

Department for International Development

Programme Partnership Agreement

2009/10 Self Assessment Report



WaterAid's mission is to overcome poverty by enabling the world's poorest people to gain access to safe water, sanitation and hygiene education

WaterAid, 47–49 Durham Street, London SE11 5JD
www.wateraid.org

Charity registration number: 288701

PPA Self-Assessment Review¹

Complete areas within white boxes only

Reporting Year	2009-10
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Part A – Basic Information²

PPA partner	WaterAid
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Niche statement	WaterAid enables the world's poorest people to gain access to safe water, sanitation and hygiene education. These basic human rights underpin health, education and livelihoods and form the first, essential step in overcoming poverty. We work with local partners, who understand local issues and provide them with the skills and support to help communicates set up and manage practical and sustainable projects that meet their real needs. We also campaign locally and internationally to change policy and practice and ensure water and sanitation's vital role in reducing poverty is recognised.
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	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
PPA funding (£)	750,000	1,460,000	1,250,000	1,250,000	1,288,000	1,330,000	1,370,000
As % of total organisational income	3.5%	5.4%	4.0%	3.0%	3.3%	4%	4%

	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
Other DFID funding (£)	1,265	1,044	2,043	3,457	3,419	1,611	2,241

Front cover picture: WaterAid/Caroline Irby. Mesalu Haylekiross with her child at a water point, Korkora, Hiwane Tabia, Hintalo Wajerat, Tigray, Ethiopia

¹ This self assessment review is only part of the reporting story. Organisations will be able to supply evidence, case studies and other material they feel will show impact on the ground

² Part A is a useful snapshot of the full relationship between DFID and each PPA holder.

There is an opportunity to expand on some of the non-financial aspects in Part D 'Partnership with DFID' but we wanted to expand Part A to reflect the fact that our partnership is not purely financial.

Summary of partnership with DFID and other DFID funding³

WaterAid has secured a number of funding relationships with DFID during this PPA period. These include:

- Advancing Sustainable Environmental Health (ASEH), Bangladesh 01/07/03-31/03/09, £15,450,000
- International NGOs Partnerships Agreement Programme (IPAP), India, 01/01/09-31/12/13, £1,357,000
- Strategic Grant Agreement, Tanzania, 01/04/08-31/03/11, £480,000
- Programme Grant Agreement, Malawi, 01/01/08-31/03/13, £985,647
- Strategic Grant Agreement, Freshwater Action Network, 01/07/09-30/06/12, £1,000,000.
- WaterAid is a member of a consortium led by the London School of Hygiene and Tropical Medicine (LSHTM), which was recently successful in its bid for research funding from DFID. The other consortium members are the International Centre for Diarrhoeal Disease Research Bangladesh (ICDDR), the International Institute for Environment and Development (IIED) and Shack/Slum Dwellers International (SDI). The programme (to be known as SHARE, “Sanitation and Hygiene Applied Research for Equity”) will run for 5 years and for a total of £10,000.

Approximate % of total organisational expenditure allocated by sector or theme⁴

Service Delivery:	44%
Capacity Building:	34%
Advocacy:	21%

[Please note WaterAid has had a systems transition in 2009/10 and as such we are no longer allocating in the same sectors as last year.]

³ This is intended to be a cumulative list of DFID contracts etc. from when your PPA began. If there is a large amount of information, please summarise by e.g. department and add any additional information to an appendix. We wanted to leave this section quite open to interpretation by each organisation. Note the wording has changed from ‘relationship’ to ‘partnership’.

⁴ This should provide an indication of your overall organisational allocations by sector or theme (i.e. not limited to your PPA).

The % breakdown may change from year to year and is intended to reflect key organisational priorities for the Reporting Year under assessment.

Part B - Progress against PPA Strategic Objectives⁵

Progress to date against PPA purpose statement (report against the MDGs if you are working to a sufficient scale for monitoring purposes)

To enable the world's poorest people to gain access to safe water, sanitation and hygiene education.

As our PPA is totally unrestricted across the organization, we will take this opportunity to reflect on the past year for the organization. We launched our Global Strategy in 2009 which sets out ambitious objectives for 2009-15. Despite the economic climate we are dedicated to increasing our commitment to water, improved hygiene and sanitation for all. Our work over the past year reflects our determination to achieve our aims in order to help millions more of the world's poorest people take their first steps out of poverty.

We aimed to continue our work in 15 country programmes and carry out pilot programmes in up to 8 new countries in Sub Saharan Africa in order to reach over 0.8 million people with safe water and over 1 million with sanitation. Over the last year we have funded nearly 400 partners and worked with a further 700 organisations in Africa and Asia. We have reached just under a million people with water and 1.25 million people with sanitation.

However, the challenges in the sector remain substantial; 2.6 billion live without adequate sanitation and 884 million without access to safe water. The 2015 Millennium Development Goal target for sanitation on current progress will be missed by 1 billion people (leaving 2.7 billion without access), and although globally the MDG target for safe water is on track, this will still leave 672 million people without access⁶ and in Sub-Saharan Africa it is significantly off-track and likely to leave up to 350 million without access to safe water in 2015. Furthermore climate change will continue to make the situation worse through increased frequency of droughts, floods and other extreme natural events.

The challenging broadening of our work through this new Global Strategy enables us to build our capacity to support the work needed to meet the above challenges and furthermore to broaden our experience in post conflict countries, countries with issues of desertification and nomadic communities, countries where there are significant equity and inclusion issues i.e. where the poor routinely miss out and minorities such as disabled people are socially excluded. We also aim to work in countries with regional political influence and where governments are committed to assisting their people get out of poverty.

Despite the economic downturn we are seizing opportunities to work in more of the poorest countries of Sub Saharan Africa working with some of the world's poorest communities to enable them to gain access to safe water and sanitation.

Across the global organisation we have engaged with governments to discuss the best ways to reach those who are still without water and to raise awareness different people's

⁵ The phrasing in this section is intended not to preclude referencing back to previous work in a different reporting period.

This is also an opportunity to generate a rich picture of PPA funding and demonstrate its value.

⁶ Progress on Sanitation and Drinking Water, 2010, WHO and UNICEF.

needs. Equally, we have strengthened our efforts in raising awareness for WASH issues throughout the UK with our wide ranging work with the broadest spectrum of the general public. The interest and generosity of the public has often left us in awe during these current financially challenging times and has made us even more determined to ensure the world's poorest gain access to safe water, sanitation and hygiene promotion..

Progress against PPA Performance Framework by each Strategic Objective

Strategic Objective 1:

Raising the profile and priority accorded to water and sanitation as an essential service

Please explain choice of indicators reported on below ⁷

As the PPA supports and covers the full remit of WaterAid's work globally we have chosen to respond to all the indicators as best as possible. There are clearly challenges on this as we revise our work into the new Corporate Strategy but this has given us an opportunity to refine our focus and put the emphasis on serving our partners and beneficiaries as well our added value to the sector

Indicator 1: At least 4 WaterAid core Country Programme locations to have explicit water and sanitation indicators/policies in their PRSPs.

Uganda has now developed its successor to the first Poverty Reduction Strategy in the name of the National Development Plan (NDP). Its overall objective is 'prosperity for all'. Water and environment is one of the key sectors that contribute to this development plan, by increasing production, competitiveness of Ugandan products and household incomes through water for production, exploitation of forestry and wetlands, use of metrology, environmental management and water resources. This is to be supported by human development through domestic water supply, sanitation and water quality management. Coordination in the sector is achieved through an institutional framework comprising MWE and its three Directorates and various organisations as well as related Government and non-Governmental organizations and other stakeholders at community, district, regional and national levels.

The Ministry for Water and Environment undertakes the compilation of an annual WASH Sector Performance Report documenting the activities and achievements of all sector agencies and entities against the sector performance indicators (Golden Indicators). It gives the latest coverage estimates for water supply and highlights policy and operational issues that need priority attention to improve physical and fiscal performance, during the period in review, performance on environment was merged with the WASH performance reporting.

Mali's PRSP aims to invest more in education, health and access to safe water and inclusion of women.

⁷ Agencies should report against a sufficiently full set of indicators (including LAPPA objectives).

In Nigeria, the sector experienced a boost with the inclusion of water supply and sanitation as one of the major thematic areas listed in the popular vision 20-20-20 strategy document. This is professed to be the blue print for the national development agenda aimed at positioning Nigeria among the world's largest economies by the year 2020.

While in **Liberia**, the new water and sanitation policy approved in 2009 sets out significant reforms of how institutions will be aligned. WaterAid has made commitment to link its service delivery support to the PRSP in Liberia.

Progress achieved and challenges faced⁸

The review of the PRSPs in **Uganda, Ethiopia and Tanzania** dominated much of the year. With more emphasis put on sectors that promote economic growth and reduce income poverty which is likely to have a negative impact on social sector such as water and sanitation.

Within West Africa sector policies generally exist and are numerous and conflicting with each other in Nigeria, Liberia and Ghana, while there is weak capacity to make them effective in Mali, Burkina Faso and Nigeria. The policies also reveal a lack of coordination in Ghana and Nigeria and ineffective legal and statutory frameworks. While the policies recognise water and sanitation as a human right and spell out the role of Civil Society, there is a gap in implementation particularly in the areas of financing and monitoring.

List any documentary evidence of achievements⁹

http://www.wateraid.org/international/what_we_do/policy_and_research/4602.asp?Keywords=166&Subject=&Author=&Country=0&Language=0&Sort=Date&Display=results

Ugandan National Development Plan (NDP):

http://planipolis.iiep.unesco.org/upload/Uganda/Uganda_NDP_April_2010.pdf

Mali's PRSP 2008: <http://www.imf.org/external/pubs/ft/scr/2008/cr08121.pdf>

Ethiopia: Building on Progress A Plan for Accelerated and Sustained Development to End Poverty (PASDEP):

http://siteresources.worldbank.org/INTETHIOPIA/Resources/PASDEP_Final_English.pdf

Tanzania's PRSP "Mukukuta

http://www.povertymonitoring.go.tz/documents/mkukuta_main_eng.pdf

Nigeria:: <http://www.nv2020.org/?TRReferences>

⁸ Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

⁹ This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

Indicator 2: Improved coordination across Health, Education and Water Ministries illustrated by a coordinated joined up approach of at least 4 Country Programme locations by 2010.

In most countries WaterAid works through partnership at the national level to support improved coordination across the critical sectors. Notably:

- In **Tanzania** WaterAid has contributed to the development of a MoU between the 4 keys ministries. The later signed it agreeing this way on respective roles and responsibilities.
- In **Niger** WaterAid works closely with institutional partners, including ministries, focusing on water, public health, community development and land use planning.
- **Zambia** and **Malawi** made a Joint Sector Review (JSR). In **Zambia** a sector advisory group reviewed the performance and approved the work plans and budgets. In **Malawi** monthly meetings are held at national level.
- In **Madagascar** the Ministry for Education and the Directorate for School Health has formalised a partnership with the Ministry of Health and a team of trainers from the Health and Environment Service.

WaterAid policy staff have continued to work with donor partners and international agencies in order to

- Increase the priority afforded to sanitation and water issues;
- Encourage better targeting of available aid resources to those countries and communities where the need is greatest; using the WASHwatch and traffic lights reports to monitor progress on government commitments
- **Sanitation and Water for All's** first High Level Meeting took place this year; the first time in the sector's history, ministers of finance, water and donor agencies came together to discuss the state of the sector. The meeting was a huge success as evidenced by the fact that the Minister for Finance in Ghana and Liberia made commitments to the SWA-GF4A and the President of Burkina Faso committed to launch a national campaign to help meet the objectives of the sanitation component in PN-AEPA and accelerate MDG achievement. It also led to WaterAid in Nigeria having a strengthened relationship with the parliament and WaterAid is now recognised by them as an expert on water resources.

Progress achieved and challenges faced

There are many challenges to improving coordination across the relevant ministries. Lack of capacity within the ministries impacts upon the success of this indicator and is impacted on by the inaccessibility of decision makers and weak political commitment and counterpart funding.

It is also hampered by personnel turnover in the Ministries. In Mozambique new government staff were appointed after the general elections in October. The National Director for Water and the Head of Provincial Directors of Public Works and House in Zambezia and Niassa Provinces has been replaced. These new appointments require a renewal of the relationships between WaterAid and the institutions and this can take time and investment.

WaterAid's recent publication *Fatal Neglect* has proved to be a useful tool in supporting coordination efforts between the relevant ministries. The report argues that to reduce under five deaths by two thirds and meet the MDG relating to reducing the mortality rate for under fives, the aid system must target its resources to diseases that are killing the most children – such as diarrhoea – and focus on providing cost-effective interventions, such as improved sanitation. The report helped international health organisations and national ministries recognise the link between water, hygiene and sanitation and maternal and infant health.

List any documentary evidence of achievements¹⁰

Fatal Neglect:

http://www.wateraid.org/documents/plugin_documents/wateraid_fatal_neglect.pdf

Lancet: http://www.wateraid.org/documents/g8_comment_lancet.pdf

www.WASHwatch.org

Tanzania dialogue:

<http://thesource.wateraid.org/Sitesandworkspaces/UK/internationalprogrammes/technicalsupportunit/Urban/Tanzania-Draft%20Report%20for%20Activity%20a%20Clustering.doc>

Ethiopia: press coverage of this promotion :

<http://www.comminit.com/en/node/274991/38>

<http://www.rippleethiopia.org/documents/stream/20090611-finance-synthesis-paper>

Malawi Joint Sector Review (JSR):

<http://thesource.wateraid.org/Newsandevents/LatestWaterAidnews/Pages/WaterAidpraisedforSectorWideApproachinMalawi.aspx>

<http://waterswap.org/Proceedings%20of%20the%20Malawi%20Water%20and%20Sanitation%20Sector%20JSR%20-%20December%202008.pdf>

Madagascar: a meeting was held to review the WASH sector.

http://www.wsscc.org/fileadmin/files/pdf/WASH_advocacy_materials/Networking_Knowledge_Mgmt/National_WASH_Coalitions-activityreport_2009.pdf

Liberia sector policies: <http://www.waterintegritynetwork.net/page/2765>

and **Nigeria** sector policies: <http://allafrica.com/stories/200907300138.html>

Indicator 3: Progress made in governments allocating 1% of GDP for water and sanitation as per UNHDR report in a minimum of 4 Country Programme

¹⁰ This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

locations by 2010

We have worked hard to influence governments and other institutions in order to strengthen governance, improve policy, increasing funding and improve monitoring within the water and sanitation sector. We continue with the traffic lights approach of sector finance monitoring.

There have been some improvements in West Africa due to the increasing political will as a result of advocacy and lobby efforts by WaterAid in **Nigeria** and **Mali** which has increased financing for the sector. In Mali, the Danish/Swedish cooperation granted the Government of Mali over \$75million for 2012/15; another 75 million was given by the Danish Cooperation to strengthen the local project ownership in particular and technical support purposes. In Nigeria, the Federal and State governments have undertaken water supply projects involving 3 billion naira and 2.2 billion naira respectively.

The WASH sector in **Zambia** saw an increase in sector financing with a doubling of budget allocation for 2010 from the 2009 allocation. However this was determined to be insufficient to meet the needs of the sector, as this constitutes only about 2.6% of the total national budget.

Progress achieved and challenges faced¹¹

Funding is still low and even where funding is made available, capacity to spend is weak and there are concerns over issues of accountability in the use of funds. In **Malawi** the 2009/10 national budget allocation for WASH was 3% of the overall total budget compared to over 10% each for Health and Education respectively. However, this true level of investment in WASH is hard to get in Malawi in a sector as it does not have a single clear and comprehensive investment plan.

Sector financing in **East Africa** is inadequate with all countries indicating budget deficits to meet the MDG targets. Efforts to increase coverage at lower costs are likely to reduce focus on the poorest and most marginalised. However, all countries are showing interest in improving sector performance monitoring.

List any documentary evidence of achievements¹²

Mali: (Source: WAM study 2008).

http://www.wateraid.org/documents/plugin_documents/local_financing_mali_french_report.pdf

Ethiopia: (Delta (2008) & GWP, Gulilat

2007). <http://thesource.wateraid.org/Newsandevents/Mediacentre/Ethiopia/Ethiopia%20media%20coverage%20library/Think%20local,%20act%20local%20II.pdf>

¹¹ Indicate the period referred to: in some cases it may be artificial to focus just on the prior year, and a focus on overall progress may be more helpful

¹² This can also be used as an opportunity to provide DFID with case studies, YouTube clips etc for 'building support for development'.

Governments budget of :

Malawi: <http://www.malawi.gov.mw/Finance/budgetS2010.pdf>

Ghana,

http://www.unicef.org/socialpolicy/files/Ghana_BUDGET_ANALYSIS_2010_FINAL_DOCUMENT.pdf

What is the likelihood that Strategic Objective 3 will be achieved? Rate 1 to 5.

2

Ratings to be applied:

1. = Likely to be **completely** achieved, i.e. well on the way to completion (or completed)
2. = Likely to be **largely** achieved, i.e. good progress made
3. = Likely to be **partly** achieved, i.e. partial progress made
4. = Only likely to be achieved **to a very limited extent**
5. = **Unlikely** to be achieved

Strategic Objective 2:

Building capacity to deliver effective and sustainable water and sanitation services

Please explain choice of indicators reported on below

As per objective 1

Indicator 1: Key advocacy partners and networks are active members in national networks and forums (visibility and profile) in at least 1 in each core Country Programme locations

The DFID funded Governance and Transparency Fund (GTF) programme has created key opportunities for partners - CSOs and CSO networks to participate to key decision making processes at all levels in all core Country Programme locations.. This engagement aimed to improve accountability and responsiveness of governments and service providers towards effective and sustainable WASH services to the poorest and most marginalised communities. CSO network in **Nigeria** and **Mali**, strengthened the demand for accountability in **Ghana**, **Nigeria** and **Mali** through citizens action, mainstreamed Rights Based Approaches (RBA) to WASH service delivery in **Burkina-Faso** and **Mali** and have made the CSO networks more independent and improved their effectiveness in holding government accountable and effectively participating in policy processes.

Our country programmes have been working to strengthen citizen's action and community groups – particularly in urban areas such as Kathmandu in **Nepal**, Lilongwe in **Malawi**, Maputo in **Mozambique**, Dar es Salaam in **Tanzania** and Antananarivo in **Madagascar**. These are often women's groups, and we help link them with utility providers to enable communities to demand their right to water and sanitation services.

We continue to support networks and coalitions within the water, sanitation and hygiene sector. Co-ordination and contribution to WASH civil society lobbying contributes much to the increased awareness of the global WASH crisis.

In **Zambia** contributions were made to sector coordination through participation in meetings and development of the Sanitation Component of the NRWSSP and the formulation of a CSOs Position Paper containing recommendations submitted to government for inclusion in the Sixth National Development Plan (SNDP) 2011-2015.

The Freshwater Network for Action (FAN), a project within WaterAid, has extensive experience on supporting advocacy networks:

- working with African CSO Network on Water & Sanitation (ANEW) to become a pan-African organisation that now has an formal consultative status with AMCOW (African Council of Minister on Water)
- developing FAN South Asia with national platforms in India Bangladesh Pakistan and Nepal that is the regional CSO network invited to coordinate CSO participation at the annual South Asian Conference on Sanitation and monitor government commitment to sanitation for all.
- Bringing the southern voices on water & sanitation to global forums to

deliver hard hitting messages to global leadership via FAN Global a coalition of southern networks (UN MDG+10 hearings, World Water Forums, Climate Change negotiations)

Progress achieved and challenges faced

We have developed a diagnostic tool for assessing WASH sector governance and identifying specific blockages within the sector (Global Aims 1 and 2) and beyond the sector (Global Aim 3) which are holding back progress towards our vision of sanitation and water for all. The tool forms part of the guidelines being used to develop the new 5 year Country Programme Strategies and provides a useful basis for identifying strategic opportunities for WaterAid CPs to work on these blockages through their programme activities, and in collaboration with other agencies, to catalyse those changes which are likely to make the biggest difference in terms of securing progress on WASH issues.

Progress:

- In **Uganda** the district local government (DLG) to establish community based monitoring and maintenance mechanisms to help improve functionality of water sources. Results have been used to inform plans and to lobby for more water sources.
- In **Ethiopia**, the Social Accountability pilot project in Benishangul has promoted stakeholder discussions on joint accountability, roles and responsibilities in improving WASH services in the region.
- In **Tanzania**, TAWASANET have consolidated their strategic direction and appointed a coordinator who began work in October 2009. They are increasingly engaged in sector dialogue, and being recognised as a key sector player, and have joined ANEW.
- GTF in **Mali** made good progresses with local partners CAEPHA (national NGO Coalition for Access to Water, Sanitation and Hygiene) and CN-IEPA (National Steering Committee for the International Campaign for Water, Sanitation and Hygiene) have actively participated in Joint Sector Reviews and Poverty Reduction Strategy Papers (PRSP) review processes. This has resulted in the establishment of a CSO watchdog, which commissioned studies on sector blockages and made key recommendations on sector financing and sanitation which were subsequently adopted by government.
- **Malawi**: Eight District Assemblies were supported to hold quarterly sector coordination meetings.

List any documentary evidence of achievements

GTF newsletters and reports:

<http://thesource.wateraid.org/Sitesandworkspaces/global/governanceandtransparencyfund/Work%20documents1/Forms/AllItems.aspx>

SACOSAN declaration:

<http://thesource.wateraid.org/Sitesandworkspaces/UK/policyandcampaigns/BackgroudDocuments/SACOSAN%20III%20Delhi%20Declaration.pdf>

UN MDG + 10:

http://www.wateraid.org/international/about_us/newsroom/8260.asp

Madagascar: Diaorano-WASH committees 6 month reports

[http://thesource.wateraid.org/Sitesandworkspaces/UK/internationalprogrammes/SouthernAfrica/Madagascar/Madagascar%206%20month%20report%20LL%20English%20041109%20\(2\).doc](http://thesource.wateraid.org/Sitesandworkspaces/UK/internationalprogrammes/SouthernAfrica/Madagascar/Madagascar%206%20month%20report%20LL%20English%20041109%20(2).doc)

Indicator 2: Increase in capacity at local government level within 4 Country Programme locations working within the Local Millennium Development Goals Initiative

Across our African country programmes we are focusing on working with local governments through the Local Millennium Development Goal Initiative which takes these global goals and makes them real at local level. In Burkina Faso, Mali and Ghana we helped to prepare local development plans and have supported the financing of these.

Nigeria the Local Government WASH units are responsible for water and sanitation but operate under the works departments or the environment departments and are staffed with people seconded in from health, environment and works. There is now some hope, supported by some State WASH policies, that WASH Units will be upgraded to fully fledged departments with dedicated budget lines and permanent staff.

Ghana WA participated to local government **planning and coordination**. The assemblies have now completed WASH plans and Agona East District Assembly has also initiated Plan Marketing processes.

In **Malawi and India** WA also engages in Governance issues. In **Malawi** a partnership formalized with Rumphi and Karonga District Assemblies and acts as a mitigating factor against misuse of resources. The current agreement is limited to technical and financial support related to WASH governance.

WaterAid in **India** designed a *Gram Gaurav Yatra* for the Minister for Public Health Engineering, so that he could motivate the people of Bihar to ask for safe water and sanitation. The *Yatra* ended with the Government drafting an Integrated Drinking Water and Sanitation Policy, a first for any State in India.

Progress achieved and challenges faced

In **Nigeria** another challenge affecting partnership is the inaccessibility of decision makers and weak political commitment that has affected financial commitments and counterpart funding.

List any documentary evidence of achievements

Press release from WaterAid India: <http://www.wateraid.org/india/news/7254.asp>

WaterAid Ghana newsletter: http://www.wateraid.org/documents/dawuro_21.pdf

What is the likelihood that Strategic Objective 2 will be achieved?

3

Strategic Objective 3:

Deliver effective and sustainable water and sanitation services through working with local partners

Indicator 1: One million people gain access to water and one million people gain access to sanitation every year by 2010.

Regions	Countries	Number of People Supported with Access to Water	Number of People Supported with Access to Sanitation
Asia	Bangladesh	259,611	536,635
	India	155,637	83,199
	Nepal	27,641	17,518
	Pakistan	69,651	105,113
	Regional total	512,540	742,465
East Africa	Ethiopia	37,785	124,552
	Tanzania	43,105	8,208
	Uganda	40,460	28,744
	Kenya	0	0
	Rwanda	0	0
	Regional total	121,350	161,504
Southern Africa	Madagascar	30,866	28,954
	Malawi	14,654	42,529
	Mozambique	58,507	53,673
	Zambia	34,140	37,509
	Regional total	138,167	162,665
West Africa	Burkina Faso	51,660	64,016
	Ghana	26,679	10,703
	Mali	31,395	49,461
	Nigeria	62,094	51,386
	Regional total	171,828	175,566
Total	943,885	1,242,200	

Progress achieved and challenges faced

The main reason for the planned numbers reducing from those achieved in 2008/9 relate to the completion of the ASEH programme in Bangladesh. Therefore the increase in numbers of people having access to safe water this year is especially encouraging and points to increasing capacity across our Country Programmes.

List any documentary evidence of achievements

Annual Report:

Indicator 2: At least 75% of water points supplied by WaterAid are functioning satisfactorily and managed efficiently 3 years after installation, based on sample reports.

By and large WaterAid is achieving this level of functionality or better across all countries where we work. We have the most systematic approach to monitoring this in our South African countries with high level sampling across all water points supported by WaterAid (Regional Consolidated M&E reports). Example results appear below:

- Malawi - 2005/2006 study: 83% functional overall. Functionality decreases relatively rapidly with age (increase in more complex breakdowns), pointing to need for more structured support (Southern Africa Regional M&E report 2005/2006)
- Mozambique – 2008/2009 study (covering period from 1995 to 2008): 74% functional overall over all years, with additional 6% functioning with deficiencies (often due to reduced well/borehole capacity in dry season). For last 3yrs (2006 to 2008): functionality was 79% with additional 5% functioning with deficiencies.

Madagascar: An inventory of the water points built by WaterAid in the past 10 years showed that 94% of the systems remain functional, that is, they are used by the local communities.

Uganda: Through WEDA support, some communities in Amuria have adopted the method of preventive maintenance to ensure sustainability of water facilities. Others have adopted a bigger picture to WASH interventions by tagging O&M initiatives to other aspects of development like economic empowerment to ensure sustainable community WASH structures.

Zambia: Research carried out on water supply sustainability found that 77% of sampled water points were functioning.

WaterAid in **Nepal** developed and piloted the **Long Term Sustainability Monitoring Tool** (reported on last year) to track the status of 26 old projects. The records show that 31% are fully sustained, 54% are sustained but potentially 'at risk'.

Progress achieved and challenges faced

Over the past seven years WaterAid has placed a heavy emphasis on working with governments both at national and local levels to develop systems that allow for sector level monitoring and planning. This has resulted in significant progress in the uptake of water point inventory and mapping systems and, more recently, the viable mechanisms for ensuring the updating of these systems. These are ambitious project and often require collaboration with organizations such as WSP, UNICEF and Google. The challenges in bringing these systems to fruition, ensuring they are maintained and used are significant in number and size.

In response to this we have, in parallel, developed a new PM&E system (linked to

our new Global Strategy) as well as simple tools to be used at local office and partner levels in order to greatly improve our own systematic approach to sustainability and permanent service monitoring.

Zambia: 23% of sampled water points were not functioning.

A study published by the Rural Water Supply Network shows the average **non-functionality rate of handpumps in 20 sub-Saharan African countries is 36%.**

Bangladesh CP took in order to reinforce the sustainability of recent outcomes the CP launched the EEHCO Programme across its areas of work in order to advance and sustain the changes and **impacts achieved from the ASEH programme.**

Nepal: 26 old projects have been monitored out which 15% not sustained.

List any documentary evidence of achievements

Global Strategy: http://www.wateraid.org/international/about_us/strategy/default.asp

Zambia Country Programme evaluation:

http://www.wateraid.org/documents/plugin_documents/zambia_country_programme_evaluation_summary.pdf

What is the likelihood that Strategic Objective 3 will be achieved? Rate 1 to 5.

3

Strategic Objective 4:**Building awareness of – and support for – development with the UK public****Sub objective: increase access and use of WaterAid portals of information to a wide range of groups by 2010.****Indicator 1:****Maintain number of unique hits on www.wateraid.org****Progress achieved and challenges faced**

The baseline for 2007/08 was 55,000 unique visitors per month. 2008/09 saw an increase of 60,000 unique visitors per month and we now have up to **66,500 unique visitors** per month (2009-10), so an increase of around 10%. We are projecting for a similar increase in 2010-11.

Our investment in the development of micro-sites which highlight the work of Country Programmes continues with:

- A new country programme site for Nepal has been launched
- A site for Pakistan is currently being built.
- These new sites utilize social networking and interactive online features, and are being developed in close partnership with our in-country Communications officers.
- WaterAid in Sweden is also developing its online presence after launching in 2009.

Key achievements include:

- Our YouTube channel has over 100 films on it, which between them have been viewed more than a quarter of a million times.
- In 2010 we were the featured charity for the YouTube-Cannes Lions film competition, with over 500 films made to highlight our “Don’t Let it Drop” campaign.
- In 2009-10, we have developed our presence on key social networking platforms, Facebook and Twitter, and to date have over 5,000 fans/followers on each, helping extend our reach into online arenas ‘beyond’ the official WaterAid website.
- New micro-sites have been developed including the washwatch.org portal – designed to be a repository of information on development goals and whether they are being achieved around the world, and as a tool for civil society organisations to hold their government to account.
- We have recruited a digital strategist to lead our thinking in the digital arena and to make our websites more accessible and interactive.

List any documentary evidence of achievements

WaterAid Nepal site: <http://nepal.wateraid.org/>

Interactive pages: <http://nepal.wateraid.org/get-involved>

WaterAid Sweden site: <http://www.wateraid.se/>

WaterAid videos: http://www.wateraid.org/uk/about_us/video/default.asp

WaterAid YouTube Channel: <http://www.youtube.com/wateraid>

Cannes Lions competition films: <http://www.youtube.com/Canneslions>

WaterAid on facebook: <http://www.facebook.com/wateraid>

WaterAid on twitter: <http://www.twitter.com/wateraid>

Wash Watch portal: <http://www.washwatch.org>

Indicator 2: Increase of 15,000 per mailing in distribution to individual supporters of Oasis (WaterAid magazine)

The Autumn/Winter 2009 edition of Oasis was distributed to 195,000 individual supporters, 10,000 water companies and 5,000 to WaterAid regional offices for general distribution. For this we had a print run of 210,000. For the Autumn/Winter 2010 edition of Oasis the total print run is **235,000** (with plans for 220,000 general supporters, 10,000 for water companies, 5,000 for general distribution).

We have invested in further research in early 2010 so that we continue to tailor the magazine to be as effective as possible in reporting back to and engaging our supporters.

List any documentary evidence of achievements

Oasis: http://www.wateraid.org/international/about_us/oasis/default.asp

Communications toolkit:

http://thesource.wateraid.org/resources/Communicationtoolkit/Pages/default_en.aspx

Indicator 3: 10% increase in distribution to schools of youth activity and awareness packs

Between 01/01/09 – 31/12/09, **2,983 school and youth related information and action packs** were sent out. This was a slight increase on the previous year when a total of 2,772 were sent out.

Progress achieved and challenges faced

One of the reasons that the increase is relatively small is that a lot more information is now available online on the Learn Zone webpages. 2009 saw a record number of young people getting involved and raising over £0.5 million.

List any documentary evidence of achievements

WaterAid learn zone: http://www.wateraid.org/uk/learn_zone/default.asp

Indicator 4: Increase and maintain number of water bills including WaterAid information

The 2008/09 campaign recruited 6,840 new regular Direct Debit supporters, giving a total of £315,172. This regular giving is vitally important for WaterAid's growth in income and

even with the drop in response remains one of the biggest recruitment sources for WaterAid.

As with last year, the Customer Campaign remains a vital part of WaterAid's fundraising in terms of cost-effective recruitment of individual supporters. It enables us to reach the vast majority of households in England and Wales, giving us an unparalleled chance to promote the work of WaterAid.

In 2009 we achieved a breakthrough which we hope will drastically turn around the fall in response rates that we have been seeing for a few years. We tested a new creative for our leaflets called 'Be the Change'. This bold, innovative approach encourages people to give £2 a month and join WaterAid in our dream to change the lives of the millions of people in the world without safe water or adequate sanitation. For the first time in years our traditional leaflet of 'Give Water, Give Life, Give £2 a month' was beaten – and convincingly so. 'Be the Change' achieved a response rate **60%** higher than 'Give Water'. This has meant that we have taken the decision to make 'Be the Change' our main leaflet creative in 2010, and hope that decision will increase overall response rates.

Also in 2010 we are testing for the first time a Lottery-style ask, rather than a standard £2 a month. We hope this approach will also improve response rates.

In 2009 we were able to send out a huge **26.5million** inserts through water bills, working closely with individual water companies to continue with the good relationships that allows us to take advantage of this amazing opportunity. As mentioned last year, we do envisage this number going down in future, especially as water companies move more of their billing online. Also the cost of the printing is starting to be covered much more by WaterAid as water companies feel the affects of the recession and can no longer offer us the generosity of printing the leaflets as well as carrying them in the bills for free.

Progress achieved and challenges faced

Direct debits, donations and legacies increased by 15% and 200,000 people now give regularly to WaterAid, forming a solid foundation for all our funding. We were awed that in a year where many were feeling uncertain about their jobs, facing salary freezes and increased household costs, support for our vital work grew.

The volume went down in 09/10 as not all water companies were able to send out all the leaflets they had ordered for the previous year, so to avoid waste we asked them to be sent out this year instead.

The bulk of our 09/10 volume went out in February 2010, and will continue throughout 2010. as such it is too early to look at the response. However initial indications show that we have gained a higher response so far in 2010 that we did compared to the same point in 2009, something we believe is down to the strength of our Be the Change creative.

List any documentary evidence of achievements

Be the change art work:

<http://thesource.wateraid.org/Sitesandworkspaces/UK/Commsandfundraising/SupporterDevelopment/supporterrecruitment/Customercampaign1/Be%20the%20Change%20-%20Severn%20Trent.pdf>

Water company relationships:

http://www.wateraid.org/uk/get_involved/corporate_partnerships/water_companies/default.asp

Subobjective: Increased interest of water and sanitation issues with general public

Indicator 1: 15% increase in people attending WaterAid talks by 2010

Between 01/01/09 – 31/12/09, 428 talks were given that are recorded on our internal database.

An estimated 72,958 people attended these talks, an increase on the previous year which saw 60,205 people attend a talk.

In 2010, 266 talks have already been given or booked in for the next few months, so it looks to be another successful year.

(Please note these are estimates based on the information that groups tell us about how many people will be in the audience. The real figure is likely to be higher as there are lots of talks that speakers arrange by themselves that are not recorded on our database)

Progress achieved and challenges faced

We have also been able to secure prominent speakers on behalf of WASH issues on a global scale:

- The President of Liberia, Ellen Johnson-Sirleaf, was officially named as Goodwill Ambassador for Water, Sanitation and Hygiene at the second Africa World Water Week in November 2009 which has given WaterAid a great opportunity to engage with key political leaders and encourage them to champion WASH issues. We feel that we initiated the process for this but then handed it over to AMCOW for greater buying into from AU and the Governments.
- WaterAid in Sweden was launched in June 2009 and we have been fortunate in recruiting the former United Nations Secretary-General's Special Envoy for Darfur and President of the United Nations General Assembly Jan Eliasson as Chair to lead our work in Sweden and in the international arena.
- WaterAid was a partner in the Channel 4 Indian Winter season and hosting a screening of 'The Worst Job in the World' a powerful manual scavenging film which was followed by a panel discussion lead by WaterAid's Head of Asia Region, with journalist Rose George and Meena Varma, Director of the Dalit Solidarity Network.

List any documentary evidence of achievements

WaterAid speakers:

http://www.wateraid.org/uk/get_involved/speak_for_wateraid/default.asp

Ellen Johnson Sirleaf as Goodwill Ambassador:

http://www.wateraid.org/uk/about_us/newsroom/7958.asp

Jan Eliasson as Chair of WaterAid Sweden:

http://www.wateraid.org/uk/about_us/newsroom/7711.asp

Channel 4's India Winter season:

www.wateraid.org/indiaseason

Indicator 2: 10% increase in new relationships with corporate organisations

Despite a challenging economic climate, during 2009/10 our corporate partnerships have continued to grow and new corporate partnerships have come on board.

Examples of key progress include:

- A very successful start to our 2 year partnership with Whitbread Hotels and Restaurants which is worth £1,000,000 over the period. One key aspect has been a voluntary 20p added to all bookings for Premier Inn Hotels, meaning a high visibility of the partnership to Whitbread customers.
- A high profile partnership with Aveda, as their UK charity for their Earth Month. Financially worth £70,000 but with add on value from profile raising around their national Walks for Water and in-salon fundraising.
- A new partner – Tempo, launched a new toilet roll in Austria and Germany which had an on-pack promotion for WaterAid raising 150,000 euros.
- In what will be a new step for WA, we are currently recruiting for a role which will be dedicated to corporate new business.

Progress achieved and challenges faced

Our key challenge remains the economic climate, in which companies are having to justify their spending and in the face of redundancies or cuts may find it more difficult to financially engage with charities. However, we have not yet experienced a downturn in overall activity.

We are also investing in our relationship with the private sector through a new role of the Private Sector Advisor, situated within our Policy and Campaigns Directorate. This has led to a more focused approach with our work on private sector participation with a key note speech at the CEO Water Mandate meeting in New York and developing advocacy work with WaterAid in India and the UK to target Unilever to pilot business advocacy.

List any documentary evidence of achievements

H & M:

http://www.wateraid.org/uk/get_involved/corporate_partnerships/wateraid_corporate_partners/6263.asp

Tempo:

http://www.wateraid.org/uk/get_involved/corporate_partnerships/wateraid_corporate_partners/8296.asp

Whitbread: http://www.whitbread.co.uk/corporate_responsibility.cfm?id=hospitality_action

Aveda: http://www.wateraid.org/uk/get_involved/events/event_news/8375.asp

Sub objective: Increased supporter network engaging with development issues

Indicator 1: 50% increase in number of WaterAid supporters engaged in End Water Poverty campaign year on year to 2010

WaterAid, in its own right, and through End Water Poverty, has had an extremely successful few years in engaging supporters in campaigning actions, although we have not raised 50% year on year we have risen from 20,000 to 71,000 supporters by 2010. However:

- Through campaigning water and sanitation were mentioned as issues in the manifestos of both the Conservative and Labour Governments (not in previous manifestos), water mentioned in Liberal Democrats manifesto.
- 56% of all MPs were targeted by supporters and received the manifesto
- 152 of those MPs contacted were key for WaterAid and included David Cameron, Nick Clegg and Gordon Brown.
- This is our post election campaign targeted at David Cameron asking that the new coalition government tackles the sanitation and water crisis through international leadership and an increase in UK funding during its first 100 days in office, and ahead of the MDG Summit. So far the petition has received over 7000 petition signatures. At the end of the month we will be launching a supporter action asking them to contact their local MPs and requesting that the MPs write to the Secretary of State for International Development about WaterAid's calls.
- Took part in World's Longest Toilet Queue with End Water Poverty coalition; 80 countries, hundreds of organisations mobilized, 7000 online queuers, tens of thousands offline. Brochure and video of toilet queue produced and distributed (including support from Andrew Mitchell at the Hyde Park, London, event).

Our records show that we have achieved the following campaign actions:

2007/2008	41,070
2008/2009	58,763
2009/2010	71,888

In addition to this we have recently been engaged in the 100 day campaign; our post election campaign targeted at the new coalition government to tackle the sanitation and water crisis through international leadership and an increase in UK funding during its first 100 days in office, and ahead of the MDG Summit. So far the petition has received over 7,000 petition signatures. At the end of the month we will be launching a supporter action asking them to contact their local MPs and requesting that the MPs write to the Secretary of State for International Development about WaterAid's calls.

Progress achieved and challenges faced

This year, four brave supporters became works of art when they secured spots on Trafalgar Square's fourth plinth as part of Antony Gormley's 'One and Other' project. One of our supporters donned a poo costume on the second day of the project to raise awareness for the sanitation crisis and this was featured in The Sun, the Metro, The Daily Mail and became the talk of social networking site Twitter when Guardian columnist Charlie Brooker asked, "Is he dressed as a turd?"

List any documentary evidence of achievements
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http://www.wateraid.org/uk/get_involved/campaigns/take_action_now/worlds_longest_toilet_queue/default.asp

http://allafrica.com/stories/201003230938.html

http://www.newstrackindia.com/newsdetails/154737

http://www.abc.net.au/news/stories/2010/03/20/2851428.htm

http://www.flickr.com/photos/toiletqueue/

What is the likelihood that Strategic Objective 4 will be achieved? Rate 1 to 5.

2

Part C – Lessons Learned¹³

What lessons are being learned from this PPA?

The following provides examples of how we have been investing in our learning within the organisation, sharing the research opportunities and finding with sector players and next steps for dissemination. Relationships with others are highlighted in Section D.

Water

The Technical Support Unit in association with Excellent Development Kenya organised a practical field-based exchange visit focusing on techniques for boosting **community level water storage capacity** through construction of sand dams, rainwater harvesting and land management techniques. Representatives from Ghana, Uganda, Ethiopia and Zambia WaterAid country programmes learnt how those measures, when implemented at catchment and sub-catchment level, can promote year-round water supplies and minimise rapid run-off caused by deforestation and erosion. This initiative formed part of a broader focus on water resources beyond simply looking at water supply assets. Consideration of livelihoods linked to water use could help to develop financing mechanisms that support the ongoing functionality of water supply infrastructure. Country programmes are now considering how to integrate this technology into their programmes of work.

In 2007, the WaterAid **East Africa** region and Poldaw Engineering embarked on a collaborative project to develop, test and produce a sustainable and affordable **deep well handpump**. In the reporting period, results show the handpump can successfully pump water from a depth of more than 60 metres. However, the project encountered some challenges in Uganda and the decision was made to replace the pilot pumps with established models due to the terrain. The remaining ten pumps will continue to be tested and the design improved in Tanzania and Ethiopia in FY10/11. Its sustainability over the longer term will be evaluated in order to understand if the design addresses problems faced by other handpump.

Sanitation

Community Led-Total Sanitation (CLTS) is a concept being adapted and adopted by many country programmes. Findings from WaterAid's three country study of CLTS were presented at the 34th Water Engineering Development Centre at Loughborough University Conference in Ethiopia. Key findings from the research illustrated that the success of CLTS projects is more likely where there are:

- well defined communities;
- absence of distinct cultural groups with significantly differing lifestyles from the majority;
- well developed market for supply of sanitation goods and services; and
- a system of follow up and support to households and community.

¹³ We left this section fairly open to interpretation.

Additionally, it's an opportunity to show the reach and value PPA money has.

A number of key observations were made:

- ODF is not a 'fixed' state. Households move between shared, private, temporary and permanent latrines. Where triggering is done well this dynamic process maintains ODF status
- Evidence on subsidies and incentives is mixed – more important to get the process right
- Link with water supply can slow down progress
- Maturity and depth of reach of the private sector determines the level of innovation and cost saving

In **West Africa**, following the successful introduction and adaptation of CLTS to the Nigerian context, other country programmes in the region have begun integrating the approach in their sanitation work. Lessons emerging from the field suggest that success will depend on the ability to customise the approach to the community context, taking into account specific social, cultural and economic factors of communities. Additionally, communities respond more favourably when learning at their own pace and developing innovations driven indigenous knowledge rather than through externally sources. WaterAid in Nigeria is now trialling a further adaptation designed for use specifically in schools to encourage sustained behaviour change by children.

Mtumba is a sanitation promotion approach being piloted by WaterAid and partners in Tanzania. It encourages communities to use and improve latrines drawing on a range of existing sanitation and hygiene promotion approaches, including sanitation marketing, PHAST, CLTS and PRA. Households are 'triggered' to invest their own financial resources in latrine improvements, with a range of options displayed in sanitation centres. By building the skills of the district sanitation team, and lobbying the District Health Department to include sanitation in their plans, Mtumba aims to address the challenge of sustainability.

Sustainability

Research performed in **Zambia** revealed that 23% of sampled water points were not functioning. Technologies used for improving access to water were hand-dug wells and boreholes fitted with either windlasses, rope pumps or handpumps. All water points installed with WaterAid support in Zambia are managed by a Water Point Committee (WPC) who have responsibility for maintaining and managing the water point as well as collecting contributions from households to cover future repair costs.

Study findings indicate WPCs are generally not maintaining services and over time, service quality deteriorates. A lack of capacity to manage financial contributions and system repairs was evident despite initial WPC on their roles and responsibilities. Local government bodies or other organisations provide limited support to assist WPCs in their essential roles, or to monitor water point status.

Findings from sustainability research in **Tanzania** found that nearly half of rural water points were not functioning, and that two years after installation, 25% of facilities are non-functional. To address the sustainability crisis, the research suggests improved monitoring and regulation at village and district level, improved support services offered by district water departments, exploration of the potential involvement of small scale private operators, and an analysis of available sustainability data.

A Long-Term Sustainability Monitoring assessment done by WaterAid in **Nepal** also

revealed data indicating challenges for communities in sustaining water supply functionality. The assessment additionally considered sanitation and hygiene components where data again suggested the sustained use of facilities could be improved.

Sanitation studies in **Zambia** highlighted the importance of involving traditional leaders in projects, creating demand for latrines by demonstrating their benefits, and providing subsidies that encouraged the construction of high quality latrines. The studies also noted a lack of post-implementation support to communities, and the low percentage of latrines that had functioning hand-washing facilities.

The challenge of delivering sustainable services is not limited to WaterAid programmes. Information published by the Rural Water Supply Network shows the average non-functionality rate of handpumps in 20 sub-Saharan African countries is 36%.

Specifically describe innovative learning, e.g. specific knowledge generation about new issues encountered or discovery of new means of solving specific problems

WaterAid has established three support units within the International Programmes Directorate, Technical Support (TSU), Programme Effectiveness (PEU) and New Initiatives (NIU) which support research and learning across the organisation.

Within the Programme Effectiveness Unit we have now established a 'one stop shop' for all WaterAid's programme and policy research and learning from across the organisation. This is the Knowledge Net (see Annex) with already over 1000 documents from research reports to technical briefs which have been produced for WaterAid. Country Programmes are encouraged to upload their own research and learning documents through the intranet. There is also a research matrix which is a global spreadsheet that contains research plans for relevant departments and Country Programmes.

The Knowledge Net provides information on

- Advocacy resources
- Annual Reports
- Citizens Action
- Civil Society
- Climate Change
- Community Management
- Country Strategies
- Equity and Inclusion
- Evaluations
- Financing the Sector
- Gender
- Governance and Accountability
- Guidelines
- Hygiene
- Mapping
- Partnerships

- Policies
- Private Sector Partnership
- Rural Water Supply
- Sanitation
- Sector monitoring
- Small Towns
- Sustainability
- Technology
- Urban
- Water quality
- Water Resource Management
- Water Safety Plan
- Workshop and Training reports

The purpose of TSU is to ensure and improve the technical quality of work supported by WaterAid. Three key work areas are a refocusing on service delivery quality to ensure sustainability of work; supporting the streamlining of systems and processes to enable Country Programme Staff to take a more hands on supervisory role and in the longer term to ensure training of programme staff achieves a uniformly high calibre of personnel.

The role of NIU is to promote innovation throughout the organisation. This is focused around three strategic priorities: as an incubator for new work, environmental scanning to anticipate the future as well as current changes in the external environment that may impact on the WASH sector; innovation climate to mainstream innovation into the organisational culture and people management processes.

Part D – Partnership with DFID¹⁴

Partnership with DFID

We have maintained our regular contacts with DFID staff in London, East Kilbride and with many Country Programme offices. WaterAid acknowledges and appreciates the support which we receive from the many DFID departments, notably: Civil Society Team – in its support to the sector; WET Team – providing expert guidance on WASH issues; Secretary of State – which enables us to facilitate the relationship with our WaterAid supporters; Permanent Secretary - providing a focus on deliverable outputs for the sector's work.

This is further supported with direct relationships on policy and campaigns personnel in contact with Palace Street giving feedback on policy documentation through to our Communications staff discussing opportunities for Ministers to attend WaterAid supporter events. We have enjoyed the opportunity to meet with the senior DFID personnel and acknowledge the opportunity to approach civil servants with our ideas and comments accordingly. We recently met with Stephen O'Brien, Parliamentary Under Secretary of State at DFID office in Rwanda which was particularly helpful for us to discuss the challenges facing civil society and the issues of empowerment, as we begin work with a new Country Programme in Rwanda.

What has worked well:

- DFID's support on Sanitation and Water for All (SWA)
- Country led approaches for WASH work
- Increasing sector allocable aid
- Some Country Programme DFID relationships
- Opportunity to exchange views between senior WA staff and senior DFID personnel (both London and in country)
- Engagement in the DFID External Water Forum where WaterAid's Head of Policy presented thoughts on what was working well and not so well in terms of DFID and WASH.
- IPAP in India – DFID have demonstrated understanding to all IPAP grantees during challenging times with the Government of India's rigid approach. The general concept of IPAP demonstrated DFID's visionary approach as they brought together seven International NGOs to ensure greater impact of joint working and sharing experiences; DFID has created a platform which has given INGOs a space to demonstrate their core expertise and to maximise the impact across the sector.
- We found it helpful to be part of DFID's work with the New Economics Foundation on Social Return on Investment, expanding our thinking on

¹⁴ Again, we wanted to focus on partnership over funding relationship here and have left this section open to interpretation by each organisation, however, you might want to consider issues such as learning, accountability and communication with other parts of DFID beyond the Civil Society team.

This is an opportunity to expand on some of the information in Part A on the partnership between DFID and PPA holders and a chance to flag up issues.

monitoring and evaluation.

- WaterAid's CEO was invited to be interviewed for DFID-lead *Crossing Thresholds* programme (a career development programme for women within the public sector).
- Engaged in the Uganda PPA meeting which offered a good insight to how the DFID PPA is represented within the country. We look forward to continuing to be part of this new initiative in country.
- Now in contact with DFID's communications team with a view to regular invitations to DFID Ministers to attend key WaterAid meetings.
- Engage in the DFID consultations, provide input (both written evidence and attending hearings) to the International Development Select Committee and a response to the UK Government's White Paper
- Opportunity for exploring funding discussions in country (notably Ethiopia, Uganda, Malawi)

Less well:

- Going forward it would be helpful for DFID to become more integrated with the various departments to ensure consistent messaging on critical issues; a need for internal coherence. DFID can do more to integrate sanitation, water and hygiene with health and education strategies. This would then support the MDG with water and sanitation being central to achieving the MDGs on education, particularly in enabling girls to complete their schooling.
- We were disappointed to receive the results from WaterAid's recent application for the CSO Additional Fund 2010-11 and look forward to receiving timely feedback on this.

For the future we propose that both parties invest further to understand the needs from both PPA partner and DFID. We will focus on this as part of the PPA final evaluation and through providing feedback through the BOND-led discussions.

Collaborative work with other PPA agencies:

- Input into the **BOND** study of how DFID works globally.
- Engagement with many Governance & Transparency Fund grantees, notably with **Transparency International** through the Water Integrity Network.
- Joint research with **Tearfund**.
- Working with **Save the Children** in Finland on Child Rights Programming and WASH in South Asia.
- Working with **Oxfam**, **Save the Children**, **CARE** and **Oxfam** through Dubai Cares work in West Africa.
- East Africa colleagues are working with **Practical Action** on joint research on mutually relevant urban work, as well as **Oxfam** and **PLAN** more generally.
- WaterAid is a member of Water & Sanitation for the Urban Poor (WSUP) with **CARE** and **WWF**.
- WaterAid in Bangladesh works with **Transparency International** to promote good governance in wash services in poor and disaster vulnerable communities.
- Member of People in Aid with **WorldVision**, **Tearfund**, **Save the Children**,

CAFOD.

- Working with **VSO** as part of NEF's SROI project
- Working alongside most sector players through all relevant BOND groupings.

Part E – Corporate Governance and Organisational Change¹⁵

Provide evidence of how your organisation demonstrates good corporate governance, whether this has changed as a result of the PPA, and if so how.

Over the past 18 months we have been developing our approach to international governance to ensure the effective co-ordination of WaterAid organisations in Australia, the UK, the US and Sweden and to provide the governance structures to enable more Members to join our federation and therefore to grow our global impact to achieve our mission.

We have referred to the Charity Commission's general guidance on public benefit while reviewing how we performed against our objectives and in planning our work and aims for the coming year. In particular our Trustees consider how planned activities have contributed to the aims and objectives we have.

Notable achievements:

- Listed within *2010 Sunday Times Best 100 Small Companies to Work For* (results from which highlighted that 92% of our staff in the UK are proud to work for WaterAid).
- Finalist in the Third Sector Best Employer award
- Finalised our Global People Management Framework, setting out minimum standards in a number of key areas including Reward, Security, Reporting Serious Malpractice, Fraud and Health and Safety.
- In the UK we are recognised as an Investor in People.
- An active member of People in Aid
- 'Positive About Disability' status in the UK.
- Our dedicated network of volunteers has become increasingly important over

¹⁵ This section is about both ticking the basic legal compliance boxes and showing that PPA holders are pioneering dynamic new approaches to e.g. environmental standards.

This also provides an opportunity for PPA holders and other organisations in the sector to learn from each other and presents PPA holders as at the forefront of new approaches to good corporate governance, accountability, transparency, organisational change etc.

This is an opportunity to list which standards and codes you are signed up to (e.g. HAP, Sphere etc).

Emphasising how PPA funding has contributed to improving governance and change in your organisation and how this learning has been shared in order to strengthen the sector will also provide more material to demonstrate the reach and value that PPA funding has.

the past year as our targets have become more ambitious. We have updated our working with Volunteers policy and celebrated the fact that one of our longest-standing volunteer, Doug Muncey, who has been with us since 1986 was awarded an MBE for services to WaterAid.

- Following a review of our pension arrangements in the UK, moved pension provider to ensure better value for both WaterAid and our staff
- performance management system has been rolled out in the UK and all of our Country Programmes, including training for line managers in skills such giving feedback, coaching and managing poor performance. -supporting our new value of Courageous.

As a global, ethical organization aiming to improve access to safe water and hygiene for the poorest communities, we must continually strive to do our part in limiting carbon emissions, which ultimately impact on the quality and quantity of fresh water available around the world. As part of our ethical, environmental and sustainability principles and goals in the past year we have published an organizational environment statement detailing our commitment to minimizing the environmental impact of all our UK activities, this includes reduction on onsite printing, realignment of travel policies and promotion of reduce, reuse, recycle ethos throughout their working practices were possible.

Please provide any evidence to show how PPA funding allows you to take risks and innovate (if at all).

As WaterAid is unrestricted in its use of PPA funding it is difficult to show evidence of how this has specifically enabled us to take risks and innovate. However, as an organisation, our new global strategy has a more courageous approach for our work. This is highlighted by:

- Establishing work in 8 new countries (Liberia, Sierra Leone, Niger, Kenya, Rwanda, Lesotho, Angola, Swaziland).
- The New Initiatives unit which will push the organisation to create the capacity and working culture needed to integrate innovation into programme design, implementation, and monitoring and evaluation, so that WA can increasingly be recognized as a leader in the WASH sector.
- Investing in organisational effectiveness, we have revised our work in Planning, Monitoring and Evaluation providing a handbook for all staff.
- We have been able to invest unrestricted income in solving the issues of poor internet connection which is a huge challenge for staff using our systems and disseminating information and can undermine local management. In response to this we rolled out VSAT technology to 10 of our worst affected country programmes in Africa. A programme of IT infrastructure will commence in 2010/11 to improve the access of countries to fundamental services, technology and applications.

Part F – Cross –cutting issues

Describe any work your organisation has done on Gender and Faith if applicable (this question will be limited for the period 2008-2011)

WaterAid has launched an **Equity and Inclusion Framework** which provides guidance on how we implement our new equity and inclusion policy across the organisation. The framework and policy address the need to consider equity and inclusion in the planning of completion of our water, sanitation and hygiene programmes and in all processes across the organisation. Equity and inclusion has been adopted as a core principle and is intrinsic to our rights-based approach. The framework and policy are clearly for internal work but we have also presented key components of the work on our external website at http://www.wateraid.org/international/what_we_do/how_we_work/equity_and_inclusion/default.asp which presents the framework itself, our position, marginalised groups, minimum standards and links to useful resources.

WaterAid is a partner within the **Gender and Development Network** and takes an active role within this important network, along with other PPA partners of One World Action and BOND, as well as welcoming DFID's participation.

We take every opportunity to highlight gender issues throughout the year but with special reference to a week of events focusing around **International Women's Day** throughout the organisation. This year, this included an interactive session for staff on the Equity and Inclusion Framework and a quiz on the difference between sex and gender. Our Chief Executive from WaterAid in India spoke to the London office about the challenges of women with regards to WASH and presented several case study successes from WaterAid in India. Our colleagues in Bangladesh celebrated International Women's Day in the office with female representatives from our partner organisations based in Dhaka. An outcome of their day was to send emails to the Special Advisor of the Prime Minister stating their demand to come up with a policy that states a certain proportion should be reserved for women in the NGO Executives Committees.