

Evaluation Title: Final Evaluation of the Sustainable WASH for Resilience Programme in South Sudan

Region: Eastern and Southern Africa Region (ESAR)

Office: South Sudan

Evaluation Year: November 18, 2025

Person-In-Charge for Follow-up to Management Response: Modi Charles

Overall Response to the Evaluation: Senior Management notes that the evaluation was conducted through a robust, transparent and well-structured process, with appropriate stakeholder engagement and a sound mixed methods approach that yielded credible and sufficient evidence to support the findings. The data collection and analysis were adequate and proportionate to the scope of the Sustainable WASH for Resilience Programme, and the findings are assessed as balanced, realistic and consistent with both field level realities and programmatic performance over the evaluation period. Management concurs with the conclusions and recommendations, particularly the emphasis on a phased approach to sustainability in operations and maintenance and supply chain systems, which reflects long standing implementation challenges in fragile contexts such as South Sudan. While minor limitations were noted, including access constraints in some locations and reliance on retrospective data for certain outcomes, these did not materially affect the validity of the results. An additional insight emerging from the evaluation is the need for stronger cross sectoral integration and collective accountability to maximize community level impact, beyond individual sector achievements, which could be further emphasized in future programming and joint planning processes. Overall, the evaluation provides a strong learning foundation and actionable guidance to inform future WASH programming and strengthen UNICEF accountability to affected communities and partners.

Planned Use of Evaluation: The evaluation findings intend to examine the degree to which the project met its intended objectives and support greater learning about what works, what does not and why in the context of sustainable WASH for resilience programme. The lesson generated will be used to inform the design and implementation of future related programme. greater accountability of UNICEF to the SWfRP stakeholders.

UNICEF Evaluation Management Response

Allowed Editor: *Include here name/s of person/s who will edit the Management Response in the EMR Tracker*

RECOMMENDATIONS and ACTIONS

Evaluation Recommendation or Issue 1: Future WASH programming should adopt a phased approach to sustainability in O&M and supply chain

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons: N/A

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: (Not started, Underway, Completed, Cancelled)	Actions taken	Supporting documents
Develop a one pager highlighting good practices on O&M systems, supply chains, and institutional capacity generated from the evaluation and rapid assessment of hand pump spare parts.	WASH section	Robert (WASH Specialist)	31 Mar 2026			
Support the Ministry of Water Resources and Irrigation to convene sector stakeholders, with UNICEF's technical assistance, to synthesize findings from the WASH supply-chain study and jointly develop a context-appropriate business model for sustainable hand-pump spare parts and sanitation product supply in South Sudan.	WASH section	Robert (WASH Specialist)	30 Jun 2026			
Incorporate, within future UNICEF-supported projects, targeted components that bring together communities and existing community structures to work with locally available materials for the production of sanitation products, and to leverage local community dynamics for cost recovery mechanisms that support sustainable operation and maintenance of WASH services.	WASH section	Robert (WASH Specialist)	30 Jun 2026			

Evaluation Recommendation or Issue 2: Future WASH project designs must incorporate more rigorous contextual analysis, including socio-cultural assessments and conflict sensitivity analyses, to inform a dynamic ToC with adaptive management pathways and realistic assumptions, particularly for community O&M and behaviour change.

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons: N/A						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway, Completed Cancelled	Actions taken	Supporting documents
Conduct rigorous contextual analysis in developing the theory of change for the upcoming projects and the next Country Programme	WASH section	Thewodros (Chief WASH)	30 Jun 2027			
Evaluation Recommendation or Issue 3: Develop and disseminate culturally adapted CLTS facilitation guides and IEC materials in local languages. Explore and promote locally appropriate and affordable latrine designs and support access to durable construction materials through market-based approaches where feasible, without direct subsidies.						
Management Response: (Agree, Partially Agree, Disagree): Agree						
If recommendation is rejected or partially accepted, report reasons: N/A						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway, Completed Cancelled	Actions taken	Supporting documents
Work with SBC Section to develop CLTS facilitation guides and IEC materials in local languages and disseminate to all communities UNICEF is supporting.	WASH section	Atem (SBC Specialist)	30 Jun 2026			
Support the Government, with UNICEF's technical assistance, to strengthen local sanitation production systems through the formation and capacity development of artisan and mason groups, enabling the use of locally available materials and the cascading of gskills and standards to individual artisans at scale.	WASH section	Abe (WASH Specialist)	30 Dec 2026			
UNICEF will work with the Ministry of Water Resources and	WASH section	Abe (WASH Specialist)	30 Dec 2026			

Irrigation at national and sub-national levels to stimulate local demand for WASH products, creating an enabling market environment that encourages the private sector to stock and supply sanitation products for easy community access.						
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Evaluation Recommendation or Issue 4: Develop and implement sustainable MHM solutions, including supporting local production/enterprises for affordable sanitary materials, integrating MHM into school budgets, and strengthening supply chains for MHM products.

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons: N/A

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway, Completed Cancelled	Actions taken	Supporting documents
Support local production for affordable sanitary materials,	WASH section	Robert (WASH Specialist)	30 Dec 2026			
Work through the Ministry of General Education and Instruction and school-level structures, such as school health clubs, SMCs and PTAs to integrate skills development for the production and use of reusable sanitary products for girls.	WASH section	Robert (WASH Specialist)	30 Dec 2026			

Evaluation Recommendation or Issue 5: Strengthen the integration of hygiene promotion with health surveillance systems to better track and respond to water-borne disease outbreaks, using project-generated health improvements as a baseline for continued monitoring.

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons: N/A

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway, Completed Cancelled	Actions taken	Supporting documents
Capture baseline data on health surveillance for new WASH project to help measure the impact of WASH intervention	WASH section	Robert (WASH Specialist)	30 Dec 2026			

Evaluation Recommendation or Issue 6: Streamline procurement processes for WASH supplies and construction, particularly for offshore items, by exploring framework agreements and pre-qualified vendor lists. Ensure realistic project timelines for major infrastructure, incorporating buffer periods for potential delays.

Management Response: (Agree, Partially Agree, Disagree): Disagree

If recommendation is rejected or partially accepted, report reasons: UNICEF's procurement systems are already streamlined. Delays encountered here was a result of delayed decision making of the procurement model.						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway, Completed Cancelled	Actions taken	Supporting documents
n/a	n/a	n/a	n/a			
Evaluation Recommendation or Issue 7: Invest in building the data analysis and utilization capacity of all implementing partners and relevant government departments. Establish clear protocols for regular data review meetings focused on adaptive management and decision-making.						
Management Response: (Agree, Partially Agree, Disagree): Agree						
If recommendation is rejected or partially accepted, report reasons: N/A						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway, Completed Cancelled	Actions taken	Supporting documents
Engage the MWRI on operationalization of mWater (information management system) which has already been developed.	WASH section	Robert (WASH Specialist)	31 Mar 2026			
Capacity building of partner staff on mWater.	WASH section	Robert (WASH Specialist)	30 Dec 2026			
Evaluation Recommendation or Issue 8: Prioritize the development of sustainable supply chains for WASH spare parts by supporting local private sector actors, establishing regional spare parts hubs, and exploring innovative financing models for O&M (e.g., linking VSLAs to WASH committees, pre-paid systems).						
Management Response: (Agree, Partially Agree, Disagree): Partially agree						
If recommendation is rejected or partially accepted, report reasons: In South Sudan, re-payment system is not feasible due to poor technology						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway, Completed Cancelled	Actions taken	Supporting documents
Support and advocate creation of VSLA for the communities	WASH section	Robert (WASH Specialist)	30 Dec 2026			
Evaluation Recommendation or Issue 9: Provide targeted technical and resource support to strengthen the functionality and utilization of the Rural Water Information Management System (RWIMS), including capacity building for state directorates and ensuring ICT infrastructure online connectivity that is adequate and well maintained.						
Management Response: (Agree, Partially Agree, Disagree): Disagree						
If recommendation is rejected or partially accepted, report reasons: This is being done by the World Bank and MWRI with limited engagement of UNICEF						

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway, Completed Cancelled	Actions taken	Supporting documents
n/a	n/a	n/a	n/a			
Evaluation Recommendation or Issue 10: Advocate for and implement a harmonized approach among all WASH actors to gradually transition from free provision of services/spares to community-managed and cost-recovery models where feasible, coupled with social safety nets for the most vulnerable.						
Management Response: (Agree, Partially Agree, Disagree): Agree						
If recommendation is rejected or partially accepted, report reasons: N/A						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway, Completed Cancelled	Actions taken	Supporting documents
Provide technical support and advocacy to the Ministry of Water Resources and Irrigation to influence the development and operationalization of national policies and guidelines that steer WASH actors toward scalable, community-managed and market-driven cost-recovery models, complemented by private-sector engagement and targeted social protection measures for the most vulnerable.	WASH section	Thewodros (Chief WASH)	30 Jun 2027			
Evaluation Recommendation or Issue 11: Implement targeted gender-transformative approaches within WASH programming, including leadership training for women in WASHCOMs, community dialogues on gender roles, and mentorship programs to enhance women's meaningful participation and decision-making power.						
Management Response: (Agree, Partially Agree, Disagree): Agree						
If recommendation is rejected or partially accepted, report reasons: N/A						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway, Completed Cancelled	Actions taken	Supporting documents
Initiate gender mainstreaming in WASH programme	WASH section	Robert (WASH Specialist)	30 Jun 2026			
Initiate implementation of WASH programme by Women Led Organizations	WASH section	Robert (WASH Specialist)	30 Jun 2026			
Evaluation Recommendation or Issue 12: Develop and integrate standardized tools and protocols for the systematic collection, analysis, and use of disability-disaggregated data across all WASH interventions. Ensure PWDs and their representative organizations are actively involved in planning, design, and monitoring of WASH facilities.						
Management Response: (Agree, Partially Agree, Disagree): Agree						

If recommendation is rejected or partially accepted, report reasons: N/A						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway, Completed Cancelled	Actions taken	Supporting documents
Incorporate disability inclusion in the work plans	WASH section	Julius (IM Specialist), Robert (WASH Specialist)	31 Mar 2026			
Revise the data collection tools to capture disability related data	WASH section	Julius (IM Specialist), Robert (WASH Specialist)	31 Mar 2026			
Evaluation Recommendation or Issue 13: Develop strategies for meaningful engagement of youth (in and out of school) in community-level WASH planning, decision-making, monitoring, and as agents of hygiene promotion, creating platforms for their voices to be heard.						
Management Response: (Agree, Partially Agree, Disagree): Agree						
If recommendation is rejected or partially accepted, report reasons: N/A						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway, Completed Cancelled	Actions taken	Supporting documents
Advocate for youth inclusion in WASH committee governance	WASH section	Robert (WASH Specialist)	30 Dec 2026			
Work with the communication section to strengthen young reporters' engagement in WASH programme	WASH section	Robert (WASH Specialist)	30 Dec 2026			
Evaluation Recommendation or Issue 14: Form county-level consortiums involving NGOs, CSOs, and private sector actors to co-deliver WASH interventions, with shared resource mobilization responsibilities.						
Management Response: (Agree, Partially Agree, Disagree): Disagree						
If recommendation is rejected or partially accepted, report reasons: Making County level consortium with shared resource mobilization strategy is near impossible with the shrinking funding						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway, Completed Cancelled	Actions taken	Supporting documents
n/a	n/a	n/a	n/a			
Evaluation Recommendation or Issue 15: Deliberately seek collaborations with organizations addressing other critical drivers of poor WASH and education outcomes, such as poverty/livelihoods and school infrastructure, to enhance the programme's overall impact.						
Management Response: (Agree, Partially Agree, Disagree): Agree						
If recommendation is rejected or partially accepted, report reasons: N/A						

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway, Completed Cancelled	Actions taken	Supporting documents
Plan WASH interventions in areas where other actors are implementing to gain the benefits of co-location	WASH section	Robert (WASH Specialist)	30 Jun 2026			
Strengthen programme integration within UNICEF and with other partners	WASH section	Robert (WASH Specialist)	30 Jun 2026			
Evaluation Recommendation or Issue 16: Strengthen WASH sector coordination mechanisms at state and county levels, ensuring active participation of all partners, systematic information sharing on activities (who, what, where), and joint planning to minimize duplication and identify service gaps.						
Management Response: (Agree, Partially Agree, Disagree): Agree						
If recommendation is rejected or partially accepted, report reasons: N/A						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway, Completed Cancelled	Actions taken	Supporting documents
Provide technical support to the Ministry of Water Resources and Irrigation at national and sub-national levels to strengthen the capacity of sub-national government institutions on sector leadership, coordination, and WASH information management	WASH section	Robert/Aban (WASH Specialist)	30 Dec 2026			