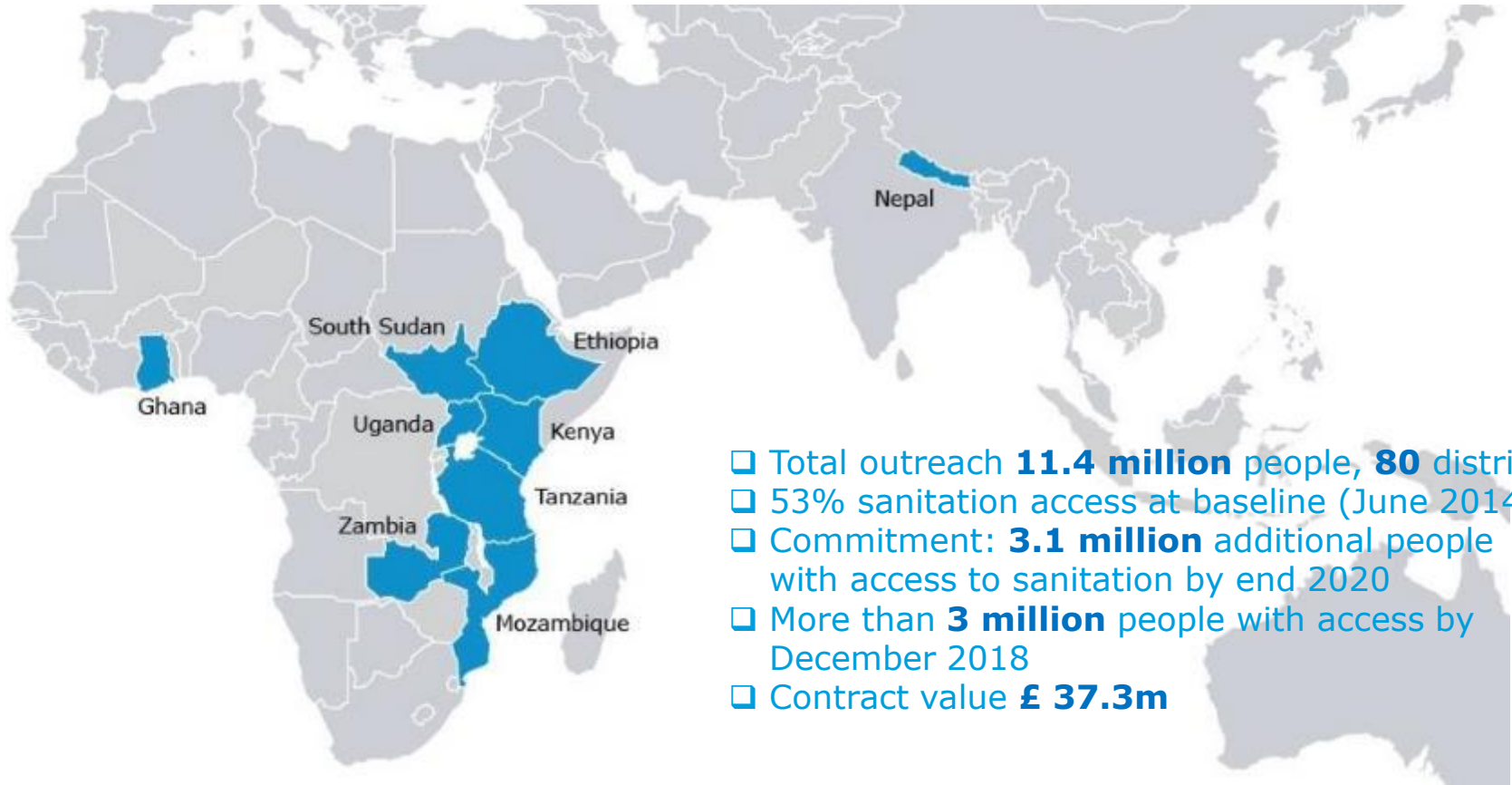
Integrating sustainability measurement in PbR (Payment by Results) models

Anne Mutta, SSH4A RP Multi-country programme manager (SNV)

Sustainable Sanitation and Hygiene for All (SSH4A) Results Programme

- ❑ Total outreach **11.4 million** people, **80** districts
- ❑ 53% sanitation access at baseline (June 2014)
- ❑ Commitment: **3.1 million** additional people with access to sanitation by end 2020
- ❑ More than **3 million** people with access by December 2018
- ❑ Contract value **£ 37.3m**

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SI framework linked to outcome areas

Improving local WASH governance in terms of alignment of stakeholders, sector planning and monitoring, transparency and social inclusion

Local organisations are capable of implementing and steering sanitation demand creation at scale

WASH governance

Sanitation demand creation

Sustainable Sanitation and Hygiene for All

Sanitation supply chains and finance

Hygiene behavioural change communication

Specific institutional and cultural context

Affordable market-based solutions for a variety of sanitation consumer needs are implemented at scale

Anchor effective hygiene behavioural change communication in local practice

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What we do

GENERATE EVIDENCE THAT THE EVENT TOOK PLACE
- Signed meeting minutes
- Attendance sheets
- Set criteria for participation of different groups of people

**ENSURE REPRESENTATIVENESS of data collected**
- Gender
- Spatial
- Randomness

ENSURE UNIFORMITY IN MEASUREMENTS ACROSS COUNTRIES

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Sustainability results ensure attention to systems strengthening and the usability of results.

Regular stakeholder reflection facilitates adaptive management, and ownership of lessons and next steps.

PbR demands designing feasible indicators for measurement.
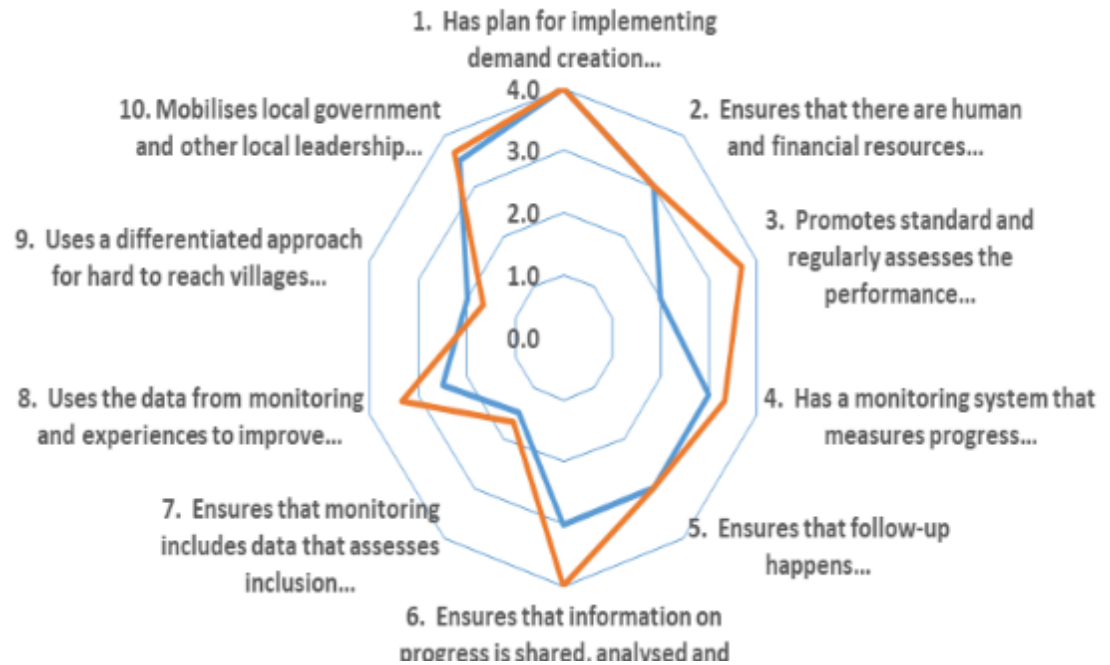
Comparison of SI 1 average scores during baseline and FMT – Nepal, 2018

SSH4A RP lessons

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Sustainability measurements in PbR ensure that systems strengthening remains on the agenda

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Managing the risks and rewards from innovating within a payment by results contract.

Joanna Trevor - SWIFT Global Programme Manager, Oxfam GB

Ian Langdown- Research Officer, Water Policy Programme, ODI

World Water week – Stockholm 2018

Monitoring, Verification and Evaluation: a suppliers perspective on payment by results.

John Dean – Monitoring and Evaluation Specialist, Plan International UK

SAWRP

Monitoring, Verification and Evaluation: a suppliers perspective on Payment-by-Results.
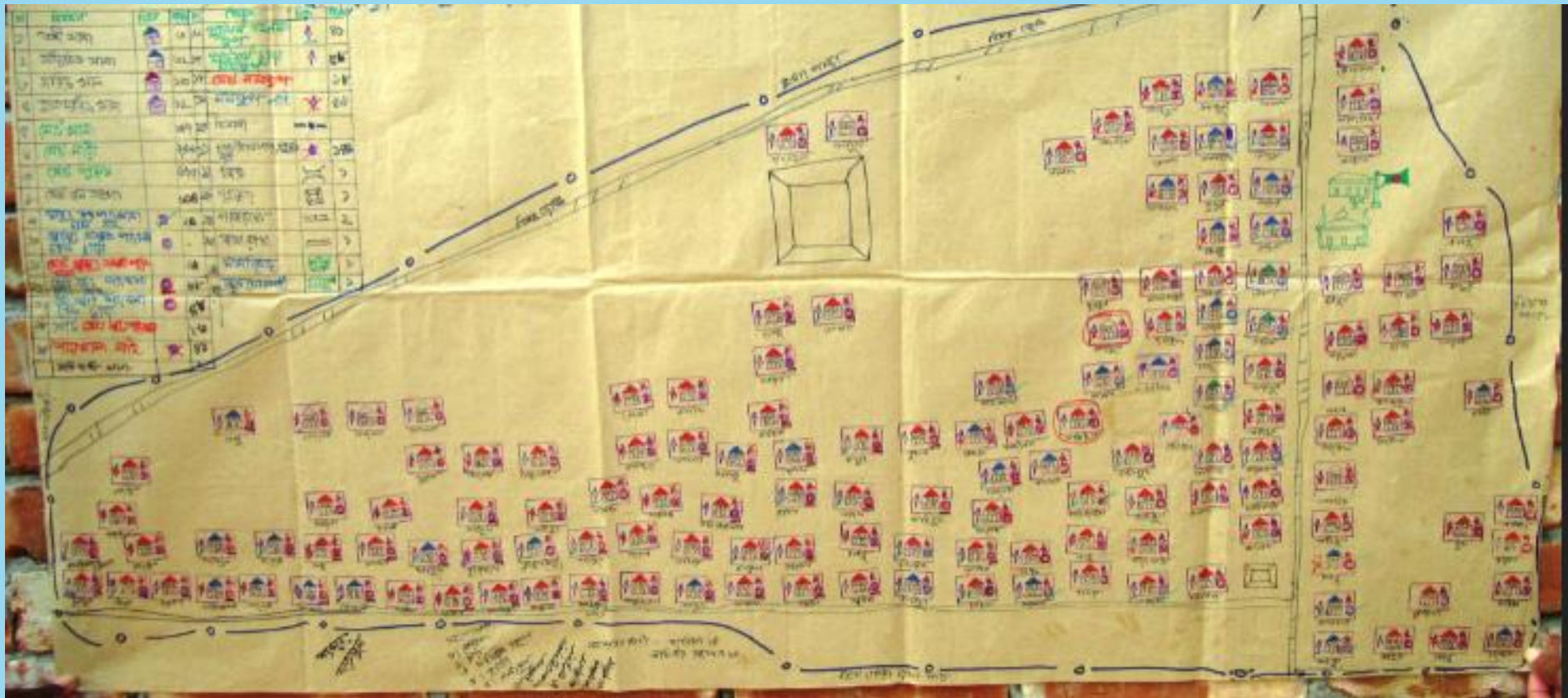
Who?

Where?

PLAN INTERNATIONAL

UKaid
from the British people

WaterAid

Unilever

WSUP
Water & Sanitation
for the Urban Poor

Ipsos

WEDC

Poor areas of Pakistan and Bangladesh

SAWRP II

Who?

Where

Social maps

Verification strengthening monitoring of programme results

Monitoring & Verification (MV) team case study

Andy Robinson   26 August 2018

SURVEYS USED AS EVIDENCE OF RESULTS = IMPORTANT!

▶ WASH PbR uses household surveys to assess household outcomes

▶ Payments are linked to results (some evidenced by surveys) = important!

▶ Quality & reliability of the surveys are checked by the MV team:

- ▶ Design of survey (sampling, questionnaires, enumerator training)

- ▶ Implementation of surveys (GPS coordinates, timings, photos, data)

- ▶ Spot checks (field visits to verify survey findings in specific locations)

- ▶ Review of survey findings and results (comparison with other data sources)

▶ Lots of factors can influence survey quality:

- ▶ Multiple stakeholders involved

- ▶ Different contexts involved

- ▶ Changing situations (floods, conflict etc)

▶ *Most monitoring (surveys) not verified?*

- ▶ *Quality & reliability unknown?*

- ▶ *Quality improves when verified?*

SURVEYS DON'T ALWAYS TELL THE (whole) TRUTH!

Baseline household survey undertaken in a WRP country project:

▶ Survey reported 2% sanitation access (across project area)

▶ Sanitation access lower than expected (based on other local data)

▶ MV spot checks (few) found toilets where the survey reported none!

▶ Supplier checked … discovered that govt. instructed surveyors not to count basic/unimproved toilets (as below new govt. standard)

▶ Supplier agreed to redo survey (using correct toilet classification)

▶ Second survey reported:
22% sanitation access = 20% higher than first survey!

▶ Survey would have affected sanitation results (appear 20% higher than actual)?

▶ Revised survey used to target programme activities

▶ *1 year later, supplier achieved impressive gains in sanitation access (i.e. did not affect progress)*

Sanitation access

Legend: ■ Survey 1 ■ Survey 2

Y-axis: 0%, 5%, 10%, 15%, 20%, 25%

X-axis: Survey 1, Survey 2
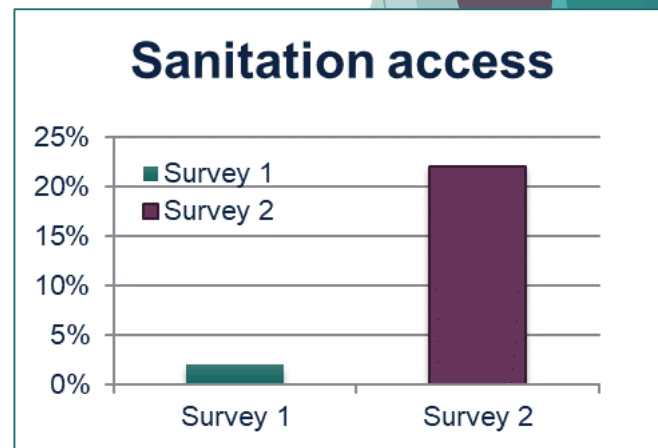
CASE STUDY LESSONS

1. Many things can go wrong with or affect survey results.

2. Surveys are rarely checked systematically (particularly baselines)?

3. Significant implications for results (i.e. if baselines not reliable)?

4. Working with partners = risks?

5. PbR programmes have to identify & manage risks

6. Verification helped to spot problems/risks early, and enabled correction (in good time)

GENERAL LESSONS

- Supplier strengthened internal verification & QA systems
- MV scrutiny contributed to the professionalisation of M&E systems
- M&E systems strengthened (both to evidence results, and because of external MV)
- Strong M&E contributed to results (rapid & reliable data = informed implementation)?

Verification useful: everyone responds when they are aware that someone is going to check their systems & results (human nature)?

PbR has encouraged discussions of how best to measure & evidence results (with verification helping to increase quality & reliability)?

Reflections from the perspectives of the donor and evaluation team

Dr Stephen Lindley-Jones - Water, Sanitation and Hygiene Advisor, DFID UK

Dr Lucrezia Tincani - Water Security Lead, Oxford Policy Management

Summary and closing remarks

Dr Stephen Lindley-Jones - Water, Sanitation and Hygiene Advisor, DFID UK