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Executive Summary

This executive summary provides an overview of the programme results for 2014 as well as the most important organisational results. The programme results are divided into ‘country activities’ and ‘international activities’ (including lobby & advocacy and linking & learning).

Programme Results

Country activities

In all countries the programme is being implemented according to the plans for 2014. Overall, the 2014-output targets were overachieved and the short term recommendations of the Mid Term Evaluation (MTE) conducted by MDF in 2013 have been implemented as planned. In the fourth year of our programme the country alliances are well known, training programmes of the WASH Alliance are well attended and coordination structures are now implementing and starting to accelerate. An external influence on our programme was the Ebola crisis, which has led to some cancellation of international meetings, while on the positive side contributing to increased awareness and practice of hygienic behaviour. After conducting the outcome measurement in 2013, this year the country programme partners only had to report on output indicators.

After its fourth year of implementation the WASH Alliance is also well on track in terms of cumulative output achievements; the cumulative output results 2011-2014 are higher than the cumulative targets for the full period (2011-2015), except for the number of people trained related to the Sustainability Monitoring Framework (SMF) and the Organisational Capacity Assessment (OCA). These results will be achieved in 2015. Although the overall 2015-targets have been met, the country alliances will continue working on all objectives and set realistic country targets, to contribute to even higher outputs (and outcomes) at the end of the programme.

To create sustainable WASH-services the FIETS-sustainability principles (Financial, Institutional, Environmental, Technical and Social Sustainability) have been adopted as the leading principles within the programme. All these components of FIETS have been addressed in our country programmes (see Chapter 2 for results on the FIETS-principles). This year it became clear that shifting the mind-set of NGO-partners into a business approach is an ongoing process. It has taken time to provide knowledge and insight in linking the programme with finance institutions and private sector actors for scaling up and ensuring financial and institutional sustainability for WASH services.

After the fourth year of implementation financial institutions, a business approach and the private sector are more and more included in the programmes, thanks to continued attention on this issue from all staff. Although there has been a close collaboration of our country programme partners with other WASH-actors at both national and regional/local level before, the involvement of the private sector in these multi-stakeholder platforms was limited. In 2014, as a follow-up to our strategy for acceleration (and also a recommendation from the MTE), some new (business-) partners are involved in the country alliances and many entrepreneurs have been trained on WASH-service delivery. Although the business approach is increasingly included in the programme, we still need to work on expansion and profitability in order to reach scale. Another aspect of acceleration is related to an increase in the local WASH budgets, to this end many people have been trained on budget tracking.

As part of our effort to create WASH services that are FIETS sustainable, it was decided to develop a tool to train partners - the Sustainability Monitoring Framework (SMF)-, in order for them to be better able to assess the likelihood that their programmes will become sustainable. After conducting two pilots on the SMF in 2013, the WASH Alliance decided to extend the project in 2014, based on positive feedback from the partners trained. The Dutch WASH Alliance (DWA) focussed on the analysis and data management aspects of the SMF in 2014, as the piloted tool was considered user-unfriendly. A user-friendly online platform has been built for data
processing. In 2015, an online training course will be developed to enable the availability of the SMF for more partners and beyond the programme scope and existence.

Many (local) government representatives, community groups, country programme partners and other WASH-stakeholders have been involved in different types of trainings on among others the Right to Water and Sanitation (RTWS), the integration of environmental sustainability within in the programme, (re-) use of waste water, and their role within the WASH sector. Although many people have been trained (in 2014 and during the total programme), effort needs to be put into the application of knowledge (e.g. by intensifying the contact) to further improve the quality of work and healthy WASH-related behaviour.

To influence decision making it is important that community groups are empowered to influence policies, budget allocation and design of WASH services and infrastructures. First, many people have been reached by awareness campaigns, like Community Led Total Sanitation (CLTS), door-to-door campaigning and media. Local alliances have been in contact with radio stations, have been performing in television shows and have been participating in WASH-events like Hand Washing Day and World Toilet Day. Reporting on the number of people reached is high and runs into millions of people. However, this does not provide any indication on the actual number of people that gained awareness and knowledge on hygiene and sanitation by these campaigns. Especially the effect of media campaigns can only be measured by asking the targeted people. We will try to include this in the Outcome Measurement of 2015.

As a follow-up to the one of the recommendations of the MTE, the country programme partners have made extra efforts this year to promote and increase gender equality and women empowerment in their activities at community level, in WASH management services and at the household level. Good results were visible with regard to WASH management in Bangladesh, Benin, Kenya, Ghana and Mali, with for instance more women in leadership positions and overall increased participation of women. In Kenya also improved gender equality within the household was realised. At household level, an increased involvement of women in decision making is in some contexts still seen as a challenge, due to cultural barriers (e.g. male dominated households). So, gender equality will continue to be an important focus for 2015 through capacity building, awareness raising and mobilization of women and men.

Apart from developing an enabling WASH sector and empowering the communities and other civil society actors, some partners (in all countries) constructed community and public WASH facilities, directly contributing to the outcome of increased access to WASH services. The output in 2014 was much higher than targeted: 118.000 people gained access to improved sanitation at schools, health centres and public places in 2014 alone (2011-2015 cumulative target was 200.000). Regarding the public sanitation facilities, although the target is achieved some difficulties are being faced: access to credit for financing and (continuous) functionality of the public facilities. 140.000 people gained access to improved community drinking water sources in 2014 alone (2015 cumulative target 100.000). Regarding the community drinking water sources, the overachievement is explained by the collaboration and capacity enhancement of country programme partners, the strong community participation and the rehabilitation of existing facilities. Some countries were able to replicate a successful approach more quickly in other sub-districts, building on existing relationships.

International activities and the learning agenda

Under the international lobby and advocacy component, the DWA used its knowledge and expertise to influence the global as well as the Dutch discussion about the role of water and sanitation in the post 2015 development agenda. In the Netherlands the DWA used their networks and the NGO platform to influence the drafting of the International Water Ambition. Also, a review was done of the water component of the multi-annual plans for bilateral aid to Dutch partner countries, which revealed a trend that Aid to the water sector will gradually decrease, with a shift away from WASH to other water sub-sectors (water management and
irrigation). This analysis was shared with members of parliament before the debate on the Multi Annual Strategic Plans. Thirdly the DWA was involved in discussions with the Ministry of Foreign Affairs about its new agreement with the Global Water Practice of the World Bank, advocating for a strong inclusion of water and sanitation in the newly developed agenda. The results of this will be reported on in 2015. Internationally, representatives from the DWA were able to get the sustainability of WASH services addressed as one of the two main topics by the Sector Minister’s meeting at the Sanitation and Water for All (SWA) meeting in Washington in April. Commitments made at the SWA will flow back into national legislation and will be tracked by the Lobby & Advocacy (L&A) group of the DWA. In ensuring institutionalised budget tracking from international level to national and local level, DWA partner organisations are invited to engage in national processes to track budgets, to monitor the commitments made at e.g. the SWA and integrate budget tracking into their advocacy work. In this way the DWA is able to influence stakeholders at all levels: from community level, via national authorities to global actors such as donors and development banks. 

The L&A group continued its work on Water Security, formerly called ‘Water Grabbing’ and produced a policy oriented guidance for WASH inclusive water allocation. During 2014 this theme found its way into the new WASH IT strategic partnership proposal.

The learning agenda focuses on the financial and institutional sustainability elements of FIETS. In 2013 the DWA realised it had to continue developing from sustainable projects towards a sustainable WASH sector that can accelerate and scale (see table below for acceleration approach). In the work plan 2014, we decided on two pathways to create best practices in order to introduce and develop the acceleration approach (green line) in our countries. One is through the intensified diamond approach by WASTE, the other is through the learning project. The diamond approach is an institutionalised business approach where all stakeholders work together in sanitation platforms, but this can also be applied to water. With regard to the sanitation platforms we see that in 2014 all the stakeholders involved have increasingly taken up their roles and responsibilities and started working together. Local business consultants were contracted to train and assist local entrepreneurs resulting in more businesses and loans provided. Although the number of people reached is still relatively low, we already see that in some of the sanitation platforms acceleration is taking place and costs are declining. It is still difficult to get Microfinance Institutions (MFIs) on board, but more guarantee funds were set up in 2014 which gave MFIs the opportunity to provide WASH loans at low risk. Also local governments have taken up their role in demand creation, quality control and the formulation and enforcement of by-laws, such as for example laws against dumping of faecal sludge, which create a demand for pit emptiers and processing of sludge. In 2014 many initiatives were started in many of our countries on the processing of faecal sludge into biogas and manure as well. A challenge will be to take these initiatives from the pilot level to a profitable business level on the long term. The learning project is a journey made by 17 participants from Ghana, Ethiopia, Nepal and Bangladesh in which they work and experiment towards ‘Future WASH: New Business Models & Redefining Roles’, inclusive WASH service delivery without subsidy, while involving community organisations and/or the private sector. In 2014 the search, co-create and experiment phase took place. The search phase was about gathering knowledge and learning’s from best practices, interviews with experts and literature on the themes of the learning project. Thereafter, during the co-create phase, participants together with colleagues, partners and community members shaped and prepared experiments, aimed at reaching sustainability and scale within their respective projects. The experiment phase focuses on experimenting with a new approach or method (learning by doing).Thematically, the experiments are about Faecal Sludge Management (FSM), rainwater harvesting, latrines production, menstrual hygiene e.g. the experiments vary from looking for ways to streamline production, to uniting demand, to include the private sector and to innovating with WASH products. We can conclude that the experiments are very useful for creating a business approach and scale, but that perhaps most importantly there are now 17 participants from these 4 countries that truly believe in the necessity of this change in approach and who will be excellent ambassadors. Overall with regard to learning on financial and institutional sustainability we can conclude that it takes time to develop new ways of working in the sector. Many NGOs now understand and to some extent belief in the WASH Alliance concepts such as FIETS.
sustainability, including the business / acceleration approach and the new role this requires from NGOs in facilitating market and business development, but they are still struggling to actually incorporate this thinking into practice. The sanitation platforms have promising results, with private sector and government firmly taking up their roles, with NGOs as important facilitators. The biggest challenge is to get the financial sector on board. Small steps are being made here, but unless and until financial institutions will make WASH loans available as part of their core business, scaling will be slow. We will continue to focus on this aspect in 2015. As in 2014 only outputs are measured, we cannot yet prove that our acceleration approach works. However, if we are able to realise our targeted outcome in 2015 (880,000 people for water and 1 million for sanitation), this shows that our results are accelerating and the costs of our programme declining (see picture).

Besides the official ‘learning agenda’ (explained above), the DWA also innovates and learns on environmental, technical and social sustainability. In this context, the DWA continued with the innovative use of online tools and creating an open environment. In 2014 the DWA decided that all country programme partners will use FLOW for the Outcome Measurement exercise in 2015. For this reason Akvo continued with (refresher) trainings and support for the use of Akvo FLOW in all countries, except Ghana, which is planned for 2015. In 2014 also several Akvo RSR (Really Simple Reporting) refresher trainings were done to bring on board new partners and to update existing partners on new features. The key new feature is adding RSR updates straight from the field with an app. In 2014 1,236 updates from 84 programmes were posted (up from 244 updates in 2013). The DWA website has approximately 780 unique visitors per month (up from 600 per month in 2013), mostly from the Netherlands and our 8 countries, but surprisingly also has many viewers from outside our countries. Especially the renewed Sustainability Portal is frequently visited.

Wetlands International and RAIN continued their work integrating environmental sustainability. In Uganda they organised a high level sharing and learning event on environmental sustainability and facilitated the training on catchment based water resources management. This was very successful and led among others to the Uganda government to commit itself to providing safe drinking water and the decision to dedicate more resources and it led to DWA partners replicating and scaling this up in other regions of the country.
Organisational Results

Expenditure and efficiency

The 2014 programme was largely implemented according to plan (overall payments at 101%). The cumulative 4 year expenditure (2011-2014) is 80% and the expenditure for 2015 is going according to plan and expected to be around 100%. Individual country expenditure in 2015 is expected to be within 5% deviation for the 5 year period, except for the Benin programme, for which substantial under expenditure is expected (85% after 5 years). Both ICCO and WASTE shifted budget away from Benin. Due to the prolonged negotiations with partners the start of the programme was very much delayed, and these delays could not be compensated anymore in 2014 and 2015.

The overhead in 2014 is 13.3% of total payments, well within the agreed norm for efficiency of 14.2%. The efficiency in 2015 will be much less than the 2014 efficiency. This is because in 2016 costs will be made for management, administration and alliance coordination to work on monitoring, reporting and evaluation of our programmes, while programme implementation will have stopped in 2016. These overhead costs for 4 months in 2016 will be added to the 2015 report and will decrease the 2015 efficiency. Because of this, the total average overhead for the 5 year period will be close to the agreed norm of 14.2%.

Quality systems

Besides managing the programme much attention was invested in Planning Monitoring and Evaluation (PME) and communications & visibility.

With regard to PME, activities have been implemented as planned for 2014. On the recommendation of the MTE and a subsequent internal process of evaluation, many improvements have been successfully implemented. These improvements are based on an internal evaluation study of the PME processes, in which 17 staff members with different positions within the DWA were involved. The following measures were implemented: 1) web-based forms for reporting, which greatly improved the timeliness of data collection; 2) additional PME staff was hired in the countries at the end of 2014 to assist partners and the country coordinator and 3) standardised outcome monitoring with Akvo FLOW was decided on for all countries. These measures created a real breakthrough in 2014, also simplifying the Alliance reporting process. All this was implemented by the PME group in spite of (coincidental) large turn-over of PME staff at the member organisations and a new PME manager at the WASH Alliance Management Unit (WAMU).

Much progress was also made in terms of documentation, communications & visibility of the Alliance. This included internal communications such as the WASH Up newspaper to share learnings between the staff and partners, a linking and learning barbeque for Dutch staff and a Logframe poster for the partners to explain better how their work contributes to the final result. Some of the highlights of external communication are our external newsletter, the FIETS Sustainability Portal on our website, a video of the sanitation diamond in Malawi and the FIETS sustainability binder, which combines all our sustainability approaches and tools on FIETS.

Strategic process

The strategic process on the future of the WASH Alliance continued in 2014. Various strategic days and consultation rounds took place, both with people from within the Alliance (staff in the Netherlands, thematic partners, staff and partners in the countries) as well as with outsiders. A consultant was hired to investigate the Post 2015 Alliance strategy and recommended to strengthen the foundations for collective impact and to work on increasing the visibility internationally. The strategy was also the main topic of discussion in our annual International week with country coordinators in September. To strengthen the WASH Alliance for the future, a draft Theory of Change (ToC) was worked out with the 11 Dutch member organisations of the DWA, which is finalised in 2015. All the long term recommendations of the MTE were incorporated in our strategic process.
and have been given follow-up, including a lighter and more flexible structure, smarter PME and the appointment of PME consultants in the countries and the development of full coverage coherent district plans.

At the end of 2014 the result is that the WASH Alliance has decided to continue working as an alliance and that there is broad agreement on the vision, the governance and the added value of the WASH Alliance. Some of the country alliances have registered and/or developed their own strategy for the future (Kenya, Ethiopia, Bangladesh) and some country alliances have already jointly submitted proposals for funding (Mali, Kenya).

Key added value of the international cooperation is the joint vision & learning on sustainability (practiced through our FIETS approach) and on acceleration & scaling, between partners and between countries, working together on innovation and creating and replicating best practices. Global advocacy, PME and branding are other key benefits of working together, and hopefully the international cooperation will be successful in joint fundraising as well. We will have two models for fund-raising: one is with the WASH Alliance International in the lead, trying to attract large scale funding similar to the current MFSII funding from the ministry. The other model for fund-raising is where the country alliance is in the lead, as there is a trend towards more decentralised funding opportunities.

With the trend of decentralised funding opportunities, the country alliances will be more at the heart of the Alliance, and local fundraising plans and capacities become more important, as well as a thorough understanding of sustainability and acceleration approaches in the countries. The Dutch WASH Alliance has a very important role to fulfil as a Support Unit to all the country alliances, and will provide support on: international lobby for more commitment to the global goal of universal access to WASH (as expressed in the Sustainable Development Goals) and on promotion of our FIETS approach to ensure sustainable WASH delivery; provide technical assistance to enhance the capacity of partners on sustainability and on acceleration were relevant; to develop and advance best practices on sustainable and scalable WASH service delivery together; to provide a network and platform for sharing knowledge and learnings between the partners and countries; to facilitate research and innovation for the benefit of all; to provide a quality standard and PME systems; and to assist the countries in communication & fundraising efforts with corporate materials and fund-raising support.

Key features of the ‘WASH Alliance International- acceleration WASH’ (our new name and tagline), summarised are:

- Multi-national, multi-stakeholder network of approximately 100 partner organisations (11 in the Netherlands, 88 in implementing countries), each with own specialised expertise on WASH and organised in country alliances
- Providing sustainable WASH for All, by applying a full coverage approach, inclusive of the poor
- Scalable and sustainable sector development approach
- Blended finance
- Keeps innovating in a changing world
- Links to broader issues such as water (quality), food security and climate change
- Transparent, use new technologies for access to our data and for paperless PME
- Work in equality and in co-creation with all our partners.
- Track-record of 45 million- programme in 8 countries for 5 years: if we meet our targets resulting in approximately 880.000 people who use improved water and 1 million people with access and use of improved sanitation facilities at the end of 2015, with an average facilitation cost of 20 euro per person. Due to acceleration approach this cost will decline further.
1. Introduction

1.1 Contents of this document
This report describes the achievements of the Dutch WASH Alliance (DWA) in 2014. Before the results of the Alliance are presented, the DWA and the context it works in are introduced in chapter 1. The first chapter starts with the description of some important trends in the WASH sector in 2014, followed by an overview of the characteristics of the DWA. The remaining chapters describe the results of the DWA in 2014. Chapter 2 and 3 are about the programme results; which can be divided in ‘country activities’ and ‘international activities’ respectively. Country activities are those activities that are implemented by our partner organisations in all of the partner countries and that directly contribute to the result areas ‘Millennium Development Goals (MDGs)’ or ‘Southern Organisations’ (these result areas relate to Part 1 of the Monitoring Protocol, the so-called “Programme Part”). International activities are executed by the Alliance members and thematic partners and contribute to the creation of an enabling environment for sustainable WASH services. Basically, these activities can be divided into two clusters; lobby and advocacy activities and linking and learning activities. Chapter 4 deals with the results related to the organisation and management of the WASH Alliance, relating to Part II of the WASH monitoring protocol - ‘the Organisation Part’. This chapter describes the financial situation (including own contribution, expenditures and efficiency of the Alliance), the quality of systems, lessons learned and the harmonisation with other programmes.

The feedback from DGIS on the annual report 2013 has been taken into account as much as possible in writing this annual report. Like last year, we have included country reports (in annex 3), which include reflection at country level. Last year we explained how we improved our programmes with the results of the Mid Term Evaluation (MTE), this year we have included how we improved our future strategy with the long term recommendations from the MTE (chapter 4.8). Unfortunately we cannot yet report on the results of our upscaling efforts, we will include this in next year’s report, as we will measure outcomes again in 2015.

1.2 Trends in the WASH sector
1.2.1 Global trends
The world is changing fast. The urgency and consequences of climate change are becoming more and more clear. Urbanisation takes place at a rapid pace with 54 per cent of the world’s population residing in urban areas in 2014. New economies such as India and Brazil arise, and a growing middle class and changing consumption patterns increase the pressure on scarce freshwater resources.

Inequality is another important trend affecting many people. Currently, 92 billionaires have the same wealth as the bottom half of the world’s population. International financial flows to developing countries increased rapidly over the last decade, mainly driven by growth in private capital flows and remittances. While official development assistance slightly grew, its relative impact decreased significantly. Development aid commitments for water and sanitation have increased 30% to over US$ 10,9 billion in 2012, from US$ 8,3 billion in 2010. Aid is increasingly directed towards low-income countries—Sub-Saharan Africa received 38% of water and sanitation ODA in 2012, compared to 27% in 2010.

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The WASH Alliance is also increasingly working in urbanised areas to keep up with the needs of the growing population in urban areas. At the moment the main focus is on sanitation programmes in urban areas through an institutionalised business approach. In 2015 WASH Alliance thematic partner PRACTICA Foundation will be developing a training programme for our partners on the development of small scale piped water systems through a business approach, which can also be applied in urbanised areas.

1.2.2 Ambitious sector with limited capacity
Governments show strong support for universal access to drinking water and sanitation. Two thirds of the 94 countries covered in the UN-Water Global analysis and assessment of sanitation and drinking water (GLAAS) report recognise both drinking-water and sanitation as a human right in national legislation. However there is a big gap between aspirations and reality. Fewer than one quarter of countries reported that they have national plans in sanitation that are being fully implemented, funded and regularly reviewed\(^5\). While many countries have decentralised the delivery of WASH services, capacity at local level to plan, implement and review WASH programmes is limited. To address this, the WASH Alliance provides capacity building support not only to NGOs, but includes local government staff in their trainings as well. At the same time community groups are organised and empowered to request their local governments for transparency in budgets and budget implementation, which helps to a) free budget specifically for WASH and b) helps to plan and implement according to local needs.

1.2.3 WASH and global health
The Ebola outbreak in West-Africa last summer highlighted the importance of WASH facilities in health centres and schools. Neglect of WASH, and the ensuing poor conditions and practices in communities and institutional settings like schools and especially health facilities, have exacerbated the current West African Ebola crisis. Ensuring essential services, including WASH, is one of five pillars of the global response strategy to the outbreak and will be key to recovery\(^5\). The Ebola outbreak will renew a focus on the crucial area of hygiene promotion the coming years, which will be supportive for the WASH Alliance to carry out its hygiene promotion activities. In WASH Alliance countries Ghana and Benin there was significantly better hand washing practised because of the Ebola crisis.

1.2.4 From MDGs to SDGs
In 2014 the new framework to succeed the MDG-agenda became clear. The Open Working Group came up with a proposal of 17 Sustainable Development Goals (SDGs), including a goal to ensure availability and sustainable management of water and sanitation for all. For WASH, the agenda focuses on universal access to water and sanitation in 2030 and the progressive realisation of the human right to water and sanitation (HRTWS). The inclusion of water quality, water-use efficiency, water resource management and the protection of ecosystems is an opportunity to move from a focus on infrastructure to a focus on sustainable service delivery for WASH. The SDGs are more in line with the mission of the WASH Alliance to provide sustainable WASH services for All and linking WASH to the Nexus (water, food, climate change) than the previous MDGs and provide a good basis for the continuation of our work and ambitions.

1.3 Introduction to the Dutch WASH Alliance

The WASH Alliance was formed by six Dutch Civil Society Organisations (CSOs) with extensive experience in WASH: Simavi, Akvo, Amref, ICCO, RAIN and WASTE. They cooperate with six thematic partners in the North: Wetlands International, IRC, WaterAid, Both ENDS, PRACTICA Foundation and RUAF. A much broader group of Southern and Northern CSOs cooperates with the WASH Alliance. In total, the DWA currently works with close to seventy country programme partners in eight countries: Bangladesh, Nepal, Ethiopia, Uganda, Kenya, Mali, Benin and Ghana. In these countries the formation of formal or more informal Southern WASH Alliances is being facilitated with the help of the country coordinators.

This broad cooperation offers unique added value. Firstly, a combined outreach and impact, by bringing to the sector increased learning, better focus and critical mass. Secondly, sustainability of WASH service delivery through the systematic joint adherence to five key sustainability principles, called ‘FIETS’: Financial, Institutional, Environmental, Technological and Social sustainability. Thirdly, true integration throughout the programme is achieved, covering the entire WASH chain from water supply to sanitation and hygiene promotion on community to international level. And fourthly, an emphasis on in-country and cross-country linking and learning, by building networks and using innovative web-based ICT tools.

The main objective of the DWA’s five year programme (2011 - 2015) is to achieve increased sustainable access to and use of safe water and sanitation services and improved hygiene practices for women and marginalised groups. In order to ensure harmonisation and ownership, the WASH Alliance has followed a careful participatory methodology while developing the programme.

To implement its coordinated water, sanitation and hygiene programme, the members of the DWA work with their country programme partners in a multi-stakeholder approach. This involves stakeholders from Civil Society, private and public sector: building Civil Society from the community level up to the local, national and international level, strengthening CSOs and key stakeholders as well as the networks that link them. The main objective is to ensure that all relevant stakeholders have the capacity to perform well, leading to improved and sustainable access to safe drinking water, improved sanitation and hygienic living conditions.

The WASH Alliance is closely working with the local private sector in the country programmes, as it believes that the involvement of the private sector is necessary to bring sustainable WASH services to the poor that can accelerate and scale. Besides the country programmes, an international activities component has been developed to create an enabling environment for sustainable WASH services, which focuses on lobby and advocacy as well as on linking and learning.

This main objective and the multi-stakeholder approach to strengthen civil society are translated into two supporting objectives:

1) Increased improved access to and use of safe water and sanitation services and improved hygiene practices.

2) Civil society actors are strengthened to jointly and individually respond better to the needs of the communities and influence decision-making on WASH service delivery.

Target groups

The ultimate beneficiaries of the programme are marginalised people in the eight developing countries, with a special emphasis on women and marginalised groups, who lack access to and use of safe drinking water, improved sanitation and hygienic living conditions. During the five year period, the programme aims to provide access and use to an additional 1,2 million people with improved sanitation facilities and an additional 440.000 people with improved drinking water facilities, through country programme partners and multi-stakeholder platforms.
Another target group are the country programme partners and public and private stakeholders, whose capacities are enhanced to build up a strong and sustainable WASH sector. The ultimate goal of the WASH Alliance is to create a sustainable WASH sector, through the FIETS approach and the multi-stakeholder approach, where civil society, public and private sector all play their different roles in providing sustainable access to WASH services, without any international development cooperation subsidies.

**Governance**

The governance model of the DWA can be summarised as follows:

In the North: the Steering Committee (directors) provides strategic guidance to the Alliance, the programme group (programme managers of each alliance member) provides the operational management. The lead agency (Simavi) is responsible to oversee the quality of programme implementation and ensuring requirements of the subsidy are adhered too, this is done by the WASH Alliance Management Unit (WAMU). Simavi’s Supervisory Board holds final oversight over Simavi’s role as lead agency. The programme staff of the Alliance members in the North are organised into country teams, which are coordinated by the country lead. The country lead coordinates the WASH programme for a country, is the link for external harmonisation activities and liaises with the corresponding country coordinator on coordination between the country programme partners.

In the South: all country programme partners work together to form the WASH Alliance country programme. Some countries have a structured alliance with a Steering Committee, other countries do not have such a formalised structure. In all the countries local country coordinators have been appointed to facilitate the process of multi-stakeholder alliance formation and develop an integrated WASH programme.
2. Programme results – country activities

2.1 Introduction
The programme results are described in two chapters. This chapter focuses on the ‘country activities’ that have been executed by our country programme partners in the eight country programmes. Chapter 3 describes the results of the ‘international activities’, including linking and learning, and lobby and advocacy.

The progress that is made regarding the objectives and targets has been monitored based on the key indicators, as formulated in the DWA programme for 2011-2015. The results are presented in two ways:
- WASH Alliance logical framework, as this provides insight into the relation between various components of the programme (paragraph 2.2).
- Results Framework as requested by DGIS, with an overview of the results achieved in 2014 against the targets set (Annex 1a for overall output results and Annex 2 for country results).

During the planning workshops in the beginning of 2014 the country-targets have been set. These combined country targets are more accurate and mostly higher (except for the number of people that gained access to improved drinking water sources) than the targets that have been reported in our DWA-work plan for 2014. Therefore we have decided to report against these new targets.

2.2 Overall programme results in the countries
In all countries the programme is being implemented as planned. Earlier difficulties in Mali and Benin, respectively a coup d’état and contracting problems, have been resolved. In Benin contracting with country programme partners was done in 2014 using two-year contracts. In Mali no major political difficulties were identified, although various cases of Ebola have been registered leading to cancellation and/or postponement of (inter)national meetings and increased border security. Ghana also reported on Ebola being a threat close to their borders, and there also has been an outbreak of Cholera. The Ebola-crisis has had a positive consequence as well; there has been an increase in the publicity and awareness on WASH (see box).

In 2014, 91 country programme partners have been involved, including universities and research institutes. Some country programme partner’s contracts have not been renewed in 2014, mainly due to the fact that their approach was not sufficiently in line with the DWA sustainability approach. Nine new country programme partners have been contracted in 2014 – in consultation with local steering committees - as follow up to the Mid Term Evaluation to fill identified gaps. These new partners include technical partners, governments and social enterprises and make the country programmes more coherent.

For 2014, the output targets have been overachieved. Our programme is well on its way in the fourth year of implementation. The country alliances and their programmes and trainings have become well known. Coordination between CSO, private and public sector is improving, joint coordination platforms are now implementing programmes and more finance is coming into the sector through increased involvement of Microfinance Institutions (MFIs), but also by increased budget allocations of the public sector. On the other hand, we think that the targets might have been set in a rather conservative way by the country programme partners, as they were asked to sign of for their targets and were afraid not to meet them.

“The Ebola-crisis in West-Africa has impacted the campaign for hand washing with water and soap at critical times. Hand washing is seriously being practiced in the communities not only to prevent diarrhoea and other sanitation-related diseases but also to prevent Ebola infection.”
(Source: Ghana country report 2014)
After four years of implementation the WASH Alliance has already achieved the cumulative output-targets that were set for 2015, except for the number of people trained on the Sustainability Monitoring Framework (SMF) and based on the Organisational Capacity Assessment (OCA). These targets will be met in 2015, with trainings that are already planned. Although most of the overall 2015-targets are met, we have decided not to change these targets since it doesn’t seem right to change the targets midway the programme. Nevertheless we will continue working on all objectives and set realistic country targets to contribute to even higher outputs (and outcomes) at the end of the programme.

In most cases it is difficult to count the number of unique persons that has been reached. It is likely that people have been participating in more than one training, or that people have been reached by awareness and media campaigns more than once. For example, in all countries people have been trained on the use of Akvo FLOW (and Really Simple Reporting, RSR). After a first training a refresher-training follows, including an update on new features. Refresher trainings like these and repetition of WASH-messages will increase the awareness and knowledge of people. Although many people have been trained so far, in 2015 effort will be put into the consolidation of knowledge (e.g. by intensifying the contact) to further improve the quality of work/healthy WASH-related behaviour.

2.3 Result Area 'MDGs'

This paragraph describes the progress of the WASH Alliance on the result area ‘MDGs’, following the DWA Logical Framework. The Results’ Framework as requested by the Ministry is provided in Annex 1a, consisting of the output results presented against the targets set. An overview of segregated data per country is given in Annex 2. Finally, qualitative reflections for the individual country programmes are given in Annex 3.

Following the DWA Logical framework, two main objectives have been formulated under result area MDGs:
- Objective 1. Increased sustainable access to and use of safe water and sanitation services and improved hygiene practices;
- Objective 2. Civil society actors are strengthened to jointly and individually better respond to the needs of the communities and influence decision making on WASH service delivery.

To create sustainable WASH services the FIETS-sustainability principles are adopted as the leading principles within the programme. A detailed reflection on the progress by output is presented in this chapter following the FIETS-classification.

2.3.1 Objective 1. Increased sustainable access to and use of safe water and sanitation services and improved hygiene practices

Overall, on all of the 11 outputs that come under this objective DWA is on track and scores higher than the 2014 target. Results reached are elaborated in the text below. General explanations will be provided as well as examples of activities that took place in (one of) the eight country programme countries.

Results on Financial sustainability

The financial sustainability component can be divided into two distinct approaches: increasing the role of the private sector in WASH service delivery (by among others training private entrepreneurs and arranging for better access to credit with local financial institutions) and by ensuring an increase in the local public budget.

Shifting the mind-set of NGO-partners into a business approach is an ongoing process. It took time to provide knowledge and insight in linking the programme with financing institutions/MFIs and private sector actors for scaling up and ensure sustainability within the programme. In 2014 the financial & business component has
been addressed in all countries. An example on the business approach comes from Mali; “they have been working on their business approach by working with a Management Committee for public latrines. The community needs to pay a small amount for using the latrine, this money is being saved and used by women to build more public latrines without extra aid”.

The DWA is working on four output indicators under the financial sustainability component, of which the results are presented in table 2.1. Overall, most countries have reached their targets on this Finance-component.

Table 2.1. Results on financial sustainability

<table>
<thead>
<tr>
<th>Nr</th>
<th>Result</th>
<th>Indicator</th>
<th>2014 output result</th>
<th>2014 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Small producers, businesses and service providers are trained and/or supported to play an increased role in improved WASH service delivery</td>
<td>Number of people (from small producers, businesses and service providers) trained and/or supported on WASH service delivery</td>
<td>Total: 4,663</td>
<td>Total: 2,393</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of people (from small producers, businesses and service providers) trained and/or supported on WASH service delivery</td>
<td>Female: 44%</td>
<td>Male: 56%</td>
</tr>
<tr>
<td>7</td>
<td>Locally based finance institutions pilot credit for WASH service construction, operation and maintenance</td>
<td>Number of pilots on credit for WASH service construction, operation and maintenance developed and tested.</td>
<td>54</td>
<td>51</td>
</tr>
<tr>
<td>9</td>
<td>The country programme partners lobby for increased WASH financing</td>
<td>Number of lobby meetings attended by country programme partners</td>
<td>697</td>
<td>307</td>
</tr>
<tr>
<td>10</td>
<td>Country programme partners and WASH networks are capacitated on methodologies to track budgets</td>
<td>Number of people from country programme partners or other WASH stakeholders trained on budget tracking methodologies</td>
<td>Total: 1,369</td>
<td>Total: 307</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of people from country programme partners or other WASH stakeholders trained on budget tracking methodologies</td>
<td>Female: 50%</td>
<td>Male: 50%</td>
</tr>
</tbody>
</table>

Over 4,500 people from small producers, businesses and service providers have been trained and/or supported to play an increased role on WASH service delivery (result 5). This result exceeds the target for 2014. This can be explained by a large number of water- and school committees that have been trained, strengthening by other programmes (e.g. World bank and Bangladesh WASH Alliance), more collaboration and combined efforts between country programme partners, and an increased emphasis on the Diamond Approach (refer page 25) in some countries. However, a remark towards this high achievement has been given as well; although many people have been trained, this doesn’t mean that all trainees have improved the quality of their work. So, in 2015 effort needs to be put into the consolidation of knowledge (e.g. by intensifying the contact).

In 2014, 51 pilots on credit for WASH service construction and maintenance have been developed and tested (output 7), in line with the country plans, but far exceeding the 2015-overall target (set at 6 pilots). Looking back at the first planning, these pilots were planned as tests for new credit products with financial institutions. However, the pilots take place at a smaller and lower level than initially planned e.g. Village and Loan Associations and revolving funds with NGOs, rather than new WASH credit lines that are being developed and piloted by financial institutions and banks. So the results show that in most countries the country programme partners are working on opportunities for credit for WASH-services in order to ensure financial sustainability, but unfortunately with less institutionalisation and scale than initially foreseen. It remains a huge challenge to convince MFIs of the opportunities in WASH, and without institutionalised credit lines for WASH scale will remain limited. Therefore the output is actually less than initially envisaged in 2011. We expect that the pilots with NGO revolving funds will eventually provide sufficient evidence to show MFIs that risks are limited and to get them involved.
For some country alliances this has been harder than for others. In Bangladesh a lot of negotiations with private banks and MFIs did not result in a new pilot, as the interest rate on loans for sanitation businesses remained too high to be viable. The plan is to start lobbying to make sanitation business a priority and lower the interest rate. In Ethiopia the country programme partners had difficulties finding the right financial institutions. However, in two towns a MFI has been contracted and is ready to provide loans to households and Small and Medium-sized Enterprises (SMEs) in 2015.

In contrast, in Nepal the number of pilots rocketed as a result of the change in mind-set. The acceptance by NGOs that the private sector could be involved, and a better understanding of the economical aspects increased the willingness to start pilot projects.

The number of lobby meetings attended by country programme partners (output 9) has far exceeded the 2014-target set; almost 700 lobby meetings have been attended. Besides the involvement of country programme partners that are specialised in lobby and advocacy, a clear trend with all the country programme partners is that they have taken in that lobbying and advocacy with the national and regional/local government is important to ensure continuation of WASH funding. In all countries some of the country programme partners are principally working on lobby and advocacy. All country programme partners have been active in lobbying at all levels and most have indicated that it has been increased and will continue to increase in 2015.

Another aspect of financial sustainability is that country programme partners and WASH networks are trained on budget tracking (output 10). Budget tracking is an intentional watch over the use of actors’ resources and holding involved actors to account for their decisions and actions when managing their resources. In 2014, 1,369 people were trained compared to a target of 300. People that have been trained are from NGOs, (local) governments and other WASH stakeholders. These trainings on budget tracking contributed to accountability and an increased allocation of budget for WASH-services. In Uganda for example, the training of NGOs on budget tracking got media attention and resulted in more attention on the actual WASH-budgeting and spending by the national government.

Results on Institutional sustainability

The multi-stakeholder approach is embedded in all country programmes. Many WASH committees have been formed and linked with the local governments. There is close collaboration of country programme partners with other WASH-actors at both national and local level. Until 2013 the private sector was the least represented sector and the point of attention was to see whether such improved coordination will lead to more multi-stakeholder WASH-programmes developed and implemented. In 2014, the private sector has been involved more often in the programmes.

The DWA is working on two output indicators under the institutional sustainability component, of which the results are presented in table 2.2. Overall, the targets have been met.

Table 2.2. Results on institutional sustainability

<table>
<thead>
<tr>
<th>Nr</th>
<th>Result</th>
<th>Indicator</th>
<th>2014 output result</th>
<th>2014 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Active WASH stakeholders coordination structures exist</td>
<td>Number of countries in which active WASH stakeholder coordination structures exist in the areas where the Alliance is working.</td>
<td>8 countries</td>
<td>8 countries</td>
</tr>
<tr>
<td>14</td>
<td>The local government departments are capacitated to fulfil a leading</td>
<td>Number of government representatives from local departments trained on their role in the WASH sector</td>
<td>Total: 1.342</td>
<td>Total: 760</td>
</tr>
<tr>
<td></td>
<td>and coordinative role in the WASH sector</td>
<td></td>
<td>Female: 38%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Male: 62%</td>
<td></td>
</tr>
</tbody>
</table>
All countries report that active WASH coordination structures exist (output 12). In total 365 active coordination structures have been reported; of which 11% at the national level, 14% at the regional level and 75% at the community level. Many country programme partners are involved in stakeholder forums providing guidance and policy direction for WASH implementation. As the WASH Alliance Kenya mentions; “forums and exchange tours organised by us provided an array of knowledge and network with the participants that were crucial for upsaling of the same over a wide area”. In Ghana the successful implementation by the CLIP ‘Tamale Urban Sanitation and Waste Project’- consortium for sanitation and Faecal Sludge Management (FSM) in Tamale city, resulted in other Ghana country programme partners setting up similar platforms within their operational districts using the CLIP Diamond model, which is an institutionalised business model geared towards creating scale. Repeating the same model increases efficiency, effectiveness and coherence.

The second result related to the institutional sustainability component is the number of representatives from local government departments trained on their role in the WASH sector (output 14). All countries have done capacity building on various governmental levels. The activities varied from exposure visits in Bangladesh to a training of the county government in Kenya on citizen engagement and policy work, WASH financing and coordination of WASH. Besides government representatives trained on their role in the WASH sector, other actors (e.g. community representatives) have been trained as well.

**Results on Environmental and Technical sustainability**

Environmental sustainability ensures the management of water and sanitation resources for current and future generations. Results related to this component are measured by outputs 30 and 32 as part of objective 2 (see page 18).

A case study from the Uganda WASH Alliance shows their approach on the Environmental component:

“Environmental sustainability involves mobilizing communities to invest in restoring and protecting the environment so as to sustain services or benefits they derive from nature. In WASH these services include water supply and waste sink for sanitation. The restoration and protection of the environment must be owned and implemented by local communities for sustainability. This is not often the case as local communities are increasingly becoming reluctant and of hand-out mentality-survivalistic society. Hence the need for incentives to motivate the communities to pertake environment restoration and protection. Hence the training on Bio rights Approach as it applies to WASH interventions. The training was a success story and resulted in the following;

- Participatory development of four potential bio rights projects for Rwambu Sub-catchment; wetlands conservation, Riverine protection, watershed protection and landscape restoration.
- The acceptance by line ministries responsible for water, environment and economic development on the need for sectorial collaboration so that economic development sector can provide the much need incentives for WASH interventions through bio right approach.
- Impacting of knowledge and skills to the participants on Bio rights Approach as it applies to WASH.

Technical sustainability addresses the locally acceptability and appropriateness of the used technologies, and is not measured though an output. As for some of the other FIETS-letters a research activity is being conducted on this. The results of this activity will be presented with the outcome results in 2015.

In 2014 all country alliances have been working on technologies like rainwater harvesting, community based septic tanks, ecological sanitation, solar powered water supply system and sand and surface dams, which can be simply operated and managed by rural communities.

Addressing the technical component is not always easy once an analysis had been made. Since the budgets have been determined in an early phase, it is difficult to release money for new technologies that come up in a later phase of the programme. As the report from the Uganda WASH Alliance states; “interest has been
expressed by communities, institutions and individuals but they are not backed up by funds and this has limited the uptake of locally appropriate and acceptable technology”.

**Results on Social sustainability**
Social sustainability is mainly addressed by the involvement and participation of communities (part of objective 2, see page 18). Discussions with communities have ensured the acknowledgement of traditions, customs and cultural issues of communities. Special attention has been paid to the involvement and participation of women (see also the paragraph on gender) and marginalised groups.

Related to objective 1, one aspect of social sustainability is measured (see table 2.3). This aspect is measured using one output indicator, which is related to the Right to Water and Sanitation (RTWS).

Table 2.3. Result on social sustainability

<table>
<thead>
<tr>
<th>Nr</th>
<th>Result</th>
<th>Indicator</th>
<th>2014 output result</th>
<th>2014 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>Local government departments</td>
<td>Number of government representatives from local departments trained on RTWS</td>
<td>Total: 875</td>
<td>Total: 488</td>
</tr>
<tr>
<td></td>
<td>trained on RTWS</td>
<td>Female: 28%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Male: 72%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

For the RTWS being acknowledged people need to be acquainted with the knowledge. Therefore in 2014, 875 government representatives from local departments have been trained on the RTWS (output 17). The Benin WASH Alliance did not train any representative from the local government in 2014. They conducted a short survey and concluded that the RTWS is taken into account in the Municipalities where the Alliance operates. The plan is to do a follow up in 2015 to consolidate the knowledge.

**Results directly related to outcomes**
Some partner organisations (in all countries) also directly constructed community and public WASH facilities, while working on sustainable management of these facilities through capacity building activities of the relevant different type of user committees to ensure Institutional Sustainability at user level and social inclusion of all users.

Four output-indicators are directly related to the access to and use of WASH-services (see table 2.4).

Table 2.4. Results directly related to the outcomes

<table>
<thead>
<tr>
<th>Nr</th>
<th>Result</th>
<th>Indicator</th>
<th>2014 output result</th>
<th>2014 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>The population having access to improved sanitation systems at public</td>
<td>Number of people that have access to improved sanitation facilities at schools, health centres and markets</td>
<td>Total: 118,181</td>
<td>Total: 113,710</td>
</tr>
<tr>
<td></td>
<td>places like schools, health centres and markets has significantly</td>
<td></td>
<td>Female: 51%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>increased</td>
<td></td>
<td>Men: 49%</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>The access to improved drinking water sources has significantly increased</td>
<td>Number of people that have access to improved drinking water sources</td>
<td>Total: 140,963</td>
<td>Total: 83,960</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Female: 56%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Men: 44%</td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>There is a significant increase in the number of campaigns on hygiene</td>
<td>Number of people that are reached with awareness campaigns on hygiene and sanitation</td>
<td>Total: 1,046,547</td>
<td>Total: 699,584</td>
</tr>
<tr>
<td></td>
<td>and sanitation</td>
<td></td>
<td>Female: 49%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Men: 51%</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>There is a significant increase in the number of campaigns on hygiene</td>
<td>Number of people that are reached through the media on hygiene and sanitation</td>
<td>Total: 21,303,057</td>
<td>Total: 13,347,737</td>
</tr>
<tr>
<td></td>
<td>and sanitation</td>
<td></td>
<td>Female: 50%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Men: 50%</td>
<td></td>
</tr>
</tbody>
</table>
In 2014 almost 120,000 people gained access to improved sanitation at public places (result 18). Overall this target has been met, but there are large differences to be seen among the countries. Bangladesh, Ethiopia and Nepal have scored much higher than targeted. For Bangladesh this is explained by the fact that they expanded their area of activities and that the actual realisation of the public toilets happened fast due to successful lobbying and campaigning. For Ethiopia this was due to a clear focus on public toilets at market places and schools.

Uganda scored quite low compared to their target. The main reason for this is that the major contributing country programme partner faced difficulties and delays in procurement procedures and human resources (mainly a gap of technical expertise). Another reason why not many public toilets have been constructed is to be sought in the challenges to access credit to finance such construction, mainly since many public facilities have been set up and are maintained by small entrepreneurs. Functionality of public facilities is also still a challenge affecting the use and coverage. In Ghana they have experienced difficulties with respect to exchange rates and unreliable electric power. This affected the commodity prices including cement and therefore fewer units could be constructed at public places.

The second directly related indicator is the number of people that has access to improved drinking water sources (result 19). In 2014 more than 140,000 people gained access to improved drinking water facilities at the community level, largely overheaching the target. Different reasons have been given for this. One, collaboration and capacity enhancement with country programme partners brought efficiency into water resource provision. The second reason given is the strong community participation and contribution in all the activities. An example from Kenya showed that for the infrastructure related to water development, notably sand dams and springs, the community besides offering unskilled labour, also provided local materials. The protection of the two springs so far has ensured that drinking water would be safe and this will go a long way in reduction of WASH related diseases.

Further, the target could be achieved by rehabilitating and improving existing facilities, which is easier and cheaper than constructing new sources. And finally, an example from Bangladesh shows that more people have been reached than anticipated through upscaling to other communities. One of the country programme partners started its programme within 6 unions in 2 sub-districts. Now, the programme has been upscaled towards 18 ‘new’ unions, building on the relationships and system of the sub-district that has been set up.

The other directly related results are the number of people that has been reached with awareness campaigns and through the media (radio/television) on hygiene and sanitation (output 20 and 21). Awareness raising in the various countries happens in very different ways; like community sensitisation, media campaigns, door-to-door campaigns and CLTS (Community Led Total Sanitation). Most countries link actual realisation of infrastructure to campaigns and education sessions for improving awareness on hygiene and sanitation behaviour. Media is also often involved, but the number of people actually reached by the media is difficult to count. The estimations however do far exceed the targets; more than 1 million people are reached with awareness campaigns and over 20 million people are reached through media (like radio and newspapers). All countries mention that they have contact with radio stations that support the WASH programme. Also WASH-events are mentioned as popular opportunities to do campaigning, such as Hand Washing Day, World Toilet Day, and Hygiene and Sanitation Festivals (see box at page 18). Bangladesh managed to involve television and conducted series of television and radio programmes on WASH and RTWS. A live TV talk show was arranged and a selection of staff from country programme partners,
Government Policy Makers, academia and private influential investors participated in this TV show. Drama and TV spots on WASH are also telecasted. Although many people have been reached by these campaigns, Kenya also states: “There is still need for strong advocacy, awareness and media campaigns if we are to influence both the community and other stakeholders like government on WASH service delivery and good hygiene practices. It is also important to harmonise the hygiene tools to be used by the country programme partners in the media on WASH to ensure that the same message is passed to the community and government.

The output results on people reached by awareness and media campaigns only estimates the number of persons present and listeners. However, this does not provide any information about the number of people that has actually been reached with these campaigns, and actually has gained awareness and knowledge on hygiene and sanitation. Especially the effect of media campaigns can only be measured by asking the targeted people themselves. We will try to include this in the Outcome Measurement in 2015.

2.3.2 Objective 2. Civil society actors are strengthened to jointly and individually respond better to the needs of the communities and influence decision making on WASH service delivery.

The outputs related to objective 2 are directed to civil society building, which will benefit sustainable WASH service delivery in the long term, but does not immediately contribute to more people having access to sustainable WASH services. For the civil society to adequately fulfil its role it is crucial that community groups successfully influence policies, budget allocations and design and maintenance of WASH services and infrastructures. All results related to the second objective are shown in table 2.5.
One of the gender related outputs in this area is being monitored through the representation of women and marginalised groups in WASH-related community groups. There are more than 1,800 **community groups where the representation of women and marginalised groups has been improved (output 25)** in 2014. In all countries there has been an improvement in the representation of women. Like previous year the Bangladesh WASH Alliance has been main contributor with mobilizing 1,591 communities groups of which most are chaired by women. This large number of community groups could be explained by the fact that some of the country programme partners have started working in new areas and that they usually work with community groups at different levels. The Nepal WASH Alliance has prepared a Gender and Social Inclusion guideline that is followed by its country programme partners. The major focus was on increasing women’s involvement in trainings, meetings, representation in committees and capacity enhancing. This has led to improved leadership of women, such as a women cooperative that focuses on income generating activities.

Although not all countries were able to reach their target, **the total number of representatives from CSO and private sector that has been trained on the Right to Water and Sanitation (RTWS) (output 26)** is much higher than targeted (over 2,000 people). Most of the countries were able to train different representatives such as civil society staff, and public health and sanitation officers. In Kenya, community based organisations were trained on their rights and responsibilities with regard to water. The organisations had the task to transfer the newly acquired information to other households and villages. As a result in one of the villages, households that

### Table 2.5. Results on civil society strengthening

<table>
<thead>
<tr>
<th>Nr</th>
<th>Result</th>
<th>Indicator</th>
<th>2014 output result</th>
<th>2014 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td>Community groups exist with a recognisable voice/representation of women and/or marginalised groups</td>
<td>Number of countries where women and/or marginalised groups are better represented in 75% of the WASH related community groups</td>
<td>8 countries</td>
<td>8 countries</td>
</tr>
<tr>
<td></td>
<td></td>
<td>In the countries; number of community groups with improved recognisable voice/representation of women and marginalised groups compared to earlier</td>
<td>1,842</td>
<td>1,294</td>
</tr>
<tr>
<td>26</td>
<td>Representatives from the CSO and private sector trained on RTWS.</td>
<td>Number of representatives from the civil society and private sector trained on RTWS.</td>
<td>Total: 2,457</td>
<td>Total: 706</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Female: 48%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Male: 52%</td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>Country programme partners are trained on the use of the Sustainability Monitoring Framework for water and sanitation facilities by the end of 2015</td>
<td>Number of country programme partners trained on the use of the Sustainability Monitoring Framework</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(refer to page 21)</td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>Community groups are capacitated to use waste, waste water, excreta and excess water in a safe manner for productive purposes</td>
<td>Number of people involved in pilots and trainings</td>
<td>Total: 5,576</td>
<td>Total: 2,341</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Female: 63%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Male: 37%</td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Country programme partners are capacitated to apply the environmental sustainability approaches for WASH</td>
<td>Number of representatives of country programme partners and stakeholders capacitated on approaches to Environmental Sustainability for WASH</td>
<td>Total: 1,573</td>
<td>Total: 441</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Female: 39%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Male: 61%</td>
<td></td>
</tr>
</tbody>
</table>
implement CLTS and constructed toilets have now also taken out a WASH-loan for a water storage tank. These tanks will assist with the storage of rainwater for use in and around the household.

Most countries were able to invite and involve more people in pilots and trainings on waste re-use, solid waste management and multiple use of water (output 30) than expected. In total over 5,500 people have been involved. The content and beneficiaries of the pilots and trainings differed among the countries. In Kenya, country programme partners have trained artisans on low cost sanitation technologies and construction techniques. However in Ethiopia, community groups were trained on how to use waste to generate income. In addition, some communities are using their excess water from drinking to grow vegetables around water points. Finally, the Bangladesh WASH Alliance has worked on FSM; pit emptiers are trained on the use of safe equipment for collection, transportation and dumping, while the communities and municipalities have been trained on their role in safe disposal of faecal sludge.

In 2014, over 1,500 representatives of country programme partners and stakeholders are trained on approaches to Environmental Sustainability for WASH (output 32). Within the country alliances, stakeholders from all levels have been trained. In Kenya for example, community leaders are trained on environmental sustainability since environmental issues are evident within the county (e.g. overgrazing, deforestation, sand harvesting). Both country programme partners and community groups are trained on the environmental impact of sand dams. Community members have also been trained in Nepal; the kitchen garden has been promoted for waste water and reuse of organic waste as manure.

**Gender**

Gender equality, inclusion and women empowerment has since the start been the corner stone of all WASH programme implementation activities. Gender equality is fundamentally related to sustainable development and globally accepted as a necessity for the promotion of human rights. The issue of gender and women empowerment does not only involve access to water; it involves questions of rights, responsibilities and equal participation at all levels. The country programme partners have made extra efforts this year to promote and increase gender equality and women empowerment in their activities.

At community level the focus of the activities lies in promoting equal participation in community groups and local community structures. For example in Bangladesh most community groups (there are 1,591 in total) are chaired by women. In Benin, the level of participation of women improved on different levels; in the three cities Kérou, Atacora and Donga, 50% of the delegates at water-consumers level are female. At board level 100% of the positions are held by women.

In addition, in all countries the country programme partners try to improve the inclusion of women in WASH management services. In Kenya and Ghana a number of trainings have been given on gender and the Right Based Approach. The trainings sensitize both women and men on the need to share power equitably when it comes to decision-making on water, sanitation and hygiene issues. In Mali, an unexpected result is that while traditionally only being assigned the cleaning up of the market, women have been entrusted the management of latrines by the management committee and local authorities (see picture: meeting with a group of women responsible for management of latrines at Farakala). In Benin a gender awareness campaign has contributed to the selection of 180 women (21% of total) as community water point manager.

At household level, women are often the main users and buyers of domestic water as they are responsible for fetching water, preparing food and washing clothes. The activities of the country programme partners are
focused on stimulating gender equality in decision-making within the household. In Kenya, engagement of women in decision making has led to a reduction in daily time for women spent on fetching water. As per request of the women, the livestock and human water points have been separated to improve access to water for domestic use. In addition, in some areas men also start to participate in helping the women with fetching water (e.g. by bicycle). As a result women have more time for other activities such as income generating activities. However, in some contexts an increased involvement of women in decision making is still seen as a challenge, due to cultural barriers (e.g. male dominated households) women are still less empowered to make decisions on for example the construction of latrines.

For all country alliances gender will continue to be an important focus for 2015 through capacity building, awareness raising and mobilisation of women.

SMF
The DWA and its country programme partners aim in their interventions to systematically adhere to the FIETS-sustainability principles. Under the leadership of IRC the Sustainability Monitoring Framework (SMF) was developed as a tool for measuring the likelihood of sustainability of WASH interventions. The SMF also includes a Sustainability Index, ranging from 0 to 1 as “relative measure of sustainability”, indicating the probability that the planned interventions will sustain after the end of the programme.

After an evaluation of the SMF and its process which included two pilots in 2013, the Alliance decided to extend this trajectory focussing in 2014 on the analysis and data management aspects. Although many country alliances have shown interest in the SMF, no trainings could be given this year. Application of the SMF so far had demonstrated that the Excel-format was prone to mistakes and not considered user-friendly. With the help of BeDataDriven an online platform has been built for data processing. The data in the field are collected with Akvo FLOW.

Additionally it was decided that for the SMF to be available beyond the programme scope and existence, an online training course was needed. Having developed similar trainings, IRC started with the elaboration of the SMF online trainings, which will consist of several modules with reference materials and a final test, possibly leading to a certificate. The training modules will be tested with the Kenya country programme partners in 2015, after which they can be finalised before the end of the DWA programme.

2.4 Results area ‘Southern Organisations’
In 2014, no Organisational Capacity Assessment (OCA) has been conducted. However, following the outcome of the OCAs in 2013, 81% of all country programme partners have received tailor-made trainings as a follow-up (output 33). Several country programme partners enhanced the capacity of their staff on (digital) monitoring and evaluation through Akvo FLOW-training. Other trainings that have been giving were for example on Resource Mobilisation and Corporate Governance or Guided Learning on Water. The target has just not been met; some country programme partners reported to have planned their trainings for 2015. An intensive OCA will be conducted in all countries at the end of 2015.

Table 2.6. Result on the result area ‘Southern Organisation’

<table>
<thead>
<tr>
<th>Nr</th>
<th>Result</th>
<th>Indicator</th>
<th>2014 output result</th>
<th>2014 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>33</td>
<td>Country programme partners are capacitated on relevant issues based on their organisational capacity assessment</td>
<td>Percentage of country programme partners that received tailor-made trainings as a follow-up to the organisational capacity assessment</td>
<td>81%</td>
<td>85%</td>
</tr>
</tbody>
</table>
3. Programme Results – International Activities

3.1 Introduction
The international activities contribute to the creation of an enabling multi-stakeholder environment for sustainable WASH services. The international activities can be divided into two clusters; lobby and advocacy (L&A) activities and linking and learning activities.

3.2 Result area ´International lobby and advocacy´
Influencing policies and decision makers becomes ever more important within the international WASH sector, both on governmental level (strategic partnerships in the Netherlands, SDG negotiations internationally) as well as on private sector level. In 2014 the DWA used its knowledge and expertise to influence the global discussion about the role of water in the post 2015 development agenda. In the Netherlands the DWA used their networks to influence the drafting of the International Water Ambition by the relevant ministries and to update parliamentarians with relevant information about water, sanitation and hygiene.

Sustainable WASH service delivery remains key priority for the DWA. The following paragraphs will present key results of the ‘International lobby and advocacy’ programme. The International L&A Group - consisting of DWA members Simavi, Amref, RAIN and thematic partners WaterAid, Wetlands International, IRC and Both ENDS - coordinates the international L&A efforts within the Alliance.

Increased financing of the WASH sector by the public sector and private sector
A review was undertaken of the water component of the multi-annual plans for bilateral aid to Dutch partner countries. This reveals, amongst others, a trend that in several cases, aid to water is expected to gradually decrease. Moreover, a shift in aid from rural WASH to urban WASH and to other water subsectors (water management and irrigation) is expected. The analysis has been shared with members of parliament prior to a debate on the Multi Annual Strategic Plans.
Also prior to the regular debate on the overall government’s budget, the budget was reviewed, and questions were posed, via Members of Parliament. This resulted in a similar analysis that the targets for WASH are becoming less ambitious every so many years. A letter⁶ has been drafted and signed by 18 organisations before it was sent to Minister Ploumen to draw her attention on the topic and to challenge her to be more ambitious on water and sanitation.

The NGO platform of the Netherlands Water Partnership (NWP) was an effective platform to provide input to the three ministries who are jointly developing the International Water Ambition (previously called One Water Vision). The DWA highlighted that development programmes should be inclusive of marginalised groups and women. We also brought forward the importance of human rights and to include a link with local governments and SMEs. This work will continue in 2015, when a letter to parliament is expected to be sent in spring.

During the soccer match between the Netherlands and Ghana, former president of Ghana John Kufuor and minister Ploumen signed an agreement about continued funding for the Sanitation and Water for All (SWA) secretariat. Simavi and IRC used this momentum to highlight the importance of WASH and the role of civil society to minister Ploumen.

Budget tracking is institutionalised
The SWA High Level Meeting on April 11, 2014 at the World Bank office in Washington DC represented a key milestone in the global WASH calendar and a key opportunity for CSOs to advocate their key messages to a high level audience of Ministers and Heads of Agencies. A record of 16 CSO representatives travelled to


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Washington to attend the High Level Meeting and the Sector Minister’s Meeting, including DWA partners UWASNET, New Energy, IRC and Simavi. We secured 4 CSO speaking slots (3 during the Sector Ministers Meeting and 1 during the High Level Meeting) and supported the CSO speakers in delivering convincing interventions, including facilitating a pre-event CSO side meeting and the development of a 2–pager with the constituency’s joint key messages, among others inclusiveness and sustainability of services. A major achievement was that sustainability of WASH services was one of the two major topics during the Sector Minister’s Meeting.

Commitments made at the SWA-High Level Meeting will flow back into national legislation and the L&A Group keeps track of these commitments and its implementation into national legislation. In ensuring institutionalised budget tracking from international level to national and local level DWA country programme partners are invited (e.g. supported by capacity training of End Water Poverty) to engage in national processes to track budget, to monitor the commitments made at e.g. the SWA and integrate budget tracking into their advocacy work.

In the Netherlands, the DWA was involved in discussions with the Ministry of Foreign Affairs about it’s new agreement with the Global Water Practice of the World Bank. DWA partners Both ENDS, IRC and Simavi advocated for a strong inclusion of water and sanitation in the newly developed agenda, together with governance. The results of these efforts will be reported in 2015.

The human right to water and sanitation (HRTWS)

In 2014 the End Water Poverty network amended the focus of its Keep Your Promises campaign to focus on the HRTWS. As a result of this a toolkit and a video was produced and disseminated (in French, Spanish and English) to support CSOs undertaking national advocacy work on the HRTWS. Currently an evaluation to determine the effectiveness of these materials is being undertaken, but initial responses show that they have been positively received, shared amongst networks (for example country programme partner KEWASNET in Kenya) and are being used to plan and develop national advocacy plans.

In December, Simavi and IRC organised a side-event during the Steering Committee meeting of SWA in The Hague, to advocate for inclusion of WASH facilities in schools, health centres and at the workplace in the post 2015 development agenda. Examples from Kenya and Uganda were used to influence key stakeholders in the global WASH sector, such as UNICEF, the World Bank, USAID, DfID and SDC.

Water Security

This section refers to the former ‘water grabbing section’. The L&A Group continued working to produce a policy oriented guidance for WASH inclusive water allocation. The theme is about exploring the links between FIETS, integrated water resources management and the RTWS and the importance of awareness on water security in water management plans, while respecting the boundaries of and making use of the opportunities of the environment. During 2014 this theme found its way within the WASH IT! DGIS Strategic Partnership proposal developed by IRC, Simavi, Akvo and Wetlands International.

At the international level, Both ENDS is engaged in organising the World Water Forum 2015, together with other members of the Butterfly Effect network. The 7th World Water Forum will take place in South Korea, a country that is not very familiar with involving civil society groups in public and/or political processes. Both ENDS participated in one of the preparatory meetings in South Korea, where the local organisers were introduced to the relevance of having CSOs active in the organisational process, also creating more awareness of the importance of having them also as visitors, and giving NGOs space to express themselves during the conference itself. Both ENDS became a member of the design group for the thematic session 3: Water for Sustainability: Harmonising Humans and Nature and will continue its work on this topic in 2015.

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7 http://www.endwaterpoverty.org/resources
8 https://www.youtube.com/watch?v=ijkGoXsaC_Y&list=UU_AL9AHIThSyw6NncPmpqVw
Enhanced ecosystem service provision for sustainable WASH delivery
During 2014, RAIN and Wetlands International completed a Practitioner’s Guide to Environmental Sustainable WASH. This information page will give insights into the various factors at play between the environment and WASH interventions. It combines several approaches on how to make your WASH project environmentally more sustainable. WASH interventions always have an effect on the ecosystem or landscape and vice versa. As the quality of life of local communities largely depends on a functioning ecosystem, it is important to place WASH projects in the wider catchment context.

Conclusions, reflections and way forward
In 2014 the DWA lobby and advocacy spread her wings to important international fora such as the SWA High-Level Meeting in the United States and the preparatory process for the 7th World Water Forum in Korea. In this way the DWA is able to influence important stakeholders at all levels: from community level, via national authorities to global actors such as donors and development banks. Financing for WASH was a main topic, as we saw the budget for rural WASH in the Netherlands gradually decreasing. The new discussions from the Dutch government with the Global Water Practice of the World Bank and with UNICEF also underlined the increased importance of the multilateral actors in the WASH sector for Minister Ploumen.

The planned activities with the Dutch Ministry of Foreign Affairs and Deltares on FIETS unfortunately didn’t result in a clear follow-up trajectory. This was caused by a lack of interest by the ministry on one hand, and the existing work of the Dutch Sustainability Unit on the other hand.

Keeping sustainable WASH service delivery on the (inter)national agenda remains a challenge, but 2014 has shown us that working together as an alliance demonstrated its weight in striving for our desired sustainable WASH policy and budget in (inter)national policy. 2015 will be a key year for the WASH sector since the MDGs will end and a new framework of SDGs will be finalised, which will influence policy frameworks and funding.

3.3 Linking and Learning
The WASH Alliance has developed the FIETS sustainability principles as a common framework to deal with the complexity and the change in the water, sanitation and hygiene sector in order to make sure that our efforts lead to sustainable WASH service provision by the dedicated players in the sector. The expertise of the (individual) WASH Alliance members needs to be shared at all levels of the Alliance: with staff in North and South, with our NGOs and other partners and with communities. Apart from the capacity building and sharing at all levels, there is a need to further develop our knowledge on best practices, tools and products to address sustainability aspects at all levels of the Alliance.

For our learning agenda we have chosen specifically to address the F (financial sustainability) and the I (institutional sustainability) of the FIETS, results of which are presented in paragraph 3.3.1. Besides this, capacity building and learning also took place on the E, T and S of the FIETS, which was demand-based and therefore did not involve all country programme partners. The results of these initiatives are presented in paragraph 3.3.2.

3.3.1 Progress on the learning agenda: Financial and Institutional Sustainability
The key learning question for financial sustainability has been defined as: Which good practices and innovative options are available for financing WASH services? And the key learning question for Institutional Sustainability is: How can we facilitate capacity development of our partners in a multi-stakeholder environment in a coherent and systematic way?

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http://www.rainfoundation.org/tools/wash.html
We address these questions at three levels: at the WASH Alliance level, at country level and at the level of the target group. The capacity building of the target group is taken care of by country programme partners and is reflected in the programme results in chapter 2.

In 2013 the WASH Alliance realised that it had to continue developing from a sustainable service approach (sustainable projects) to the development of the market and public sector (sustainable systems), that can last but can also accelerate and scale. This discussion of ‘doing more with the same money’ is both urgent from the perspective of reaching our objectives (everyone access to sustainable WASH facilities in an urbanising world with increasing populations) as well as from a future funding perspective: in the period 2016-2020 the WASH Alliance wants to continue its work, but with diminishing availability of grants, we need new ways of working (do more with less grants and attract different type of funding such as investment, output based funding etc.).

The following model shows our ambition:

The WASH Alliance then decided on two pathways to create best practices in order to introduce and develop the acceleration approach (green line) in our countries (last year this acceleration approach was referred to as FIETS³). One is through the intensified Diamond approach by WASTE, the other is through the learning project. The progress on both these pathways is good and in line with the planning for 2014. The results are described below.

**The intensified diamond approach**

The intensified diamond approach is an institutionalised business approach. In 2013 crucial stakeholders (financial institutions, entrepreneurs, local government, households and NGOs) were identified and first contracts and Memorandums of Understanding (MoUs) were defined, in which roles and responsibilities of each stakeholder are described. All countries in which WASTE works use the approach.

In 2014 the different stakeholders of the diamond (financial institutions, entrepreneurs, local government, and households) have increasingly taken up their roles and responsibilities and started working together in platforms. As a follow up to the Finance trainings (provided to most countries before 2014 and in Mali in February 2014), the local business consultants in the different countries have been contracted to support business initiatives in WASH. They have trained and assisted local entrepreneurs along the service and value
chain, like public toilet managers, pit emptiers, constructors, well diggers, compost producers, and urban and peri-urban farmers in business plan writing, marketing, bookkeeping and getting access to financing (from banks or microfinance institutions). Entrepreneurs also received technical trainings to improve their technical skills. As a result we see that businesses have started up. In 2014 the first loans have been provided to entrepreneurs and households and construction of improved sanitation facilities has started.

To encourage local banks and financial institutions to add water, sanitation and hygiene to their portfolio, three additional guarantee funds were set up by WASTE in 2014 in Uganda, Ethiopia and Ghana. The guarantee funds serve to minimise the risk for the financial institutions when providing loans to those (households and enterprises) that do not have (enough) collateral and therefore do not fully comply with the regular bank conditions and to provide the financial institutions with an opportunity to experience that WASH is indeed a viable business. The first experiences show that initial loans have been provided and are being paid back. For example in Ghana a guarantee fund has been established, 2 credit schemes for households and SMEs have been launched and close to 100 households have been given credit by the Presbyterian Cooperative credit Union to construct latrines during the second half of 2014. In 2014 we have also seen that local governments have further taken up their role. They have worked on demand creation, quality control of the construction of improved sanitation and on the formulation and enforcement of by-laws. NGOs play a crucial role in facilitating the cooperation between the different stakeholders.

We know it takes time to really make the system work. As expected, we see that up till now, the number of people reached with sanitation as a direct result of this diamond approach is still relatively small. A key challenge for 2015 will be to really reach the tipping point for acceleration.

**Safe and Productive use of waste**

The diamond approach involves the whole sanitation chain including the service chain (building sanitation facilities and pit emptying) as well as the value chain (safe disposal of sludge and safe and productive use of sludge as manure or biogas).

In Bangladesh a Faecal Sludge Treatment Plant was constructed in 2014. Awareness raising campaigns for households combined with training of entrepreneurs has resulted in first pits being emptied and sludge being processed. It helped that the government started to enforce laws against dumping of faecal sludge and set a fixed price for emptying pits, which helped in demand creation for (safe) pit emptying. The local government also contributed by allocating land for the Faecal Sludge Treatment Plant. In 2015 we aim to scale up the activity to reach a profitable business level in the long term. Opportunities for re-use are being explored as part of a comprehensive study (market assessment, product quality testing with farmers, and discussing scenarios for productive use of wastes with key stakeholders). Key partner Practical Action has already managed to obtain certification for the final product: organics fertiliser. This will be used in creating demand in this market, linking it to urban gardeners and peri-urban farmers. The mayor, researchers and farmers have expressed interest in being part of this process.

In Nepal, a school WASH project was successful in establishing an integrated approach with rainwater harvesting and use of urine for gardening. It is now part of their curriculum, which is being replicated at another school. UNICEF has expressed interest in this approach.

The Dutch water board Hunze & Aa’s has done a feasibility study in Benin on the rehabilitation of the municipal faecal sludge and waste water treatment sites in Parakou, including recommendations on actions needed. In 2015 negotiations are ongoing on the follow-up of these recommendations, which may lead to large scale treatment of faecal sludge and waste water.
Among the entrepreneurs that were coached during 2014 in among others Ethiopia and Uganda were entrepreneurs working in solid waste collection, organic waste, pit emptying and compost making.

The initiatives are very valuable and promising. A challenge will be to take the initiatives from the level of pilots to profitable businesses.

**The Ghana Diamond Case**

In Ghana the stakeholders work together in the Tamale Urban Sanitation & Waste Management Programme, a public private civil society collaboration. The objective is to improve sanitation facilities in Tamale, a city of 400,000 inhabitants, and to process the sludge collected together with organic waste into manure for farmers. This diamond involves both the service chain and the value chain.

In Ghana a capacity training programme was conducted on safe use of waste for productive purposes for a total of 347 farmers. Farmer groups were involved in participatory research using various mixes of waste, including Faecal Sludge. Based on experience of DeCo, a local company, local entrepreneurship is stimulated and awareness created on the value of solid and liquid waste. These activities further aim at creating a market for waste, but also function as awareness raising, convincing and involving key actors in this transition process. Also 400 households in 20 communities were trained and received dust bin containers to do organic waste separation at the household level. This organic waste will feed into the production system of private company DeCo. Through this, the daily waste generated and transport to the landfill site will be reduced, since the majority of the organic waste is sorted and transported to DeCo for organic compost production. Finally a marketing strategy for the promotion of ecological sanitation (Ecosan) in the Tamale metropolis was developed to promote faecal sludge reuse. Farmers initially were hesitant to use faecal sludge, but after seeing and testing the final product, and its effect on plant growth, they are enthusiastic. However, authorities still need to be convinced that it is safe. Farmers and authorities agree on using waste water and co-composted faecal sludge on certain crops, but not on vegetables (tests do not show contamination, but authorities are not yet convinced). This is continuously discussed in the TUSWP platform and in the RUAF supported Multi Stakeholder Platform on City Region Food System in Tamale (WASH and Food Nexus).

Lessons learned in Ghana:
- Took time for mutual understanding
- Start up phase: support from WASTE was crucial
- Engagement of financial institutions was difficult
- Possible options to negotiate reasonable loan interest rates are there: due to the active participation in a multi-stakeholder coalition, transaction costs for the financial institution might be lower.
Learning Project
In 2013, the Dutch WASH Alliance launched the Learning Project: a journey made by 17 participants from the WASH Alliance in Ghana, Ethiopia, Nepal and Bangladesh\(^\text{10}\) in which they work and experiment towards a future with sustainable approaches that offer water and sanitation for all. The objective of the learning project is to learn, experiment and create new products, tools and methodologies to innovate and improve WASH programmes and projects. Particularly on the design of (inclusive) WASH service delivery without subsidy while involving community organisations and private sector partners. Also, the project intends to stimulate improved collaboration between WASH Alliance partners (which in turn will lead to improvement of programmes and projects) through joint learning, exchange of experience and co-creation. ICCO and WASTE have provided content coaches to support the participants with business expertise.

The learning project consists of five phases: design, search, co-create, experiment, reflect & share. In 2014 the search, co-create and experiment phase took place. The search phase was about gathering knowledge and learning’s from best practices, interviews with experts and literature on the themes of the learning project. Thereafter, during the co-create phase, participants together with colleagues, partners and community members shaped and prepared experiments aimed at reaching sustainability and scale within their respective projects. The experiment phase focuses on experimenting with a new approach or method (learning by doing). Thematically, the experiments are about faecal sludge management, rainwater harvesting, latrines production, menstrual hygiene e.g. The experiments vary from looking for ways to streamline production, to unite demand and to include the private sector to innovating with WASH products.

Progress
Each experiment is new and ambitious within its own setting. Some experiments bring very interesting lessons (e.g. on the (non) functioning of saving groups). Some other experiments are progressing on a lower pace or are making a smaller step forward than anticipated. A smaller step is sometimes more relevant for the participant and more realistic as goal within the local setting and time frame. Also, with experimenting and innovating you run the risk of not reaching the anticipated results. All in all, it has resulted in very interesting experiments linked to reaching scale, new learning products and 17 skilled ambassadors who are working with their colleagues to implement their newly gained insights into the WASH projects they are involved in. These ambassadors are convinced about the necessity to work within the diamond model and towards inclusive business models and they take initiative to share their ideas with others. A video summary highlighting the key insights of this phase and the experience of the participants can be seen here.

The challenge of high staff turnover leading to many replacements of participants in 2013 has not continued in 2014. Participants that changed jobs in 2014 have proven to be dedicated to continue with their experiments within the WASH Alliance setting. Also, as they remain active in the WASH sector, we believe that the continued investment in them will have long-term benefits for the entire sector.

In 2015 the learning project will close with the reflect & share phase. Furthermore in 2015, the results and learnings will be shared throughout the Alliance via the WASH-UP and creative sharing sessions within the participating countries. Special attention will be given to ensure that the non-participating countries (Mali, Benin, Uganda, Kenya) will benefit and learn from the learning project via high-impact learning visits as well.

\(^\text{10}\) These four countries are considered front-runner countries on the theme with many interesting cases to assess and suitable projects to test new tools. By choosing 4 countries for the first trajectory the budget maintains feasible in order to provide the quality we strive for.
Annual International WASH Alliance week
This year again an International WASH Alliance week was held (see picture), which brought together our Country Coordinators and Dutch DWA staff from 22 to 26 September. One of the main objectives of this week was to share the lessons learnt in the learning project and in the diamond model in 2014 with the other countries. One of the main challenges in all countries remains to involve the financial sector at scale. The other main objective was to discuss the Post 2015 strategy with the countries and to discuss what needs to be done to be ready for 2016 and beyond, this is reflected upon in chapter 4.8.

Conclusions regarding the learning agenda and follow-up
Activities under the learning agenda took place as planned, mainly through the learning project and the intensified diamond approach. It takes time to develop new ways of working in the WASH sector. While we have been successful in changing mind-sets, and the steps taken by our participants in the learning project are promising and steps in the right direction, change in actual operations can be slow. Many NGOs now understand the WASH Alliance concepts such as the diamond model and the new role of NGOs in facilitating market and business development, but are still struggling to actually incorporate this thinking in their ways of working. The intensified diamonds have promising results. The number of people reached is still small, but the private sector and the government are taking up their roles, with the NGOs as important facilitator. The biggest challenge still is to get the financial sector on board. Small steps are being made here, but unless and until large funds will be made available by them as part of their core business, the scaling will be slow. We also noticed, that we need to get other financial actors, such as impact investors, on board to reach scale. We are investigating the possibilities to do this in the Post 2015 fundraising. Concluding we can say that while we see the first signs of acceleration in the field, it is not possible to provide proof this year, as we are only measuring outputs and not outcomes. However, if we look at our projected outcome at the end of 2015 (cumulative water and sanitation outcome), and compare this to the (facilitation) costs per person of the WASH Alliance programme, there is proof of acceleration taking place, see picture:
3.3.2 Other Linking and Learning activities
Under this paragraph the activities and trainings related to capacity building of civil society actors and service providers for environmental, technical and social sustainability are described. The activities implemented are as planned in the work plan 2014 and the results are good.

Innovative use of online tools and creating an open environment
In 2014 the DWA decided that all country programme partners will use Akvo FLOW for the Outcome Measurement exercise in 2015. For this reason Akvo continued with (refresher) trainings and support for the use of Akvo FLOW in all countries. Ghana is an exception, where all partners will be trained in 2015.

In East Africa, an Akvo FLOW training was conducted for all the Uganda WASH Alliance partners, as in 2013 only a few partner organisations were trained to use FLOW for data collection on Outcome Measurement. The major challenge in this is that local country programme partners do not possess their own devices, but borrow phones from the regional ICCO office in Uganda. A FLOW refresher training was conducted with Ethiopia WASH Alliance partners, to update all partners on the new dashboard and support them on the use of new features.

2014 was the first year that the West-African country programme partners started the implementation of FLOW, first with training in Mali in May, followed by Benin in October. Surveys have been used in rainwater collection inventories, household surveys on water and/or sanitation and institutional data collection about health centres, schools, municipal action, etc. In the figure an example can be seen of a survey in Benin where one of the questions to the household was ‘does the household have a latrine?’.

In October and November, a refresher training on Akvo FLOW and RSR (Really Simple Reporting) was organised for Nepalese and Bangladesh partners respectively. The new monitoring feature developed in FLOW for both the dashboard and mobile devices was also discussed along with the Akvo RSR Up app. Besides FLOW support, it was also decided that Akvo would provide local Planning, Monitoring and Evaluation (PME) support for all country programme partners in Asia in 2014 and 2015 (further described in chapter 4.6.1).

In 2014 several Akvo RSR refresher trainings were done to bring on board new partners and to update existing users on new features. One of the key new features is adding RSR updates from the field straight from an Android smartphone, with a free app called Akvo RSR Up, which can be downloaded from the Google Playstore.

In 2014 in total 1.236 updates were posted to show the progress of the 84 programmes that are currently online, up from 240 updates in 2013. This increase is mainly due to updates by DORP, one of the Bangladesh WASH Alliance partners, who use RSR to report on their daily project progress and best practices. The overall increase is also related to the fact that all country programme partners now have been trained in the use of RSR. Besides that the mobile app has made it a lot easier to post updates straight from the field. In 2015 we will be introducing additional update reporting capabilities that will enable partners to build in numerical as well as narrative reporting to their RSR process. This should not only increase the uptake of using RSR, but also the value of provided updates for both external and internal reporting.

In 2014 the DWA website has had over 10.000 visits and almost 15.000 page views. On average the website has had around 780 unique visitors per month, which is slightly higher than 600 on average in 2013. As has been...
the case since the DWA website exists, most visits are from Dutch viewers and the countries where the DWA works, but surprisingly there are also viewers outside of our countries. The renewed Sustainability portal is frequently visited. This portal explains the five principles of sustainability (FIETS) and each principle has got its own page, enriched with videos, best practices and downloadable documentation. Another major change to the website is that the public map is linked to the website, which contains data gathered by the DWA with the use of Akvo FLOW. By zooming in to a single data point, more information about the public data can be found. Especially for Nepal, Bangladesh and Benin much public data is available.

Environmental sustainability in WASH
In 2014 we have been working on integrating environmental sustainability from three perspectives: lobby & advocacy, capacity building & promotion and technical assistance in the countries we work in. The intention is to have a similar approach in 2015 with a focus on documentation and learning.

Numerous activities have taken place under these different perspectives, such as:

Presenting our environmental sustainability approach during the Stockholm Water Week: [http://www.wetlands.org/News/Pressreleases/tabid/60/ID/3448/NEWS-Putting-environmental-sustainability-at-the-core-of-WASH-Practice.aspx](http://www.wetlands.org/News/Pressreleases/tabid/60/ID/3448/NEWS-Putting-environmental-sustainability-at-the-core-of-WASH-Practice.aspx) . This is linked to the importance of rainwater management to eradicate hunger and poverty that was declared of utmost importance in this statement [http://www.dutchwatersector.com/news-events/news/11430-stockholm-water-week-rainwater-management-crucial-for-eradication-global-poverty.html](http://www.dutchwatersector.com/news-events/news/11430-stockholm-water-week-rainwater-management-crucial-for-eradication-global-poverty.html) . As you will see in the same statement, also a new 'Smart 3R' booklet was developed with collaboration of NWP and IFAD.

In Uganda, RAIN and Wetlands International jointly organised a Sharing and Learning Event on Environmental Sustainability and facilitated training on Catchment Based Water Resources Management, building critical mass requisite for mass adoption of environmental sustainability and catchment based water resources management in WASH. This led to the government committing itself to providing safe drinking water, see also [http://www.wetlands.org/News/Tabid/66/ID/3839/NEWS-Uganda-commits-to-providing-safe-drinking-water.aspx](http://www.wetlands.org/News/Tabid/66/ID/3839/NEWS-Uganda-commits-to-providing-safe-drinking-water.aspx) and the decision to dedicate more resources in 2015 to documenting and learning from this success story with and amongst various DWA members for replicating and scaling up in other regions of the country.

As mentioned in the work plan for 2014, various factsheets have been produced in order to highlight environmental sustainability in WASH.

Please see an overview of our approach and various environmental sustainability factsheets here: [http://www.washalliance.nl/sustainability-portal/environmental-sustainability/](http://www.washalliance.nl/sustainability-portal/environmental-sustainability/)

Three different tools that assist in assessing the environmental sustainability in projects/programmes, are 1) a ‘RAIN is GAIN’ tool, 2) a GIS (geographic information system) mapping tool to use when developing your rainwater harvesting project and 3) a catchment assessment/awareness tool (see picture). This last tool will particularly contribute to the knowledge base of programme partners in understanding and optimising the mutual interdependence between WASH and resources and services of natural environment in their work.
As to technical assistance given in the countries, this consisted of technical backstopping on environmental sustainability which involves cultivating 3R of Water Resources (recharge, retention and re-use), 3R of Waste (reduce, recycle and re-use), Green Technologies, Ecosystem Services Approaches and Landscape Approach and enable WASH Alliance implementing partners to mainstream environmental sustainability in the WASH activities planning and implementation. For example DWA provided:

- Capacity Building Training Workshop in Uganda for 18 stakeholders from local communities, local Government, line ministries and civil society on environmental sustainability in WASH capturing topics such as Bio-rights approach application in WASH.
- Technical assistance and advising country programme partners in Mali regarding Bio-rights implementation
- Capacity building for country programme partners on 3R in Ethiopia and Kenya, see here for example.

Working on (the importance of) environmental awareness needs to be continually repeated within and outside of DWA. Practical trainings, technical assistance, tools and conferences add value — but need continuous attention and local presence to be fully embedded in local, regional and international systems in order for change to take place. Therefore, the 2015 activities will be largely geared towards shifting additional (E-) resources to countries such as Mali and Uganda and focus on documentation, learning and providing tools and lessons learned for stakeholders such as government and private sector to use.

**Technical sustainability**

Technical sustainability of WASH services is reached when the technology or hardware needed for the services continues to function and is maintained, repaired and replaced by local people and it is not depleting the (natural) resources on which it depends for its functioning. As selection of the right technologies and hardware is depending fully on the context where it is applied, in 2012 a start was made with the development of a tool that could aid in the technology selection: The WaterCompass. This is an online tool that supports objective decision making on appropriate water methods and technologies.

In 2014, the focus has been on testing and dissemination of the tool. Strength and uniqueness of the tool lies in the guided decision making process that filters out the technologies that are not applicable to a specific context and adds a detailed explanation on why technology options are not suitable. Workshops with the local WASH
Alliance organisation have been executed in Bangladesh, Kenya and Uganda. During these workshops, details of the content and use of the WaterCompass have been explained. Participants of the three workshops expected the WaterCompass to be useful in their daily work. Especially in multi-stakeholder settings, the WaterCompass can be a great help to get insight in possible water methods, to get links to information on specific methods and to make an objective selection of methods along the water chain. The WaterCompass is a WASH Alliance product in which the FIETS sustainability approach is fully integrated into the decision making process.

Additional effort is planned in 2015 for regular updates of the tool and to make the tool available for a much wider public, including other NGO’s, (local) governments and educational institutions like vocational training centres and universities.

Social Sustainability
The Action Research for Learning on Community Empowerment and Hygiene Promotion facilitated by the IRC aims at reviewing present approaches on the 2 subjects, research the effectiveness, and through a learning and capacity building process, possibly adjust the present approaches for increased effectiveness. Alongside this research, the country programme partners will be supported in the establishment of a realistic community-based monitoring system on the two subjects. The content research focusses on 4 countries: on Hygiene Promotion in Ethiopia (with Amref) and Bangladesh (with Simavi and its partner Uttaran), and on Community WASH Empowerment in Ghana (with Simavi and its partner New Energy, and WASTE and its partner CLIP) and Uganda (with Simavi and its partner HEWASA and JESE). Through peer review and joint reflection on approaches and effectiveness a critical attitude and organisational learning is stimulated. Implementing country programme partners are stimulated to adjust or change for new and more promising approaches if present approaches perform poorly. To review the approaches community based monitoring is introduced.

A general weakness of the country programme partners identified is sampling and sense-making of the data collected. The sense making leads to reflection and discussions on the effectiveness of the implemented activities, which in turn leads to adjusting these activities. Gaining skills on sense making is therefore essential and this will continue throughout the action for learning project phases. The buy-in by the country programme partners is different in each country, but by now most partners see it as an opportunity for improving their work. The project due to its set up is also a learning by sharing experience for the local Government, which is helpful for harmonisation and coordination. Participation of local Government staff is a factor that adds to the success of the research based learning and should therefore be stimulated.

The second round of sense-making of the results of the adjusted methodologies and activities will take place during 2015 and will also include reviewing the process of community based monitoring which was discussed and launched during 2014.
4. Organisational Monitoring Results

Where chapter 2 and chapter 3 outlined the programme results, chapter 4 will focus on the results related to the organisation and management of the WASH Alliance, relating to Part II of the WASH monitoring protocol—‘the Organisation Part’.

The information presented below in the paragraphs 4.1 up to 4.5 comes from the consolidated DWA members’ Audit Reports and provides explanations for the performance as realised by the WASH Alliance as stipulated in the financial protocol of the DGIS Ruling. Paragraph 4.6 describes the internal quality systems and finally paragraph 4.7 reflects on the harmonisation of the DWA programme with other programmes.

4.1 Own contribution & DG Norm

Table 4.1. Own contribution & Salary directors

<table>
<thead>
<tr>
<th>Realisation WASH Alliance 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Own contribution &gt; 25%</td>
</tr>
<tr>
<td>Salary directors</td>
</tr>
</tbody>
</table>

The audited accounts of the Alliance Members confirm that the salaries of all the Directors of the Alliance members are below the DGIS norm. The WASH Alliance has further realised an ‘own contribution’ of 54% which refers to fundraising realised outside of the MFSII programme and is well above the norm of 25%, like all previous years.

4.2 Annual financial budget and payments of the Alliance by country

Table 4.2. Annual financial overview 2014

<table>
<thead>
<tr>
<th>Country budgets (programme activity costs)</th>
<th>2014</th>
<th>2014</th>
<th>2014</th>
<th>%</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budget</td>
<td>Payments</td>
<td>Expenditure</td>
<td>Payments</td>
<td>Expenditure</td>
</tr>
<tr>
<td>Budget</td>
<td>―</td>
<td>―</td>
<td>―</td>
<td>―</td>
<td>―</td>
</tr>
<tr>
<td>Uganda</td>
<td>€ 734</td>
<td>€ 1,131</td>
<td>€ 1,152</td>
<td>15%</td>
<td>157%</td>
</tr>
<tr>
<td>Kenya</td>
<td>€ 710</td>
<td>€ 917</td>
<td>€ 1,062</td>
<td>129%</td>
<td>149%</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>€ 950</td>
<td>€ 822</td>
<td>€ 919</td>
<td>86%</td>
<td>96%</td>
</tr>
<tr>
<td>Ghana</td>
<td>€ 773</td>
<td>€ 701</td>
<td>€ 809</td>
<td>91%</td>
<td>105%</td>
</tr>
<tr>
<td>Mali</td>
<td>€ 758</td>
<td>€ 602</td>
<td>€ 849</td>
<td>79%</td>
<td>106%</td>
</tr>
<tr>
<td>Benin</td>
<td>€ 677</td>
<td>€ 530</td>
<td>€ 824</td>
<td>70%</td>
<td>122%</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>€ 811</td>
<td>€ 767</td>
<td>€ 831</td>
<td>84%</td>
<td>102%</td>
</tr>
<tr>
<td>Nepal</td>
<td>€ 1,016</td>
<td>€ 760</td>
<td>€ 713</td>
<td>75%</td>
<td>70%</td>
</tr>
<tr>
<td>International</td>
<td>€ 1,335</td>
<td>€ 1,502</td>
<td>€ 1,270</td>
<td>117%</td>
<td>95%</td>
</tr>
</tbody>
</table>

Table 4.2 shows the adjusted budget (November 2012) compared with the payments (cash transfer) as well as the expenditure11 of the DWA in 2014. The WASH Alliance budget was prepared on expected payments and

11 Expenditure: the total amount that has been contracted, but not necessarily transferred/paid to the partners
therefore the budget is compared with the payments. Of the total country budget and the overall budget 101% is paid (cash transfers) in 2014.

Although the overall payments in 2014 match the overall budget for 2014, there have been considerable shifts between countries. From the table above it can be seen that the payments for the country programmes in Ethiopia (86%), Ghana (91%), Mali (79%), Benin (78%) and Nepal (74%) are more than 5% below budget. In Uganda and Kenya the expenditure is higher than budgeted, 154% and 129% respectively. This is partly due to conscious re-allocation of budgets, partly due to delays in programme implementation.

Both ICCO and WASTE shifted some of their budget away from Benin. Due to the prolonged negotiations with partners the start of the programme was very much delayed, and these delays could not be compensated anymore in 2014 and 2015. ICCO shifted Benin budget to Uganda (Euro 120.000) and to the International programme for much needed work by PRACTICA Foundation, resulting in over-expenditure in Uganda.

WASTE also shifted budgets between countries because of a strategic programmatic decision. In 2013 it was decided, as a follow-up to the Mid Term Evaluation and the DWA ambition for more acceleration and scaling, that WASTE would start an intensified diamond approach in four countries to achieve more results on scaling. This meant that some funds from WASTE were shifted from Benin, Ethiopia and Uganda to benefit Bangladesh, Ghana and Kenya. Although Ethiopia is a country where WASTE is implementing the intensified diamond approach, less funds were needed here because of efficiency created with other WASTE projects in Ethiopia, partly with the same partners. In this way costs could be saved, e.g. by combined missions and investigations.

The table below (table 4.3) provides the cumulative financial overview for the programme activity costs from 2011 to 2014 and the country planning for 2015. After 4 years of implementation and taking the 2015 planning into account, only in Benin the under-expenditure is and will be substantial (more than 10%). The reason has been explained above. Although the planning indicates a 12% over-expenditure on the International Programme, this is expected to become less, as some of the international budget is for training activities in countries and will be allocated to these countries as soon as it is decided in which countries the training takes place. In all the other countries the expected deviation over a 5 year period is less than or equal to 5%.

Table 4.3 Cumulative financial overview programme activity costs

<table>
<thead>
<tr>
<th>Country budgets (programme activity costs)</th>
<th>2011-2015</th>
<th>2011-2014</th>
<th>2015</th>
<th>Payments</th>
<th>Payments &amp; planning/Budget</th>
<th>Amounts x 1,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>Payments</td>
<td>Planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uganda</td>
<td>€ 4.803</td>
<td>€ 4.069</td>
<td>€ 653</td>
<td>85%</td>
<td>98%</td>
<td></td>
</tr>
<tr>
<td>Kenya</td>
<td>€ 3.700</td>
<td>€ 3.128</td>
<td>€ 765</td>
<td>85%</td>
<td>105%</td>
<td></td>
</tr>
<tr>
<td>Ethiopia</td>
<td>€ 4.053</td>
<td>€ 3.609</td>
<td>€ 641</td>
<td>81%</td>
<td>95%</td>
<td></td>
</tr>
<tr>
<td>Ghana</td>
<td>€ 3.480</td>
<td>€ 2.609</td>
<td>€ 867</td>
<td>75%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Mali</td>
<td>€ 2.821</td>
<td>€ 2.121</td>
<td>€ 609</td>
<td>75%</td>
<td>97%</td>
<td></td>
</tr>
<tr>
<td>Benin</td>
<td>€ 3.113</td>
<td>€ 2.023</td>
<td>€ 617</td>
<td>65%</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>Bangladesh</td>
<td>€ 3.500</td>
<td>€ 2.769</td>
<td>€ 727</td>
<td>79%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Nepal</td>
<td>€ 3.884</td>
<td>€ 2.923</td>
<td>€ 889</td>
<td>76%</td>
<td>99%</td>
<td></td>
</tr>
<tr>
<td>International</td>
<td>€ 6.819</td>
<td>€ 5.984</td>
<td>€ 1.632</td>
<td>88%</td>
<td>112%</td>
<td></td>
</tr>
<tr>
<td>Total country budgets</td>
<td>€ 36.563</td>
<td>€ 29.235</td>
<td>€ 7.401</td>
<td>80%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>
4.3 Efficiency of the Alliance

Table 4.4 Overhead

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Overhead for total 5 year period, as % in application (based on expected payments)</th>
<th>Overhead as % of total payments of year 2014</th>
<th>Overhead as % of total expenditure realized in 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program management costs</td>
<td>4.1%</td>
<td>4.1%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Management and administration</td>
<td>5.8%</td>
<td>5.2%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Alliance coordination</td>
<td>4.4%</td>
<td>4.0%</td>
<td>3.8%</td>
</tr>
<tr>
<td><strong>Total overhead</strong></td>
<td><strong>14.2%</strong></td>
<td><strong>13.3%</strong></td>
<td><strong>12.7%</strong></td>
</tr>
</tbody>
</table>

The overhead in 2014 is 13.3% of total payments, which is 0.9% lower than the overhead percentage in the budget 2011 (14.2%) and therefore within the agreed norm for efficiency. The overhead percentage in 2013 was slightly lower at 12.7% of total payments. There has been a slight increase in percentage for alliance coordination (0.3% higher) and for management and administration (0.3% higher).

The efficiency in 2015 will be much less than the 2014 efficiency, as in 2016 costs will be made for management and administration and alliance coordination to work on monitoring, reporting and evaluation of our programmes, while programme implementation will have stopped in 2016. These overhead costs for 4 months in 2016 will be added to the 2015 report and will decrease the 2015 efficiency. The total average overhead for the 5 year period will be close to the agreed 14.2%.

4.4 Partner policy

All the Alliance members implemented the minimum criteria for contracts, which were setup in 2011. The partner policy has been checked by the auditors and above information is presented in the consolidated audit of the DWA.

The DWA has not received any official complaints, but the complaints procedure is in place. No cases of assumed abuse or fraud by country programme partners have been reported in the consolidated audited statement of the DWA. In 2013 we reported a case of fraud, the funds have been repaid by the partner that had committed the fraud in 2014.

4.5 Quality systems – External Assessment (auditor & other systems)

All the 6 Alliance members have been audited and have received an unqualified opinion of their auditors (‘goedkeurende controleverklaring’). A WASH Alliance audit has been carried out by KPMG according to the financial protocol stipulated in the DGIS ruling. The WASH Alliance audit will be sent separately for your information.

Besides the audits, Simavi, ICCO and Amref are ISO certified and have been able to renew their certificates in 2014. The WASH Alliance processes have been included in the Simavi ISO certification process. In addition to the ISO 9001:2008 certificate, in 2014 ICCO, Simavi and Amref were also certified against the Partos 9001:2008 standard.
4.6 Quality systems – Internal Alliance Assessment & Processes

In 2014 the WASH Alliance country programmes continued to focus on implementing integrated WASH programmes based on the FIETS and the multi-stakeholder approach. Further alliance building, including the invitation of new country programme partners for identified gaps, and capacity development continues.

Besides the regular management of the programme (refer 4.6.1), the focus of the WAMU together with the management groups like the Steering Committee, Programme Group and PME group was on:

- Enhancing the capacity for PME in the countries (4.6.1)
- Communications & Visibility (4.6.2)
- Strategic Process (4.8)

4.6.1 Managing the programme & PME

All the systems were already in place to manage the programme (handbook, processes for planning and reporting, Balanced Score Card and Mid Year Review (MYR)). We continued to use the Balanced Score Card and the MYR as internal tools for management. We added one new tool to the MYR, the Alliance Scan, to assess the progress on the cooperation within a country alliance. This measures amongst others whether a country has a shared implementation strategy, a variety of stakeholders involved, ownership of the alliance, a fundraising strategy, complementarity between the country programme partners and a joint lobby strategy. The Alliance Scan revealed that most country alliances are still in the process of developing a joint fundraising and lobby strategy and in the process of looking at win-win and complementarity between partners. There was a higher score for a joint implementation strategy – indicating that partners do have joint activities. There was also a higher score for the variety of stakeholders, indicating that in many countries besides NGOs also companies, financial institutions, government and other stakeholders such as knowledge institutes are already on board.

The other component of the MYR – which measures quality of country programmes – has shown an average score of 3,6 (out of 5) as compared to 3,5 in 2013, 3 in 2012 and 2,1 in 2011, so scores provided show that the trend is still upward but levelling out. We notice that many partners and project officers involved understand better what is expected and are generally more critical in scoring. Highest scores are on ‘integrated WASH’ like last year. Lowest scores are on the ‘Environmental sustainability’ and ‘scale’ aspect. The score on environmental sustainability has not gone up, one of the reasons being that not enough budgets are available at the end of the programme to implement the results from environmental assessments into the programmes. Scaling is, like last year, difficult and work in progress (see chapter 3). The MYR provided the WASH Alliance with data to see how the Alliance programme is performing and to adjust the programme were necessary.

The workload of the WAMU remained high in 2014. The appointment of a new secretary did create space for the other staff members, but the additional tasks relating to the Post 2015 strategy (see paragraph 4.8) simultaneously increased the work load.

The PME group has implemented their activities as planned for 2014 and have been able to successfully implement many improvements in PME. These improvements are based on an internal evaluation study of the PME processes, in which 17 staff members with different positions within the DWA were involved. All this was implemented by the PME group in spite of (coincidental) high turn-over of PME staff at the member organisations and a new PME manager at the WAMU. On the advice of the PME evaluation team the following measures were approved:

1) web-based forms for reporting (very much like our Dutch tax forms),

The web-based forms have been used for the reporting over 2014 and have yielded positive results. The entry process was perceived as straight-forward by our partners, the data were collected timely and if mistakes were
noticed, they could be traced back to an organisation and project officer. Country data could easily be generated from the web-based forms. All in all the timeliness and the quality of data has been improved, as well as the transparency of the process. There are some initial teething problems with the web-based forms that will need to be solved before next year, but all in all the experience was positive for both staff and partners.

2) additional PME support in the countries.
Towards the end of 2014 PME consultants were contracted in each country, to support the country programme partners and country coordinators with day-to-day PME, and also to work on the outcome measurement 2015. The in-country PME staff capacity has therefore been much increased. For Asia, it was decided to contract Akvo staff to support in PME, and to assist in designing the Outcome Measurement 2015 with FLOW. Akvo will also assist in developing our (future-proof) Post 2015 PME system, and link this with IATI (International Aid Transparency Initiative) requirements. The Dutch PME staff will work on the overall PME policy, such as development of formats and guidelines and future Smart-PME processes.

3) standardised outcome monitoring with Akvo FLOW in all our countries
Other improvements that have been introduced are amongst others; provide (refresher) trainings to our country programme partners on the use of Akvo FLOW and RSR for monitoring purposes and as preparation for the Outcome Measurement 2015, and designing a poster to clarify the Logframe to our country programme partners (see picture).
4.6.2 Documentation, Communications & Visibility of the Alliance

The three main communication objectives in 2014 remained: positioning the alliance as one consortium with one clear, shared message in the international WASH sector and towards (potential) (business) partners; create internal engagement and support the learning agenda, by creating an enabling and inspiring environment for all DWA staff to share knowledge, expertise and network; and bring together various communication related areas such as online reporting, lobby and advocacy and the learning trajectory.

In addition to this, in 2014 communication has played an increasing role in the Post 2015 strategy development and shaping fundraising tools and tactics. This year, much emphasis was put on developing best practices and documenting the products and services of the Dutch WASH Alliance. To realise these ambitions, communication activities took place on the following three levels: 1) internal communication, 2) external communications, and 3) documentation.

1. Internal communication activities

Creating an enabling and inspiring environment to share knowledge, expertise and to network remained the internal communication focus in 2014:

- Three internal newsletters were published in 2014. In 2015 we will publish internal updates more frequently, as the need for internal news increased with the decision to continue operating as an alliance after 2015. This requires frequent updates and sharing.
- Three WASH UP newspapers were developed, reaching over 1,000 readers internationally. The WASH UP was not only sent to our internal staff, but also to external partners. Specific articles from the WASH UP have also been used for external communication purposes. The WASH UP provides a good platform for shared learning and sharing inspiring initiatives, such as from the learning project.
- The PME group was supported in the development of a Logframe poster.
- The results of the MTE were presented in an easy-to-read internal report.
- In summer, a linking & learning barbecue was hosted during which 5 WASH Alliance partners presented their latest work, including presentations of the WaterCompass and the SMF.

2. External communication

The FIETS sustainability approach is the main focus of our external positioning over the period 2012 - 2015. Taking into account strategic developments within the Alliance, in addition to communicating about the FIETS sustainability approach, since 2013 increasing attention was given to system change and scale:

- A central element of our WASH Alliance website is the FIETS approach. In 2014, the FIETS Sustainability Portal was added to the website, which was a popular part of the website with many visits.
- Three external newsletters were sent out to more than 250 external contacts. In addition to updates and information about the developments of the WASH Alliance, the external newsletter was used to raise awareness on FIETS sustainability and our best practices.
- To give a better insight in the impact of the WASH Alliance, we developed an Impact Infographic that visualises the key output and outcomes of 2013. The infographic was published on the website, presented in our newsletter and handed out at events.
- Various PR activities were executed, including the release of the WaterCompass tool, our presence during Stockholm World Water Week, and the announcement of the 2nd WASH Alliance Reed Elsevier prize.
- In close collaboration with Alliance member RAIN, we developed the Catchment Assessment Tool.
- To showcase our business approach, we made a video of the Sanitation in Peri-urban Areas programme in Malawi from Alliance member WASTE. Being shown at events, on our website and during presentation, this video helped to raise awareness on our multi-stakeholder and business approach to sanitation and system change.
• At the World Water Forum in Stockholm the Alliance presented its FIETS fact sheets, best practices and products and services in our unique FIETS Sustainability shop. This shop has been used at other events as well and will also be used in 2015. It can be easily transported and set up at any event worldwide. The first venue in 2015 will be at Pakhuis de Zwijger during World Water Day.

• In 2014, the WASH Alliance handed out the 3rd prize of the Reed Elsevier Challenge to the most sustainable and innovative business approach in WASH for the second time. The Challenge gives us access to an international network of innovative WASH social enterprises and NGOs.

Way forward

In 2014 we were able to reach all set communication targets for this year. While in previous years, we tried to work together with the communications officers of the six Alliance members; our approach this year showed that it was easier, faster and more efficient to work with the teams directly involved (WAMU, Akvo and the learning project team). Although this might have created less ownership with the partners, it enabled us to achieve all the above-discussed activities with a relatively small team and budget. Even more important, it allowed us to work closely together with WASH Alliance staff in all countries. The development of the FIETS facts sheets was a great success: this is a co-production of more than 30 people worldwide.

At the end of the year, we realised again the importance of communications in strategy development and fundraising. As a consequence, part of our planned communication activities for 2015 are fully dedicated to supporting the fundraising efforts of the WASH Alliance. In line with this, more emphasis will be put on external communication. All is in place to start building new partnerships. Marketing and branding can be of great support here.

3. Documentation

In 2013, we started to develop sustainability best practices of the Dutch WASH Alliance. During 2014 we continued this activity with a clear focus on documenting our FIETS products and services and related best practices. This effort significantly helped us to build a database of our work, called the FIETS sustainability Portal, supporting our international learning processes, external positioning and fundraising efforts.

For every element of our FIETS sustainability approach, we developed a complete set of fact sheets:

1. Explanatory factsheet: presenting what this sustainability element is about
2. Relational factsheet: the relation between this element and the four other elements
3. Best practices
4. Products or service

In 2014, we succeeded to develop a complete package of FIETS factsheets. Check out the FIETS sustainability portal online for all the factsheets or refer to Annex 4.

The fact sheets were developed with a wide range of Dutch WASH Alliance staff from the Netherlands and the 8 countries in which we are active. At the same time, the facts sheets were shared with all WASH Alliance staff, and presented during the International WASH Alliance Week in September. This resulted in an increased awareness on what we have to offer as an alliance and in an even better understanding of the FIETS elements, also in relation to each other. They were shared externally through the website, external newsletters and Stockholm. This contributed to our positioning as authority when it comes to sustainability in WASH.

Way forward

Although in 2014 a complete package of FIETS factsheets was developed, resulting in an overview of the separate qualities of our programme and our WASH Alliance partners, there remains a lack of evidence of our integrated sustainable WASH approach. This is partly due to complex country programmes in which different partners work in different regions on different aspects of WASH and FIETS. To show that our approach works, however, we decided that it is important to show that if we combine all these building blocks, we can build a
best practice of our integrated sustainable WASH approach. This approach is tested in Kenya. In 2015 we will also develop best practices that support our Theory of Change (ToC) by documenting cases that clearly demonstrate WASH sector development and acceleration/scale, expressed in key indicators. Or in other words, cases that show that over time, increased access to WASH services is realised for more people, against declining costs.

4.7 Harmonisation & Complementarity

4.7.1 Collaboration with the ministry of Foreign Affairs

Akvo is currently doing a pilot, reporting their 2014 Public Private Partnership (PPP)-activities in the IATI standard, replacing the current paper based reports. Akvo and DGIS are working on a more efficient way of data collection and project reporting in 2015 and to be further developed in 2016. In 2015 Aqua for All and Football for Water will join the pilot. DGIS decided that from 2016 onwards IATI will become the standard reporting format. In this pilot Akvo together with IGG Water (‘Directie Inclusieve Groei’, former Directie Klimaat, Energie, Mileu en Water (DME)) is working on a framework for this new reporting process. As a first step, in 2014 Akvo has been working on adjusting Akvo RSR. When you enter project information into Akvo RSR, it makes your report fit the IATI standard. It goes further by letting you attach much richer forms of data to project and programme work such as short videos, photo streams and status updates. In such a way RSR can be used to prompt people to provide relevant kinds of updates at any given time, so that an organisation’s reporting and communication needs can be fulfilled.

4.7.2 Content annual exchange with Netherlands Embassies in the 8 countries

Apart from Nepal where there is no Netherlands Embassy, the country alliances report on a constructive relationship with the Embassy on progress of the programme, developments in the country and the sector. In some countries, the alliances have shared their post 2015 strategy for input or consulted the Embassy in another form. The country alliances have also been invited for relevant events. The Bangladesh Alliance coordinator for instance met with the Dutch business delegation that visited Bangladesh, which helped him to familiarise with the perspective of water companies.

4.7.3 Harmonisation & Complementarity within the Country Alliances

Country programmes with joint context analysis, baselines, strategy formulation and joint programme identification and role identification

As the programme progresses, country alliances have grown stronger in terms of cohesion and complementarity and have in some cases also evolved in terms of number and kind of members (e.g. social enterprises, governments). Having worked together for a couple of years, the added value and division of roles is now clear and numerous examples are cited of partners consulting each other on their specific themes, sharing experiences and joining hands in activities. An inspiring example of synergy is the ward implementation in the WASH Alliance Kenya, whereby country programme partners jointly implement their thematic activities in one area; one partner provides technical backstopping and advice on constructing a sand dam via other partners. In other countries where the geographical distance between partners is an obstacle for close collaboration, regional cooperation takes place. For example in Uganda the Rwenzori partners in the west meet and work together and in the north the northern partners meet and share within their region as well as at national level.

Joint capacity building

Joint capacity building activities are key for the country alliances to strengthen the capacity but also for a common approach and enhance cohesion. But being part of an alliance is already a great asset as partner organisations mention they have better access to information being part of an alliance.
The joint capacity building efforts in the eight countries cover a spectrum of topics. The Uganda WASH Alliance conducted a training on various policy, advocacy and documentation topics and organised on the job coaching. Since all country programme partners are to work with FLOW as software for household data collection in the WASH Alliance, trainings on this application of FLOW have been conducted in 2014, either for the new comers or as refresher and to introduce additional features. In Ethiopia the alliance organised a joint training and field visit on 3R (Retention, Recharge and Re-use) involving resource persons from the Mekelle University and relief Society of Tigray.

**Country learning agenda**

Each country alliance has shaped its own learning agenda and decides on the allocation of joints costs for the realisation of the activities identified. Collaboration between partners has led to interesting shared learning. Although it has not always been easy in all countries to have a strong cohesion between country programme partners due to geographical distances or lack of complicity, collaboration between partners has been improving. The Benin WASH Alliance reports a great improvement this year in the collaboration between partners; activities are organised to benefit all partners and actions are more synergised. In Uganda there is more collaboration between partners in the Northern and Western regions, resulting in more streamlined capacity building, reporting and other learning within the country Alliance.

In many cases it is with the progress of the programme that capacity building needs are being identified. To streamline advocacy issues within the Bangladesh WASH Alliance, a common advocacy strategy has been developed under the coordination of Water Aid Bangladesh. Due to a weakness of country programme partners on the topic, Water Aid will conduct training of the partner organisations on implementation of the strategy.

Learning is also facilitated between country alliances. Experience sharing between Kenya, Ghana, Benin and Mali took place on collaboration with the public and private sector actors.

**Post 2015**

All the country alliances would like to continue working as part of and with the WASH Alliance International after MFSII, if funding can be acquired by the global office. Some countries (e.g. Bangladesh, Ethiopia and Kenya) have been working on their own independent Country Alliance Post 2015 strategy, which has brought discussions on registration of the future entity, its mandate, membership requirement etc. Ethiopian WASH alliance partners have started fundraising together by developing a shared proposal for submission to the African Development Bank in 2015. Kenya and Mali have also developed shared proposals and submitted them for funding.

**4.7.4 Cooperation with other non-alliance actors**

**MoU signed and progress on implementation of MoU**

Having networks with mandates at national level helps to link the work of the Alliance and issues, such as technologies and advocacy issues, to the national levels as per their mandate. In 2014 an MoU has been signed in Uganda with among others the local government for co-implementation of a gravity flow scheme, and in Ethiopia with the National Cement PLC for the supply of good quality cement. An obstacle for signing contracts so far is that most of the country alliances are not registered as an entity in their country.

**Cooperation with the public sector**

Collaboration at the various levels with the public sector is considered key to the programme. The country alliances report numerous successes in the collaboration with governments with a diversity in terms of themes, collaboration modalities and also ways to get in touch with the public sector players. Offering local government representatives such as health inspectors and water officers the opportunity to attend trainings helps to get them involved in the programme and share experiences for a closer collaboration. A concrete result of the
collaboration is the cost sharing in construction of sanitation facilities in Ethiopia, after training to government staff on WASH financing, budget planning and budget tracking, natural resource management, and the use of waste and excreta for productive purposes.

Another way for country programme partners to collaborate is to participate in various governmental platforms and workshops, both at national, regional and local levels. Examples come from Kenya (National Environmental sanitation and Hygiene Promotion Inter-Agency Coordination Committee), Benin (one of the Benin members has been selected as representatives with the Benin Economic and Social Board), Bangladesh (working group to prepare framework for FSM) and Ghana. In Ghana, country programme partners participate in the regional inter-agency coordination committee on sanitation with joint activities on CLTS. Another multi-stakeholder consortium that also led to joint activities in Ghana is coordinated by partner CLIP with the Tamale waste department. This has resulted among others in the leasing of public toilets for private management.

Another opportunity for collaboration is the organisation of thematic celebration days or national seminars. Examples are the national seminar on national budget analysis that was organised in Bangladesh or the World Water Day in Mali. Another example is the WASH Alliance Ethiopia that is a member of the organising committee of national multi-stakeholder events.

Cooperation with the private sector
Participation in platforms is important to enhance multi-stakeholders alignment, and is a way to liaise with private sector actors. Overall collaboration with private sector has further increased in 2014, while still being described in some of the countries as an area that needs further improvement to scale up. Collaboration with smaller private sector is part and parcel of many country alliances, but little progress is made in terms of collaboration with bigger companies.

Some examples of cooperation with the private sector come from Ghana (social enterprise in the delivery of waste services), Uganda (microfinance with a range of 88 service providers), Nepal (private sector actor joined the Alliance) and Bangladesh. An example of intensified collaboration in Bangladesh is that there are private entrepreneurs trained on business skills to improve sanitation products such as offset pit latrines, improved latrine technology and household sanitary device. At the same time traditional pit emptiers have been trained on collection, transportation and safe disposal and treatment of faecal sludge. As the Bangladesh WASH Alliance also targets the bigger private companies, it started dialogues with the aim to tap in to corporate social responsibility funds for implementation of WASH activities.

Participation in local forums (knowledge forums, participation in multi-stakeholder initiatives)
Participation in forums and platforms facilitates exchange and collaboration with other organisations. All country alliances have participated in various platforms. Some country alliances participate in committees, others provide trainings to bring various stakeholders together on thematic topics, and others participate in (the organisation of) global/national celebration days.

Cooperation with other donors (country alliances)
A number of country alliances are collaborating with other donors in the sector, both main donors like UNICEF, World bank, African Development Bank and others, and local donors (e.g. local foundations). The partnerships are mainly technical, or in the field of support and guidance (e.g. on resource mobilisation). For example, the Bangladesh WASH Alliance has a technical partnership with WSP World bank to promote entrepreneurs and sanitation market promotion approach. In some cases there is other funding as well. For example, the WASH Alliance Kenya has a current funding partner in the Water Supply and Sanitation Collaborative Council (WSSCC, hosted by UNOPS).
Cooperation with private initiatives
In 2014 Impulsis, the desk for Private Initiatives at ICCO, co-funded 7 programmes, of which Euro 57.500 was the contribution from Impulsis, Euro 22.500 of a company and Euro 220.755 by the private initiatives. Impulsis-funded WASH projects aim to foster local ownership and sustainability, and use the FIETS framework as a guideline to ensure the sustainability of WASH services. Important principles in this approach include: involving local governments in projects; adopting local technology solutions wherever possible; and making sure that “the user pays” for infrastructure, for instance through establishing user groups to maintain WASH facilities. A good example of cooperation between Dutch business and Impulsis is the contribution of Earth Water to a project in Nepal. Earth Water, selling bottled water in the Netherlands, adds a percentage of their profit for the project in Nepal. Besides water supply systems, villagers are trained to maintain the hardware, collect contributions and raise awareness amongst the population for water borne diseases and proper use of toilets and taps.

4.8 Strategic Process WASH Alliance Post 2015
In 2014 the ‘Post 2015’ strategic process started. Various strategic days and consultation rounds took place, both with people from within the Alliance (staff in The Netherlands, thematic partners, staff and partners in the countries), as well as with outsiders.

A consultant was hired to investigate the Post 2015 Alliance strategy. Recommendations from this study are to strengthen the foundations for collective impact and the identity of the Alliance and to work on increasing visibility of the Alliance internationally alongside actual fundraising. Funding opportunities are mainly envisaged in the USA (mostly private funds such as BMGF, Hilton etc.) and USAID and some in Europe. It is also recommended to approach DGIS for support in implementing our fundraising strategy, such as introducing and recommending our work to donors in their network and assisting in fundraising with the Netherlands Embassies.

The Post 2015 strategy was also the main topic of our Annual International week with our country coordinators in September, during which week we not only established broad consensus on the reason for continuation of the WASH Alliance and our vision, but we also practically worked on building up our assets for the future.

To strengthen the WASH Alliance for the future, a draft Theory of Change (ToC) was worked out with the 11 Dutch member organisations at the end of the year. It is being finalised in 2015 through consultation with the countries. The ToC makes more clear that we are building up the WASH sector (which we used to call ‘system change’ earlier) to provide sustainable services (rather than building infrastructure) by working on three pillars: establishing a functioning market, the public sector and on empowering & organising citizens.

During the WASH Alliance international week and also in later strategic days it became clear that there is enthusiasm to continue working together in an international WASH Alliance. Key added value of the international cooperation is the joint vision & learning on sustainability (practiced through our FIETS approach) and on acceleration & scaling, between partners and between countries, working together on innovation and creating and replicating best practices. Global advocacy, PME and branding are other key benefits of working together, and hopefully the international cooperation will be successful in joint fundraising as well. We will have two models for fund-raising: one is with the global office in the lead, trying to attract large scale funding similar to the current MFSII funding from the ministry. The other model for fund-raising is where the country alliance is in the lead, as there is a trend towards more decentralised funding opportunities.

With the trend of decentralised funding opportunities, the country alliances will be more at the heart of the Alliance, and local fundraising plans and capacities become more important, as well as a thorough
understanding of sustainability and acceleration approaches in the countries. The Dutch WASH Alliance has a very important role to fulfil as a Support Unit to all the country alliances, and will provide support on: international lobby for more commitment to the global goal of universal access to WASH (SDGs) and on promotion of our FIETS approach to ensure sustainable WASH delivery; provide technical assistance to enhance the capacity of partners on sustainability and on acceleration were relevant; to develop and advance best practices on sustainable and scalable WASH service delivery together; to provide a network and platform for sharing knowledge and learnings between the partners and countries; to facilitate research and innovation for the benefit of all; to provide a quality standard and PME systems; and to assist the countries in communication & fundraising efforts with corporate materials and fund-raising support.

At the end of 2014, the result is that:

- The WASH Alliance has decided to continue after 2015, with 11 of the current Dutch members of the Alliance (Simavi, RAIN, Akvo, Amref, WASTE, IRC, Wetlands International, PRACTICA Foundation and ICCO will continue its cooperation through their regional offices where relevant) and with the 8 country alliances, which have also expressed an interest to continue in the Alliance.
- A consultant has been appointed for positioning the Alliance for the period 2016-2020 and to increase visibility and networks.
- There is broad agreement on the vision, the governance and the added value of the WASH Alliance.
- Some of the country alliances have registered and/or have developed their own Post 2015 strategy (Kenya, Ethiopia and Bangladesh), some country alliances have submitted their own country proposals for funding (Mali and Kenya).
- No new funding has been secured yet for the WASH Alliance after 2015.
- Long-term recommendations from the Mid Term Evaluation for the future WASH Alliance have been taken up in our new strategy and governance (see box).

Below are the recommendations from the MTE conducted by MDF in 2013 for the Post 2015 strategic process and the follow-up that has been given to this by the WASH Alliance in 2014:

1. Structure: rethinking the DWA organisational structure - lighter and more flexible
   - One management layer in the Netherlands, combining Programme group, Country Leads and PME support into one, starting from 2016 (if funding realised)
2. Smarter/online PME that supports management of the programmes (rather than being a burden)
   - PME staff appointed in countries, web-based forms, outcome measurement with FLOW, RSR already compliant with IATI requirements. Still in process to develop new PME system.
3. Total coverage country plans: country alliances should develop ambitious master plans - from pocket to total coverage, in which DWA has a support role. To do this, capacity building at country level should be enhanced.
   - For our fund-raising plan we have started to develop master plans per country, with full coverage approach per district/area that we work in.
4. Strategic plans: strategic plans have to be developed for lobby, private sector development, microfinance, gender and fundraising. At the same time, capacity for strategic planning in the countries should be enhanced.
   - Partially addressed, needs attention. Some countries have developed lobby plans and fundraising plans. Still little connection between lobby plans in countries and lobby at international level. Is on hold pending the WASH IT! partnership, which might fulfill this role and can be linked to WASH Alliance programmes.
5. Alignment with Dutch Embassy programmes: better alignment with Dutch Embassy programmes needs lobby at local and Dutch national level. At the same time funding opportunities can be explored.
   - Done (except for Nepal, no Embassy), good relationships maintained. But we can further explore opportunities for funding by Dutch Embassies. Request more assistance from DGIS.
6. Connect WASH to related fields (energy, food, health etc.)
   - This was already being done at field level, e.g. through re-use of sludge for manure and biogas. This link to the nexus is also given more prominence in our Post 2015 strategy paper.
Key features of the ‘WASH Alliance International- acceleration WASH’ (our new name and tagline), summarised are:

- Multi-national, multi-stakeholder network of approximately 100 partner organisations (11 in the Netherlands, 88 in implementing countries), each with own specialised expertise on WASH and organised in country alliances
- Providing sustainable WASH for All, by applying a full coverage approach, inclusive of the poor
- Scalable and sustainable sector development approach
- Blended finance
- Keeps innovating in a changing world
- Links to broader issues such as water (quality), food security and climate change
- Transparent, use new technologies for access to our data and for paperless PME
- Work in equality and in co-creation with all our partners.
- Track-record of 45 million-programme in 8 countries for 5 years: if we meet our targets resulting in approximately 880,000 people who use improved water and 1 million people with access and use of improved sanitation facilities at the end of 2015, with an average facilitation cost of 20 euro per person. Due to acceleration approach this cost will decline further.

Proposed governance of the WASH Alliance (to be approved in 2015):

- It is proposed that The WASH Alliance is registered as a not-for profit foundation under Dutch Law, as a Foundation with participants (to be approved)
- Governance by a Supervisory Board with 5 to 7 members and an Executive Committee (Executive Director and Programme Director)
- The WASH Alliance International signs MoUs with all the country alliances, including the Dutch WASH Alliance, which will function as a support unit for the other country alliances.
- Operational management in the Netherlands becomes lighter with only one management layer, rather than many groups, for improved effectiveness and efficiency (recommendation from MTE). In the countries the Alliance is represented by a country coordinator.
## Acronyms & Terminology

### Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
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<tbody>
<tr>
<td>3R (waste)</td>
<td>Reduce, Reuse and Recycle</td>
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<tr>
<td>3R (water)</td>
<td>Recharge, Retention and Re-use</td>
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<td>Amref</td>
<td>Amref Health Africa</td>
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<td>CLTS</td>
<td>Community Led Total Sanitation</td>
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<td>CSO</td>
<td>Civil Society Organisation</td>
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<td>DGIS</td>
<td>Directeur-Generaal Internationale Samenwerking</td>
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<tr>
<td>DWA</td>
<td>Dutch WASH Alliance</td>
</tr>
<tr>
<td>FIETS</td>
<td>Finance, Institutional, Environmental, Technical, Social sustainability</td>
</tr>
<tr>
<td>FSM</td>
<td>Faecal Sludge Management</td>
</tr>
<tr>
<td>IATI</td>
<td>International Aid Transparency Initiative</td>
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<tr>
<td>ICCO</td>
<td>Interkerkelijke Organisatie voor Ontwikkelingssamenwerking</td>
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<tr>
<td>IRC</td>
<td>International Water and Sanitation Centre</td>
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<tr>
<td>L&amp;A</td>
<td>Lobby and Advocacy</td>
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<td>MDGs</td>
<td>Millennium Development Goals</td>
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<tr>
<td>MFI</td>
<td>Micro Finance Institution</td>
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<tr>
<td>MoU</td>
<td>Memorandum of Understanding</td>
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<tr>
<td>MTE</td>
<td>Mid Term Evaluation</td>
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<tr>
<td>MYR</td>
<td>Mid-Year Review</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organisation</td>
</tr>
<tr>
<td>NWP</td>
<td>Netherlands Water Partnership</td>
</tr>
<tr>
<td>OCA</td>
<td>Organisational Capacity Assessment</td>
</tr>
<tr>
<td>PME</td>
<td>Planning, Monitoring and Evaluation</td>
</tr>
<tr>
<td>PPP</td>
<td>Public Private Partnership</td>
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<tr>
<td>RAIN</td>
<td>Rainwater Harvesting Network</td>
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<tr>
<td>RSR</td>
<td>Really Simple Reporting</td>
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<tr>
<td>RTWS/HRTWS</td>
<td>(Human) Right to Water and Sanitation</td>
</tr>
<tr>
<td>RUAF</td>
<td>Resource Centre on Urban Agriculture and Food Security</td>
</tr>
<tr>
<td>SDGs</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>SME</td>
<td>Small and Medium-sized Enterprise</td>
</tr>
<tr>
<td>SMF</td>
<td>Sustainability Monitoring Framework</td>
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<tr>
<td>SWA</td>
<td>Sanitation and Water for All</td>
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<tr>
<td>ToC</td>
<td>Theory of Change</td>
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<tr>
<td>WASH</td>
<td>Water, Sanitation and Hygiene</td>
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<tr>
<td>WAMU</td>
<td>WASH Management Unit</td>
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### Terminology

<table>
<thead>
<tr>
<th>Terminology</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Dutch WASH Alliance</td>
<td>The Dutch WASH Alliance refers to the whole alliance.</td>
</tr>
<tr>
<td>Alliance members</td>
<td>The alliance members are the co-applicants of the Dutch WASH Alliance: Amref, WASTE, Simavi, RAIN, ICCO and Akvo.</td>
</tr>
<tr>
<td>Thematic partners</td>
<td>Thematic partners (previous name: sub-contractors) are PRACTICA Foundation, IRC, WaterAid, Both ENDS, RUAF, Wetlands International.</td>
</tr>
<tr>
<td>Country programme partners</td>
<td>Country programme partners are all partner organisations that are involved in the South (Bangladesh, Benin, Ethiopia, Ghana, Kenya, Mali, Nepal &amp; Uganda).</td>
</tr>
</tbody>
</table>
Annex 1a: WASH Alliance output progress (in the Results Framework)

<table>
<thead>
<tr>
<th>Result area *</th>
<th>Result</th>
<th>Indicator</th>
<th>2011 Result</th>
<th>2012 Result</th>
<th>2013 Result</th>
<th>2014 target***</th>
<th>2014 result</th>
<th>2011-2014 Output result (cumulative)</th>
<th>2015 overall Target</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>MDG 7.C DRINKING WATER AND SANITATION</td>
<td>(1) Increased involvement of users in decision making, implementation and monitoring</td>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Active WASH stakeholders coordination structures exist</td>
<td>Number of countries in which active WASH stakeholder coordination structures exist in the areas where the Alliance is working**</td>
<td>not available</td>
<td>6 countries</td>
<td>7 countries</td>
<td>8 countries</td>
<td>8 countries</td>
<td>7 countries</td>
<td>In all countries active WASH stakeholder coordination structures exist. In total over 300 structures do exist, at national, regional and community level. The 2015 target is met.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Community groups exist with a recognisable voice/representation of women and marginalised groups</td>
<td>Number of countries where women and marginalised groups are better represented in 75% of the WASH related community groups**</td>
<td>not available</td>
<td>6 countries</td>
<td>8 countries</td>
<td>8 countries</td>
<td>8 countries</td>
<td>8 countries</td>
<td>The 2014 target is achieved as women and marginalised groups were better represented in all WASH Alliance countries.</td>
<td></td>
</tr>
<tr>
<td>(2) Effective input of financial means by monitoring and tracking</td>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>The Country Programme Partners lobby for increased WASH financing</td>
<td>Number of advocacy meetings attended by Alliance representatives</td>
<td>not available</td>
<td>172</td>
<td>192</td>
<td>307</td>
<td>697</td>
<td>1061</td>
<td>200</td>
<td>With almost 700 lobby meetings attended last year, the 2015-target is met. A clear trend with all partners is that they have taken in that lobby at the national, regional and local level is important to ensure continuation of WASH-funding.</td>
</tr>
<tr>
<td>6</td>
<td>Country Programme Partners and WASH networks are capacitated on methodologies to track budgets</td>
<td>Number of representatives of Country Programme Partners or other WASH stakeholders trained on budget tracking methodologies</td>
<td>14</td>
<td>245</td>
<td>402</td>
<td>307</td>
<td>1369</td>
<td>2030</td>
<td>80</td>
<td>Over 1000 representatives of partners and other WASH-stakeholders have been trained; therewith the target is met. Note: the cumulative total might contain some double counting due to refresher training and/or the same people participating in different trainings.</td>
</tr>
<tr>
<td>(3) Improved knowledge of citizens on use, technical solutions and costs</td>
<td>Output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>There is a significant increase in the number of campaigns on hygiene and sanitation</td>
<td>Number of people that are reached with awareness campaigns on hygiene and sanitation</td>
<td>460.989</td>
<td>318.098</td>
<td>876.097</td>
<td>699.584</td>
<td>1.046.547</td>
<td>2.701.731</td>
<td>1.000.000</td>
<td>Awareness raising has been done by community sensitisation, door-to-door campaigning and CLTS. The WASH Alliance is ahead of its target with over 1 million persons reached in 2014. Note: As our country programme partners work for multiple years in the same area, we acknowledge that people might have been double counted over the years 2011-2014. The 2011 results also include the persons reached with media as we did not divide between campaigns and media in 2011.</td>
</tr>
<tr>
<td>9</td>
<td>There is a significant increase in the number of campaigns on hygiene and sanitation</td>
<td>Number of people that are reached through the media on hygiene and sanitation</td>
<td>not available</td>
<td>4.248.368</td>
<td>23.271.646</td>
<td>13.347.737</td>
<td>21.303.057</td>
<td>48.823.071</td>
<td>10.000.000</td>
<td>Through media over 21 million people have been reached with messages on hygiene and sanitation. The 2015 target has been exceeded. Note: As our country programme partners work for multiple years in the same area, we acknowledge that people might have been double counted over the years 2011-2014.</td>
</tr>
</tbody>
</table>
### Result area**  Result  Indicator  2011 Result  2012 Result  2013 Result  2014 Target***  2014 Result  2011-2014 Output result (cumulative)  2015 overall Target (cumulative)  Conclusion

| 10 (LF 33) | Country Programme Partners are capacitated on relevant issues based on their organisational capacity assessments | Percentage of Country Programme Partners that received tailor-made trainings as a follow-up to the organisational capacity assessment | not available | 73% | 71% | 85% | 81% | 81% | 100% of the Country Programme Partners | With 81% of our partners having received tailor made trainings in 2014, and also 70% of our partners having received trainings in 2012 and 2013, we are on track to reach the 2015 target. Some of the partners have already planned their trainings for 2015.

#### Output

| 14 (LF 19) | The access to improved drinking water sources has significantly increased | Number of people that have access to improved drinking water sources | not available | 122,288 | 132,549 | 83,960 | 140,963 | 395,800 | 100,000 | With over 140,000 people that have gained access to improved drinking water sources in 2014, and almost 400,000 people as cumulative total we have overachieved the 2015 target.

| 15 (LF 18) | The population having access to improved sanitation systems at public places like schools, health centres and markets has significantly increased | Number of people in public places that have access to improved sanitation facilities at schools, health centres and markets (by gender) | 9,065 | 74,935 | 143,277 | 113,710 | 118,181 | 345,458 | 200,000 | With almost 120,000 people that have gained access to improved sanitation in public places in 2014, the target is met. The cumulative total shows that the 2015 target for public sanitation is overachieved.

| 16 (LF 28) | Country Programme Partners are trained on the use of the Sustainability Monitoring Framework for water and sanitation facilities by the end of 2015 | Number of Country Programme Partners trained on the use of the Sustainability Monitoring Framework | n/a | n/a | 15 | n/a | n/a | 15 | 25 | In 2014, no new partners have been trained. SMF-activities have been focussing on the analysis- and data management aspects, to make these more user-friendly.

**MDG 7. A SECURE AND SUSTAINABLE ENVIRONMENT**

| 18 (LF 32) | Country Programme Partners are capacitated to apply the environmental sustainability approaches for WASH | Number of representatives of Country Programme Partners and stakeholders capacitated on environmental sustainability approaches for WASH | 47 | 414 | 318 | 441 | 1573 | 2352 | 500 | Representatives of partners and stakeholders at all levels have been trained, resulting in the achievement of both 2014- and cumulative 2015 targets. Note: the cumulative total 2011-2014 might contain double counting due to follow-up and/or some people participating in capacity building processes.

| 20 (LF 7) | Locally based finance institutions pilot credit for WASH service construction, operation and maintenance by the end of 2015 | Number of pilots developed and tested on finance mechanisms for WASH (e.g. micro-financing and self help groups) | 9 | 11 (+ 63 in bangladesh) | 14 | 51 | 54 | 88 | 6 | Many pilots have been developed and tested. In most countries the partners are working on opportunities for credit for WASH-services, but with less institutionalising and scale than initially foreseen.

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**Notes:**

*The numbers between brackets (LF …) correspond with the number of the indicators in the DWA Logical Framework, as presented in Chapter 2.

**When a target is expressed in number of countries it means that each country has defined its own target. This way each country programme can contextualise the aimed results.

***In October 2013, DWA 2014-targets were defined and included in the Work plan 2014. During the country planning workshops in the beginning of 2014, the results of the previous years are used as input for further defining the specific country programme targets. These country targets combined are more accurate and mostly higher (except for result area 14) than the targets that have been reported in the DWA work plan 2014. Therefore we have decided to report against these new targets.

WASH Alliance progress report 2014 - Annex
## Annex 1b: WASH Alliance output progress by country (Indicators that are part of the DWA Logical Framework, but not of the Results Framework)

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Small producers, businesses and service providers are trained and/or supported to play an increased role in improved WASH service delivery</td>
<td>Number of people (from small producers, businesses and service providers) trained and/or supported on WASH service delivery</td>
<td>35</td>
<td>3.663</td>
<td>1.782</td>
<td>2.393</td>
<td>4.663</td>
<td>10.143</td>
<td>5.500</td>
<td>With almost 5000 people trained in 2014, the 2015 target is met. So far many people have been trained, in 2015 effort needs to be put into consolidation of the gained knowledge. Note: the cumulative total might contain some double counting due to refresher training and/or the same people participating in different trainings.</td>
</tr>
<tr>
<td>14</td>
<td>The local government departments are capacitated to fulfil a leasing and coordinative role in the WASH sector</td>
<td>Number of government representatives from local departments trained on their role in the WASH sector</td>
<td>1</td>
<td>669</td>
<td>406</td>
<td>760</td>
<td>1.342</td>
<td>2.418</td>
<td>1.600</td>
<td>Both government representatives and other actors have been trained in these roles within the WASH sector. The overall-2015 target is met. Note: the cumulative total might contain some double counting due to refresher training and/or the same people participating in different trainings.</td>
</tr>
<tr>
<td>17</td>
<td>Local government departments trained on RTWS</td>
<td>Number of government departments trained on RTWS</td>
<td>0</td>
<td>258</td>
<td>521</td>
<td>488</td>
<td>875</td>
<td>1.654</td>
<td>1.500</td>
<td>With a cumulative figure of 1,654 government representatives trained, the 2015-overall target is met. Note: the cumulative total might contain some double counting due to refresher training and/or the same people participating in different trainings.</td>
</tr>
<tr>
<td>26</td>
<td>Representatives from the CSO and private sector trained on RTWS</td>
<td>Number of representatives from the civil society and private sector trained on RTWS</td>
<td>0</td>
<td>225</td>
<td>657</td>
<td>706</td>
<td>2.457</td>
<td>3.339</td>
<td>1.600</td>
<td>In 2014 different representatives have been trained, resulting in an achievement of the overall-2015 target. Note: the cumulative total might contain some double counting due to refresher training and/or the same people participating in different trainings.</td>
</tr>
<tr>
<td>30</td>
<td>Community groups are capacitated to use waste, waste water, excreta and excess water in a safe manner for productive purposes</td>
<td>Number of people involved in pilots and trainings</td>
<td>0</td>
<td>1860</td>
<td>9162</td>
<td>2.341</td>
<td>5.576</td>
<td>16.598</td>
<td>500</td>
<td>Many community groups, artisans and others have been involved in pilots and trainings. The exact content was different within the countries. The overall-2015 target is met. Note: the cumulative total might contain some double counting due to refresher training and/or the same people participating in different trainings.</td>
</tr>
</tbody>
</table>
### Annex 2a: WASH Alliance output progress by country (in the Results Framework) – Bangladesh, Benin, Ethiopia, Ghana

<table>
<thead>
<tr>
<th>Result area</th>
<th>Result</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bangladesh</td>
</tr>
<tr>
<td>MDG 7.C DRINKING WATER AND SANITATION</td>
<td>(1) Increased involvement of users in decision making, implementation and monitoring</td>
<td></td>
</tr>
<tr>
<td>Output</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Active WASH stakeholders coordination structures exist</td>
<td>Number of countries in which active WASH stakeholder coordination structures exist in the areas where the Alliance is working* Note: UoM at Country level - Coordination structures</td>
</tr>
<tr>
<td>3</td>
<td>Community groups exist with a recognisable voice/representation of women and marginalised groups</td>
<td>Number of countries where women and marginalised groups are better represented in 75% of the WASH related community groups* Note: UoM at Country level - community groups</td>
</tr>
<tr>
<td>(2) Effective input of financial means by monitoring and tracking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>The Country Programme Partners lobby for increased WASH financing</td>
<td>Number of advocacy meetings attended by Alliance representatives</td>
</tr>
<tr>
<td>6</td>
<td>Country Programme Partners and WASH networks are capacitated on methodologies to track budgets</td>
<td>Number of representatives of Country Programme Partners or other WASH stakeholders trained on budget tracking methodologies</td>
</tr>
<tr>
<td>(3) Improved knowledge of citizens on use, technical solutions and costs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>There is a significant increase in the number of campaigns on hygiene and sanitation</td>
<td>Number of people that are reached with awareness campaigns on hygiene and sanitation</td>
</tr>
<tr>
<td>9</td>
<td>There is a significant increase in the number of campaigns on hygiene and sanitation</td>
<td>Number of people that are reached through the media on hygiene and sanitation</td>
</tr>
<tr>
<td>10</td>
<td>Country Programme Partners are capacitated on relevant issues based on their organisational capacity assessments</td>
<td>Percentage of Country Programme Partners that received tailor-made trainings as a follow-up to the organisational capacity assessment</td>
</tr>
<tr>
<td>(4) Increased number of users of facilities, with attention for equity, rural-urban division and sustainability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>The access to improved drinking water sources has significantly increased</td>
<td>Number of people that have access to improved drinking water sources</td>
</tr>
<tr>
<td>15</td>
<td>The population having access to improved sanitation systems at public places like schools, health centres and markets has significantly increased</td>
<td>Number of people in public places that have access to improved sanitation facilities at schools, health centres and markets (by gender)</td>
</tr>
<tr>
<td>Result area</td>
<td>Result</td>
<td>Indicator</td>
</tr>
<tr>
<td>-------------</td>
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<td>-----------</td>
</tr>
<tr>
<td>16</td>
<td>Country Programme Partners are trained on the use of the Sustainability Monitoring Framework for water and sanitation facilities by the end of 2015</td>
<td>Number of Country Programme Partners trained on the use of the Sustainability Monitoring Framework</td>
</tr>
<tr>
<td>18</td>
<td>Country Programme Partners are capacitated to apply the environmental sustainability approaches for WASH</td>
<td>Number of representatives of Country Programme Partners and stakeholders capacitated on environmental sustainability approaches for WASH</td>
</tr>
<tr>
<td>MDG 7. A SECURE AND SUSTAINABLE ENVIRONMENT</td>
<td>(5) National policy, targeting a reduction of soil-, air- and water pollution and protection of natural resources</td>
<td></td>
</tr>
<tr>
<td>MDG 1. PRIVATE SECTOR AND AGRICULTURE</td>
<td>(6) The financial sector is further developed</td>
<td></td>
</tr>
<tr>
<td>Output</td>
<td>Locally based finance institutions pilot credit for WASH service construction, operation and maintenance by the end of 2015</td>
<td>Number of pilots developed and tested on finance mechanisms for WASH (e.g. micro-financing and self-help groups)</td>
</tr>
</tbody>
</table>

* When a target is expressed in number of countries it means that each country has defined its own target. This way each country programme can contextualise the aimed results.
## Annex 2b: WASH Alliance output progress by country (in the Results Framework) – Kenya, Mali, Nepal, Uganda

<table>
<thead>
<tr>
<th>Result area</th>
<th>Result</th>
<th>Indicator</th>
<th>Kenya</th>
<th>Mali</th>
<th>Nepal</th>
<th>Uganda</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MDG 7.C DRINKING WATER AND SANITATION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(1) Increased involvement of users in decision making, implementation and monitoring</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Active WASH stakeholders coordination structures exist</td>
<td>Number of countries in which active WASH stakeholder coordination structures exist in the areas where the Alliance is working*&lt;br&gt;Note: UoM at Country level - Coordination structures</td>
<td>3</td>
<td>56</td>
<td>13</td>
<td>20</td>
</tr>
<tr>
<td>3</td>
<td>Community groups exist with a recognisable voice/representation of women and marginalised groups</td>
<td>Number of countries where women and marginalised groups are better represented in 75% of the WASH related community groups*&lt;br&gt;Note: UoM at Country level - community groups</td>
<td>14</td>
<td>4</td>
<td>No target</td>
<td>22</td>
</tr>
<tr>
<td>(2) Effective input of financial means by monitoring and tracking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>The Country Programme Partners lobby for increased WASH financing</td>
<td>Number of advocacy meetings attended by Alliance representatives</td>
<td>13</td>
<td>25</td>
<td>No target</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>Country Programme Partners and WASH networks are capacitated on methodologies to track budgets</td>
<td>Number of representatives of Country Programme Partners or other WASH stakeholders trained on budget tracking methodologies</td>
<td>37</td>
<td>159</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>(3) Improved knowledge of citizens on use, technical solutions and costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>There is a significant increase in the number of campaigns on hygiene and sanitation</td>
<td>Number of people that are reached with awareness campaigns on hygiene and sanitation</td>
<td>20.000</td>
<td>37.153</td>
<td>11.916</td>
<td>22.933</td>
</tr>
<tr>
<td>9</td>
<td>There is a significant increase in the number of campaigns on hygiene and sanitation</td>
<td>Number of people that are reached through the media on hygiene and sanitation</td>
<td>12.000</td>
<td>101.000</td>
<td>63.831</td>
<td>61.600</td>
</tr>
<tr>
<td>10</td>
<td>Country Programme Partners are capacitated on relevant issues based on their organisational capacity assessments</td>
<td>Percentage of Country Programme Partners that received tailor-made trainings as a follow-up to the organisational capacity assessment</td>
<td>55%</td>
<td>66%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>(4) Increased number of users of facilities, with attention for equity, rural-urban division and sustainability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>The access to improved drinking water sources has significantly increased</td>
<td>Number of people that have access to improved drinking water sources</td>
<td>130</td>
<td>2.359</td>
<td>7.055</td>
<td>9.576</td>
</tr>
<tr>
<td>15</td>
<td>The population having access to improved sanitation systems at public places like schools, health centres and markets has significantly increased</td>
<td>Number of people in public places that have access to improved sanitation facilities at schools, health centres and markets (by gender)</td>
<td>1.204</td>
<td>3.533</td>
<td>640</td>
<td>940</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
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</tr>
<tr>
<td><strong>16</strong> Country Programme Partners are trained on the use of the Sustainability Monitoring Framework for water and sanitation facilities by the end of 2015</td>
<td>Number of Country Programme Partners trained on the use of the Sustainability Monitoring Framework</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>18</strong> Country Programme Partners are capacitated to apply the environmental sustainability approaches for WASH</td>
<td>Number of representatives of Country Programme Partners and stakeholders capacitated on environmental sustainability approaches for WASH</td>
<td>2</td>
<td>225</td>
<td>0</td>
<td>23</td>
<td>235</td>
</tr>
<tr>
<td><strong>MDG 7. A SECURE AND SUSTAINABLE ENVIRONMENT</strong></td>
<td>(5) National policy, targeting a reduction of soil-, air- and water pollution and protection of natural resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>MDG 1. PRIVATE SECTOR AND AGRICULTURE</strong></td>
<td>(6) The financial sector is further developed</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Output</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>20</strong> Locally based finance institutions pilot credit for WASH service construction, operation and maintenance by the end of 2015</td>
<td>Number of pilots developed and tested on finance mechanisms for WASH (e.g. micro-financing and self help groups)</td>
<td>2</td>
<td>1</td>
<td>6</td>
<td>1</td>
<td>17</td>
</tr>
</tbody>
</table>

* When a target is expressed in number of countries it means that each country has defined its own target. This way each country programme can contextualise the aimed results.
Bangladesh

Reflection on results

The Bangladesh WASH Alliance (BWA) has achieved remarkable progress on the outputs compared to the target of 2014. In 2014, an additional 65,501 people have access to safe water facilities and 33,834 people have access to improved sanitation facilities in public places, health centre and schools. The achievement for access to water is much higher than the target. This is predominantly based on results achieved by the BWA partner HP-ASA, that had no target for safe water coverage, but did install a big production well, which was connected to the pourashava (municipality) water supply system network. As a result 36,464 people got (re-)access to safe water. For sanitation coverage, BWA partners in collaboration with local government institutions have installed and renovated public toilets and also provided training to the care takers on operation and maintenance of public toilets which yielded results beyond expectations. Rigorous hygiene education in the community, health clinics and schools increased awareness of the people to use improved latrine. DORP, a partner of BWA has scaled their programme to 24 unions, which is also helped to increase WASH coverage.

The technical partnership with the water and sanitation programme of the World Bank continued in 2014. Private entrepreneurs and staff of BWA have received training to promote sanitation marketing. Three credit products have been developed by ASA for sanitation marketing and provided loan to the entrepreneurs and users group. Apart from this, BWA partners also provided loan to the entrepreneurs from micro credit programme. Sanitation market approach accelerated the financial sustainability in sanitation. In 2014, 6 partners of BWA and ASA have provided loans for a total amount of Euro 28.139 to the entrepreneurs to expand sanitation business. The entrepreneurs produced and sold multiple toilet technologies latrine, thus annual income of the entrepreneurs has increased. In 2013, the annual income of 77 entrepreneurs was Euro 86.601 which has increased to Euro 132.659 in 2014.

Budget tracking is considered very successful to ensure people's participation in budget preparation and review process. “Budget tracking” has also yielded remarkable results in increasing government budget for WASH at the working union parishad of BWA and also neighbouring Union Parishads. This year budget allocation in annual development programme (ADP) in 24 unions is 22,56 Million Bangladeshi Taka (BDT) of which WASH allocation is BDT 5,62 Million. This means that 25% of ADP is allocated for WASH, which is higher than national approved allocation for WASH (20%). This year budget tracking has been scaled-up to 24 unions.

A case study of Budget Tracking: Ms. Kulsum Begum lives in the Charbasu Village, Charbadam union, Ramgati, Lakhipur District. She had no access to safe drinking water, because the tube well in her area did not function. Villagers had no information about the tube well mechanics. Kulsum got involved with WASH budget monitoring of DORP. Through their initiative, a WASH help desk has been established at union parishad level. Kulsum negotiated with the union parishad to get the tube well repaired. Today, Kulsum and her neighbours have access to safe water. Many poor people in that union are now getting services from the WASH help desk.

The Country Coordinator and partners of BWA are recognised by the Government of Bangladesh at different levels as important actors in the WASH sector and are often asked to provide their input for policy and sector development issues. For instance, the Local Government Division of Government of Bangladesh has selected BWA as member of the national WASH policy review committee for formulating water and sanitation policies. Government also issued a letter of appreciation to the BWA for its excellent contribution to the national sanitation campaign and policy advocacy. The BWA also has a strong relationship with media, NGOs and civil society organisations and maintains functional liaison with other networks in Bangladesh for effective advocacy.

The international learning trajectory facilitated to experiment with business approach for WASH services. Four BWA participants were engaged in experimenting with business approaches. Faecal Sludge Management (FSM) seems promising. The FSM increased the income of the traditional sweepers/pit emptier. Manual faecal sludge collection and transportation stopped. This process also reduced health risk of the pit emptier. The municipality has keen interest on this FSM.

Production of low cost sanitary napkins is part of the BWA programme with as desired impact to reduce menstrual hygiene management problem in the working area. Till now project staff is providing support to the
adolescent girls and women group to run the sanitary napkin production. It is however still difficult to make a viable business solely based on selling of the sanitary napkin. The partners are now looking into new ways to improve the business, but at the same time it has been concluded that the main focus for BWA is the promotion of proper menstrual hygiene management and elimination of taboos linked with menstruation.

BWA partners have established community coordination structures, of which most are female groups. The total target for 2014 was 954 groups, while BWA has achieved 1,591 groups. DORP, a partner of BWA has scaled programme in 24 unions and their achievements was 214 groups against target 18, which was for 2 unions only. SLOPB, a partner of BWA has formed 740 community groups against the target 300. These groups were formed to provide health hygiene education in extensive way. So, achievements on output 25 is much higher than the target. The chairperson of these groups are women. The group has monthly meetings to discuss the health, hygiene and WASH problem and negotiates with the Union Parishads and others service providers to ensure better WASH services. Women leadership emerged from this process.

Case study: Noorjahan Begum was merely a housewife and living in Nowmala Union of Bauphal Upazila. She became involved with activities of SLOPB (partner of BWA) as volunteer to lead a community group. She efficiently led the group and negotiated with Union Parishad and service providers. People of Nowmala village got access to better WASH services. Noorjahan became very popular in the community. Now Noorjahan is directly elected by the voters as member of union parishad.

Direction of Programme towards 2015
Bangladesh WASH Alliance revisited its Theory of Change in January 2015. Five pathways of change have been developed taking into account our integrated WASH approach and FIETS principles.

In 2015, Uttaran and Practical Action will continue to work with Wetlands International to further employ catchment based approaches to address specific environmental needs of the implementation.

It is expected that the newly developed advocacy strategy will be in operation and BWA partners will conduct advocacy and lobby in coordinated way with the relevant stakeholders. Budget tracking, advocacy and lobby with the policy makers at national and regional will remain a programme priority for the WASH Alliance to increase WASH budget and establishing rights of the people.

Sanitation market promotion and entrepreneurship development will continue in 2015. Negotiations with micro finance institutions and bank will continue to provide finance for WASH business. Faecal Sludge Management is priority issue for the country and some partners of BWA will continue working intensively on this. Experience of these business approaches to be scaled within the government and future programme of the WASH Alliance.

The Bangladesh WASH Alliance has developed future strategy 2016-2020. The strategy suggests that the BWA should register and include more members. The registration will provide the BWA with a legal status, which will facilitate local fundraising. The BWA will initiate the process of registration at the local authority as coordinating organisation. New members may be included after 2015.
Benin

In Benin, the sectors of water and sanitation are under three Ministries of the Government, each with decentralised structures throughout the country. With the advent of decentralisation, the legal framework of these sectors provides a platform for new roles for the different stakeholders: the State gets the role of regulator, the Municipalities the role of the Project Owner, the private sector the role of service provider and the communities the role of service consumers and sanitation advocate for consumers/users. With the support of external financial partners, the Government has allocated more funds to the drinking water supply sector than to hygiene and sanitation. These funds are entrusted to the State through its Ministries.

Reflection on results

In Benin, early 2014 arrangements have been made by the WASH Alliance to catch up with the delay in 2013. A 2-year programme (2014-2015) was developed. The focus areas were 4 districts (Kèrou, Sinendé, Parakou and Kandi) in the northern part of the country. The funds have been transferred on time accordingly, which resulted in a positive impact on the implementation of the programme results in 2014 compared to previous years. However, there are still some aspects to review for post 2015, especially as the country alliances will have other terms of partnership with the Dutch WASH Alliance.

The results of 2014 improved undeniably as compared to 2013. The programme focused on a significant increase in use of improved sanitation facilities by the end of 2015. The results in 2014 show that the partners have made progress in this direction: more small producers, businesses and WASH service providers were trained in 2014 (785 of 171 expected) in business opportunities in WASH to offer qualitative WASH services to the community. Masons were trained on new types of sanitation structures chosen by the population after the diffusion of a catalogue edited by the Benin WASH Alliance. These trainings were done because of the increasing number people seeking these WASH service providers. The impact of this on the ground is that the trained masons build waste-water systems with less supervision and the artisans-repairers repair the water pumps with more efficiency than in 2013. A pilot on credit for WASH was developed and tested with a local microfinance institution (PePCO) to give households and entrepreneur’s access to sanitation and/or equipment. As a result of this pilot credit, 6 more poor households in the Municipality of Parakou could build latrines in 2014 and all the debtors have started to repay their credit before the deadline.

In collaboration with the municipalities, hygiene agents have been mobilised for campaigns and awareness sessions on sanitation in both households and in schools. 14.700 people on 15.700 planned received information about hygiene and sanitation in these campaigns. The expected number was not achieved because of some partners postponed a few sessions to 2015.

Partnerships with local radio stations of the districts helped spreading messages on hygiene and sanitation in the whole area of intervention. 183.000 people were reached on 36.500 expected. This was possible because local radio stations have covered more villages than expected. CLTS (Community Led Total Sanitation) was implemented in three localities of the district of Kèrou.

Access to improved drinking water sources has significantly increased (4.392 instead of 3.750 targeted in 2014). This result was obtained because of the trainings of people on manual drilling and 8 schools that have achieved drinking fountains.

The representation of women has risen in decision-making structures such as Consumer Associations of Drinking Water and the elected officials, cells. In fact, following our awareness campaigns, communities have begun to understand that it is very important that more women are involved in decisions on water, as they depend more on it than men in households.

In 2014 an outcome measurement is realised to overcome the difficulties faced during the measurement in 2013. The Benin WASH Alliance was trained in the use of the monitoring tool ‘Akvo FLOW’ which they used for the outcome monitoring. Regarding the Outcome 1 (access to and use of improved sanitation facilities), on a population of 11.043 constituting a set of 762 surveyed households, 6.030 people have access to and use the equipment in the household. These figures give the rate of 54,3% against 45,8% according to the report of the National Direction of Health of Benin. Although the rate of 54% seems a bit high, it is clear that there has been
significant progress in relation to the use of improved sanitation equipment in the Municipalities of our intervention zone, which is largely rural.

Considering the Outcome 2 (access to and use of improved drinking water), 413 households out of 762 surveyed have access to safe drinking water. That is 54.20% of the total number of households, which equals 5,015 people. At the schools surveyed, 7,137 students or 56.15% of the total number of students use improved drinking water. WHO/UNICEF Joint Monitoring Programme (2014) reported that in 2012, 69% of the Benin rural population had improved sources of drinking water. In reality, from our field observations, rural populations have begun to abandon the water of backwaters and rivers because they are now aware that this is not safe water and use more and more improved sources of drinking water. However, the rate of about 55% of people that use improved drinking water sources in the Municipalities of our intervention zone seems realistic. The challenge is how to quickly raise the rate to 100% as the diseases to humans and even animals caused by the consumption of unsafe water are many? And on the other hand the building of structures to supply drinking water is out of the reach of the generally very poor communities especially those of the villages. This is why it is important that the already constructed structures by the Central State and NGOs are well maintained. In this, a better organisation of the beneficiary communities of these structures is needed.

**Direction of Programme towards 2015**

As CLTS is incorporated in the national hygiene and sanitation strategy, the Benin WASH Alliance will continue focussing on supporting the municipalities in the intervention area and align with the government programme. More training will be given to small producers, businesses and WASH service providers, especially to those in the sanitation sector. This is necessary to have a larger impact of these private actors in the WASH sector.

The pilot developed in collaboration with a financial institution needs to be monitored carefully in order to go to scale. Indeed, for this pilot credit, priority is given to the poor; therefore the reimbursement can be difficult if there is no proper monitoring.

The waste recycling must be scaled up from the pilot stage. This scaling up of waste recycling will increase the number of sanitation infrastructure to be build; in order to keep the waste pending for re-use, assembly points and sanitation infrastructures are needed. In doing so, private actors could find an opportunity to develop actions with the WASH.

In 2015, the Benin WASH Alliance will also work on its post 2015 strategy. They will do this in close cooperation with the Dutch WASH Alliance that is currently strategising at global level. Opportunities of linking the Benin WASH Alliance programme more to food security and economic development programmes of ICCO will be discussed as well.
Ethiopia

Reflection on results

A whole range of programme activities have been implemented in 2014 in the framework of the WASH programme in Ethiopia. These includes direct intervention through implementation of hardware parts like providing access to improved sanitation and hygiene services to communities, schools and health centres. In addition to these direct interventions, the education of communities on the benefits of improved hygiene and sanitation practices by applying Community Led Total Sanitation and Hygiene (CLTSH) triggered communities to build their own household toilets.

Campaigns on sanitation and hygiene were another focus of the majority of the programme partners in increasing the awareness of communities and government partners. In doing so, partners have used different WASH events/campaigns to address sanitation and hygiene issues. In 2014, over 250,000 people are reached using different events/campaigns. Since the programme is also working with media professionals of different media outlets, it has given better opportunities to reach a wider community. The media part reaches quite a large number of people (about 11 million in 2014) in creating awareness on sanitation and hygiene issues. In 2015, this part of the progress will contribute to increased visibility and documentation of best practices of Ethiopia WASH Alliance (EWA) programme activities.

With respect to access to improved water sources, partners applied different technologies, appropriate to the local situations. WASH committees were established as responsible bodies to manage the system at the beginning of the project, followed by relevant capacity building on operation and maintenance of the schemes.

Capacity building programmes provided to programme partners, government departments (mainly at district level) and Civil Society Organisations (CSOs) on WASH related issues went very well. Some of the topics covered in the trainings include budget tracking, financing in WASH, 3R (Retention, Recharge and Re-use), outcome measurement, Theory of Change and using Akvo FLOW. The support given to different WASH coordination structures at different levels have also contributed not only to increased learning and sharing but also created opportunities to engage with relevant government offices. In these coordination structures where different stakeholders are participating, government officials at regional level, for example, lead some of the sessions and in these sessions relevant WASH issues are raised and discussed. In the process, the regional authorities have more chances to understand the situation. Moreover, the report/proceeding of these events are submitted to government departments which also gives them additional chance of knowing WASH issues.

The involvement of the private sector was increased by identifying, analysing, training and coaching (small) businesses and by linking them to Microfinance Institutions (MFIs), which is expected to give concrete results in 2015. Since the financial sector especially MFIs have no experiences in the provision of credits to WASH related business efforts. The process of convincing the MFIs on the existence of business in WASH service provision has taken longer time than expected. Besides, the capacity of Small and Medium-sizes Enterprises (SMEs) to meet the requirements of MFIs (like preparation of submission of business plan) was limited. Within the alliance, training and follow-up support is provided to SMEs.

In order to implement the different programme activities, partners have worked in close collaboration and coordination with the relevant regional and district government offices. In the project implementation, for example, in certain specific areas, the partners discuss what the project is about and the local government (in discussion with the local communities) engaged in providing land for construction. Another collaboration and coordination with the government is the mobilisation of communities for campaigns on sanitation and hygiene. The Health Extension Workers employed by the government, working and living with the community also coordinate with programme partners to set-up awareness creation campaigns on improved sanitation and hygiene.

Joint activities are an important way to further build the Alliance. These activities are planned for in a participatory way during the 2014 WASH Alliance planning workshop. In 2014 a training and exchange visit on 3R (Retention, Recharge and Re-use) was organised by EWA and RAIN Foundation. Additionally, as a part of capacity building of programme partners, Guided Learning on Water Supply Sanitation and Hygiene (GloWS) Training-of-Trainers training was given so that they will further apply the approach in building the capacity of
government professionals at regional and district level. Refresher training was given to partners to use Akvo FLOW both for conducting surveys and monitoring progress.

**Direction of Programme towards 2015**

To increase visibility and get more involved in the WASH sector, the EWA secretariat was (and is) engaged as a member of key WASH sector platforms that involve the government, donors and CSOs. In order to move beyond 2015, EWA has prepared a strategy with the active participation of its members, DWA partners, and other key WASH sector stakeholders. The strategy will work in close collaboration with DWA and its partners to mobilise resources to enable the Alliance move beyond 2015. Hence, the resource mobilisation will be done in close collaboration with DWA and its partners at both global and country level. The partners of the EWA agreed to put all the necessary efforts at their capacity to sustain the Alliance.

Since 2015 is the final year of the WASH programme implementation within the MFSII programme, measuring the results are major focus areas for the year. In 2015, programme partners will try to meet those targets that were not yet met. In this reality, partners will continue the awareness creation on sanitation & hygiene through WASH events and media, provision of improved facilities for sanitation and water supply, supporting coordination structures, building the capacities of communities, local governments and other stakeholders and linking WASH businesses to MFIs to provide them credit.

In the framework of the alliance building, resource mobilisation is one of the prioritised joint activities for 2015, followed by documentation of best practices, organising a conference on reuse of waste, Multiple Use Services, including business approach, Multi-stakeholder approach and finally the delivery of a training on WASH decision support tools. The prioritisation will help in implementing the joint activities with the available joint budget for 2015.
Ghana

Progressively, Ghana has made significant gains in sustainable access to improved water for both in rural and urban communities. A lot of effort is now being concentrated in improving situations in urban slums and places where the ground water table is hard to reach. Consequently, the government of Ghana and its development partners are introducing comprehensive designs that help in this direction. For this in 2014, significant budget commitments were made to accelerate achievements in the water sector. On the other hand, a review on the sanitation sector showed a poor status, whereupon the government made a renewed commitment for an improved sanitation access and use among its population. In line with this, the Ghana Ministry of Local Government and Rural Development were asked to enter into public-private partnerships (PPP) that could supplement government’s delivery on its commitment.

Reflection on results

With regard to access to water, it can be concluded that most of the people in Ghana appreciate the use of good and safe water facilities. Most of the people are ready to pay a fee for water and so the demand side for water is well developed. This made it easier for water indicators to improve over time because much effort was left to the provision of water. With a multiple sourcing strategy – good underground water table in most parts of the country for mechanised boreholes, bulk water supply from surface reservoirs for small town water systems and rain harvesting; the quantities of good quality water has improved in most parts of the country.

Case – Rainwater Harvesting and Community Water Kiosks: The Ghana WASH Alliance in 2014 constructed more than 10 Rainwater Harvest Tanks at 10 basic schools. This led to a significant reduction or even eradication of water related illnesses among school going children. While Rainwater harvesting was adopted for schools, community water kiosks were erected by Water and Sanitation Management Teams (WSMTs) to provide improved water supply to households at a fee.

Sanitation remained a difficult indicator to work on during the year: it still remains at an average of 13% nationally. This is due to appalling slum conditions, staggering rural conditions and unstable urban population dynamics due to swelling numbers from immigration and rapid urbanisation. This underpins why the Ghana WASH Alliance has increased radio programmes to reach out to more people. Within 2014, we inaugurated another Multi-stakeholder platform in the Sagnarigu District by WUZDA (Wuni Zaligu Development Association) to focus more on Rural and Peri-Urban WASH needs.

People’s attitudes towards liquid waste disposal (open defecation) coupled the consistent inability of waste management agencies and companies to clear solid waste has complicated our sanitation poverty and thus, Ghana is set to miss the Millennium Development Goal (MDG) Target for access to improved sanitation at the end of 2015 when the MDGs will be measured. For this reason, the Alliance partners facilitated the establishment/ strengthening of the PPP platforms for action. Partner CLIP organised a number of workshops for the Tamale Urban Sanitation and Waste Project (TUSWP) partners to enhance their capacities and understanding of their roles in the consortium. WUZDA within 2014 also formed the Sagnarigu District Integrated Sanitation Project; comprising the Assembly and private service providers in the Sangarigu District to provide Peri-Urban and Rural WASH services using the PPP platform.

Case study Intensified CLTS (Community Led Total Sanitation) and Artisan Training for ODF (open defecation free): To increase access and use of improved sanitation facilities in the Northern Ghana, the Ghana WASH Alliance partners accelerated CLTS activities following Dr. Kamal Kar’s (CLTS inventor) visit to Ghana for a 4-day training mission. After the training, the renewed skills on CLTS approaches enabled the field officers to support community groups through capacity building on community-Led sanitation. The combines result was the building of 300 household latrines serving over 1,500 people in the local communities within the year.

Case –Household waste sorting for improved Sanitation: CLIP, as Ghana WASH Alliance (GWA) partner in urban Sanitation through the TUSWP, introduced household level sorting of organic waste. This was initiated in 2013 with 100 households in 4 suburbs of Tamale. In 2014, a total of 400 out of an estimated 1,200 households in 10 suburbs. This gradual increase in the number of households is to allow for effective monitoring and collection so

12 School attendance registers in these schools showed the difference
as not to demotivate the people from separating at source. The strategy involved DeCo (the private composting company) to process the organic waste, which forms the bulk of the waste that is managed by Zoomlion. As a result compost production by DeCo increased aside the household level production by farmers. UDS and Urbanet collaborated to carry out the trainings for 65 farmers on composting and compost use.

In 2014, the GWA partners carried out community level campaigns to sensitize families and especially women to observe personal hygiene. The emphasis was mostly on the handling of food and babies. The most significant breakthrough was the use of community radios to discuss WASH. Most of the radio stations committed free airtime to host our field officers/ agents to discuss critical topics in WASH. The inspiring element was the number of people (over 35 people phoned in within one hour) who listened and phoned-in to either contribute, seek some clarifications or to know the places where they could access technicians’ services for the construction of latrines. The impact is getting better and better because the people are changing and local government officials are also always available for the radio programmes to speak to the people about their plans and activities.

Our colleagues who visited from the Kenya WASH Alliance were interested to see and learn from our collaboration with one of the radio stations when they were in Ghana. They were inspired by this collaboration and noted it for implementation back in their own country.

Direction of Programme towards 2015
In 2015, Ghana will require more sanitation investments to cope with existing challenges and to meet demands of an increasing population. Therefore, GWA will invest more in sanitation and improve in hygiene practice through more radio and community campaigns. This will improve basic health and human dignity among the people, especially women, girls and school children. Ghana WASH Alliance will also intensively explore WASH business modules to get the private sector increase their participation in the WASH service chain. This will not only catalyse upscale, but will also ensure the institutional sustainability of our interventions.

As a strategy to increase water access to more communities, the Alliance is exploring low cost but effective processes of drilling manually for ground water. This technology will be used to support the private sector and local government to develop more water vending points to serve communities that are far away from pipelines but have good underground water tables.
Kenya

Reflection on results

2014 was generally a good year for WASH Alliance Kenya (WAK) in terms of both MFSII-programming and the post 2015 agenda. There was increased uptake of the WASH credit set up in collaboration with a local Microfinance Institution (MFI) with over Ks. 14,000,000 directly disbursed to 132 beneficiaries for WASH investments. The number of small producers, businesses and service providers trained and supported to play an increased role in improved WASH service delivery also increased significantly. In fact, as of end 2014 the overall target, for this output, to 2015 had already been achieved. This can be attributed to the fact that WAK partners agreed to work together to empowering communities. There was good collaboration within all the partners in ensuring the targets have been met. There has however been a challenge with getting a second MFI on board to set up a pilot credit for WASH investments mainly due to the low interest that the credit facility attracts and also due to the fact that the programme uses social guarantors instead of attaching properties as form of guarantee.

The advent of devolved governance in Kenya has seen a significant focus on WASH. Through the Country Programme Partners (CPPs), there has been a significant increase in lobby and advocacy for increased WASH budgetary allocation within the two counties that WASH Alliance Kenya operates in, Nakuru and Kajiado. The CPPs and other WASH stakeholders who mainly included representations from the County government, local water management committee members, local County and ward representatives and local NGOs were also capacitated on methodologies to track budgets.

WAK has been and continues to be a very strong member of the existing National Environmental, Sanitation and Hygiene Inter-Agency Coordinating Committee (ESH ICC), this is a vibrant multi-stakeholder agency that meets quarterly to deliberate and share knowledge and practises in WASH. The ESH ICC is chaired by the Ministry of Health with membership from the Ministry of Education, Ministry of water and NGO partners. WAK is also a co-convener of the hygiene promotion technical working group (TWG) and an active member of the sanitation TWG, Urban Sanitation TWG, Household Water Treatment and safe storage TWG, School WASH TWG, and the Policy, Advocacy and Resource Mobilisation TWG. Within the two local programme supported Counties, Kajiado and Nakuru, WAK has been instrumental in setting up and supporting the local coordinating mechanism. Nakuru County now has a functioning ESH ICC and the TWGs while Kajiado County now has set up a WASH stakeholder’s forum that meets on a quarterly basis to discuss the progress of WASH implementation, challenges and lessons from each other. This is a partners’ review, planning and learning forum. This has enabled better coordination within partners working in Kajiado and hence reduces duplication of activities. For sustainability, WAK is supporting and capacitating the local County government to take up the lead role by chairing and convening these coordination forums.

Through combined actions of community sensitisation, door to door campaigns, CLTS (Community Led Total Sanitation), urban CLTS, media forums and WASH days commemoration events, the Kenyan programme reached over 1 million individuals with sanitation and hygiene messages (above target), more than 34 villages achieved ODF (open defecation free) status and 11,546 people constructed sanitation facilities. Partners have installed concrete sanitation facilities and educated and raised awareness amongst children at school and people in public places. The focus was not solely on the need of sanitation facilities but also on hygiene and sanitation practices. Village representatives and communities were also trained to sensitise and increase awareness on those practices.

The number of people that were enabled to access and use safe water slowed down in 2014 where Kenya reached 2,359 people with access to safe drinking water. This was attributed mostly to the dry weather conditions that were experienced in Kajiado in 2014, water provision is mainly through rainwater harvesting and storage but there was not so much rainfall in Kajiado in 2014. The sand dams and roof rainwater harvesting and storage facilities however were constructed and in 2015 it is expected that the number of people that are able to access and use water will increase significantly.

An aspect of capacitating the communities to use waste, wastewater, excreta and excess water in a safe manner for productive purposes was also achieved in 2014. This was mainly done through the Nakuru Urban WASH programme where WASH groups, solid waste collectors and pit emptiers were trained on waste...
recycling and safe disposal. Excess water is now used for agriculture and other purposes in the project sites in Nakuru and Kajiado. CPPs through application of the ‘FIETS’ principle and after capacity was built on the 3R model have now adopted and are able to apply environmental sustainable approaches in WASH.

Training on the use of the Sustainability Monitoring Framework for WASH facilities did not go ahead in 2014 due to the fact that the tool had not been finalised by end of year but this is an activity that WAK intends to go ahead and facilitate training the CPPs in 2015.

On knowledge sharing and capacity building among the CPPs; WAK members were able to organise joint learning and knowledge exchange visits among themselves (WASH financing exchange visit, Human Rights Based Approach and Integrated Water Resource Management capacity building exercise, training on resource mobilisation etc.), the CPPs also were able to attend two knowledge exchange missions organised by a sister project implemented by Amref Kenya called SUSWA and also managed to have a South to South learning visit to Ghana WASH Alliance where WAK learnt on private and public sector involvement in the secretariat which would improve coordination and implementation of programmes. We also learnt on the critical role of higher learning institutions for research and evidence based action – which we have now implemented in WAK, by developing an MoU with Moi University. Alliance building was particularly enhanced by registration of WAK as a legal entity and development of WAK strategic plan, as a vehicle for post 2015 engagements.

The Post 2015 agenda was also part of the agenda for 2014; in this respect, WAK took great strides into ensuring that the CPPs work together even after the end of the project. Steps taken included; formal registration as a society, increase in staffing, development and launching of the WAK 5 strategic plan 2014 – 2018, training on resource mobilisation and development of a joint proposal that was submitted.

A big opportunity for the WAK still remains the decentralised governance in Kenya, which gives more power and resources to the county governments; WAK will continue to work with the Nakuru and Kajiado governments to improve the quality of the WASH service delivery.

A major challenge in 2014 was monitoring and evaluation, the CPPs did not seem to understand how to measure and report some of the outputs hence some of the outputs were not well captured and reported. WAK has now brought on board a PME officer who will be able to help the CPPs undertake Monitoring & Evaluation (M&E). Integrated implementation of all WASH thematic activities was also piloted in one ward, but the implementation is still slow. While many trainings/ learning sessions were undertaken, the challenge is practically putting the training ideas in our programming and reporting on the same.

**Direction of Programme towards 2015**

The focus in 2015 is mainly to meet the targets for the outputs set to be achieved by end of 2015. Although not lagging behind in most of the targets for 2014, the WASH Alliance Kenya might not achieve its five year overall target on the number of people having access to improved sanitation facilities in places like schools, health centres and markets and also number of people that have access to improved drinking water sources. These two outputs together with effective M&E areas are areas that need major improvements in 2015. A PME officer has now been hired and WASH Alliance Kenya expects a far improved M&E reporting.

WASH Alliance Kenya will continue to lobby and advocate for increased WASH prioritisation and financing in the Counties of Kajiado and Nakuru. The CPPs will put much emphasis on ensuring the sustainability of the WASH investments set up through the WASH credit facility and also try to rope in one more MFI to set up a credit facility for WASH. The training on the use of the sustainable monitoring framework for WASH facilities will also be done in 2015 while by end of 2015; it is our hope that the CPPs and the local County governments will have integrated the SMF in their operations.

We will also put more efforts in integrated/joint implementation in one focal area for all partners to enhance synergy and complementarily. Opportunities presented by WAK’s close relationship with the Dutch Embassy in Nairobi and as a leader of the WASH coalitions in Kenya will be enhanced for resource mobilisation for the post 2015 agenda.
Finally, the post 2015 agenda is high on our agenda list for 2015, with the registration of WAK as a legal entity in Kenya, development of a Strategic plan and the indentured hiring of a business development manager to help with public-private partnerships and general resource mobilisation.
Mali

Reflection on results
In 2014 most of the activities planned have been carried out by Mali WASH Alliance (MWA) partner organisations without major difficulties. Therefore, we recorded a significant difference in terms of targets reached in 2014 compared to 2013.

In 2014 the number of people that gained access to improved sanitation facilities has reached 1,245 persons (840 persons in public places and 405 persons at household level). The target for 2014 was set to 1,590. The target has not been reached because partners estimated a higher figure than it should be. This is due to the miscalculation of targets by partners on the field. For 2015, we will revise the target of people that gained access to improved sanitation facilities according to the standard number for latrines (one cabin = 70 persons for public places and 12 persons by improved traditional latrine at household level).

In 2014, the number of people who gained access to drinking water increased to 9,576 compared to 7,055 in 2013. More water points (16 boreholes and 97 rainwater harvesting tanks) have been rehabilitated or built in 2014. Also, RAIN supported the rehabilitation of boreholes with AED and CAEB, which significantly increased the number of people that gained access to drinking water in the region of Koulikoro, Sikasso and Mopti.

The number of people reached through sensitisation activities is estimated at 22,933 people (8,634 men and 14,299 women) in the region of Koulikoro, Sikasso and Mopti. The number of people reached through media campaigns on hygiene, water and sanitation is estimated at 11,600 people in 2014 (4,260 men and 7,340 women). The local radio in the village of Zana commune of Sirakorola is working closely with partners AED on a contractual basis and considerably increases the people reached with media campaigns. Unfortunately, we have not been able to celebrate the International Day’s of Sanitation 19th November 2014 with local authorities and other civil society’s organisation due to the risk of Ebola virus in Mali.

In 2014, the number of people and stakeholders trained on approaches in Environmental Sustainability for WASH increased to 123 people. This is largely higher than in 2013, when only 20 people were reached. This big increase is due to the fact that those stakeholders who were trained by Wetlands International in Sikasso and Koulikoro and Sikasso and Mopti. The local radio in the village of Zana commune of Sirakorola is working closely with partners AED on a contractual basis and considerably increases the people reached with media campaigns. Unfortunately, we have not been able to celebrate the International Day’s of Sanitation 19th November 2014 with local authorities and other civil society’s organisation due to the risk of Ebola virus in Mali.

In 2014, 420 persons (small producers, businesses and service providers) were trained and/or supported to play an increased role in improved WASH service delivery. This is largely higher than in 2013 (304 persons). However, this figure is far from the objective of 2014 that was set to 769. With the benefit of hindsight, the target fixed by the partners was not realistic. Therefore, for 2015 we suggest reducing the number to 349, instead of 653.
**Direction of Programme towards 2015**

Mali WASH Alliance has developed strong partnerships with many state departments and research institutions working in the WASH sector, which will assure continuity of WASH services. However, with the programme getting to its end in 2015, the challenge would be to keep MWA active, how to implement the MoUs with these institutions and how to maintain its visibility in national and regional Fora. MWA will be working hard to overcome this challenge in its post 2015 strategies.

One other challenge for the 2015 programme of MWA is how to implement in a sustainable way the 3R approach and WASH strategies in wetlands areas. This is a challenge that MWA and DWA members active in Mali should carry out by the end of the programme. Technically, developing 3R approaches is to create wetland areas in which multiple activities will be carried out. Hence for the sustainable implementation of 3R approach (in terms of WASH, water, ecosystems, water resources management in a catchment, soil and lands management), there is need to train partners on those aspects within the identified catchments.

In 2015, the Mali WASH Alliance continues to facilitate the platform of national and International NGOs (SNV, WaterAid, HELVETAS-Swiss Inter cooperation, MWA and Eau-Vive) involved in the WASH sector to enable system change in WASH service delivery through the contribution of stakeholders into the WASH financing in Mali. A strong partnership will be developed further with the two main public services (DNH and DNACPN) that lead the WASH sector in Mali.

In terms of opportunities, many development partners have resumed intervention in Mali after the 2012 crisis. Mali WASH Alliance developed and submitted 5 project proposals in 2014 on WASH, climate Change, Food Security, and Research on Climax change, improving agricultural production for farmers and building WASH infrastructures in the region of Sikasso. These proposals were addressed to the African Development Bank, Rockefeller Foundation, European Union and the US Department of Foreign Affairs, the outcome of which are expected in 2015. Further, MWA has established collaboration with an expert in composting, who is also specialised in micro-dams management for income generating activities in rural areas. MWA partners and particularly those working on the 3R approach will benefit from this cooperation.
Nepal

Reflection on results
In Nepal, the outputs under all the indicators are ahead on the targets. More than 100% has been achieved (except indicator 9 - i.e. 88%). For example, the increased population in use of improved sanitation facilities is 12,009 i.e. 114 % (target 10,518). Similarly, the access to improved drinking water sources has significantly increased 12,682 i.e. 178 % (target 7,092). Similarly the achievement under indicator 10 (country programme partners and WASH networks are capacitated on methodologies to track budgets) has enormously increased 638 i.e. 1,276 % (target 50).

The general reasons of overachievement are due to higher enrolment in schools and increased beneficiaries in public toilets. In more detail, the reasons behind overachievements in 2014 are;
- More focus was on schools with as consequence that the number of beneficiaries is increased threefold due to good physical facilities and mass awareness activities. With these efforts the enrolment in schools has increased.
- The positive impacts of different trainings raised the demands from the community for additional numbers of training. For example the masons training in toilet construction, practical trainings on solid waste management and training on urine application in agriculture production increased the demands from additional number of people for more training. Hence, partners organised additional events which ultimately increased the numbers of participants which were assumed less in target.
- In 2014, more attention was given to public toilets in market places. The number of toilet users of public toilets has been increased fourfold than estimated target. These are unforeseen achievements in numbers. It happened due to raised awareness among people and good facilities provided.
- The networking with existing cooperatives, developing new cooperatives (Microfinance Institutions, MFIs), linking with forest groups, involving citizen forums and women’s group scaled the participation of women and men from urban and semi-urban areas. These groups have played a role in influencing more people to participate in the trainings of WASH rights, menstrual hygiene and budget tracking. Eventually women’s participation has been increased than men. This means that the number of trained people increased due to encouraging participation of women.

The partners reviewed their human resources according to need of programme which played effective role in implementation. They recruited new staffs and reshuffled the staffing within organisation. Also, the staffs received trainings and observed the success in the field which enhanced their confidence in their work. In previous year, some of partners faced the problem of human resources due to drop out but in 2014 it is timely managed. Hence, the good performance at field level increased the results than expected.

Direction of Programme towards 2015
The steering committee of the Nepal WASH Alliance (NWA) and partner organisations have decided to continue as an alliance after 2015. A WASH strategy post 2015 is being finalised. There are some legal hurdles to take in order to move ahead as loose alliance. Considered is to register, however that process is time consuming and has many formalities to be fulfilled. Therefore the steering committee is also looking into alternative ways to arrange a legal entity more easily.

NWA has been demonstrated that it has an influencing role in the WASH sector of Nepal. It is an alliance, which has strong background and strengths to continue in future. The Alliance comprises of well-experienced and committed partners in WASH. It has developed an amiable relationship with government and other sector stakeholders. NWA’s visibility has increased at district and central level. Partners have received the orientation about DWA’s future strategy and approach in post 2015. Partners have shown the readiness and are positive to accept changes and to continue partnership. The areas of interest of partners are on multi-sector approach, social entrepreneurship and FIETS sustainability principles. In this regard some of partners have initiated the piloting on the social entrepreneurship / business model and multi-stakeholder approaches approaches. Regarding Financing NWA is moving ahead with cooperatives which are effective in Nepal and can be easily linked with the community for WASH services. Some experiences are already gained in WASH like in Kohalpur and Gorkha. The commercial banks are not still ready to support in WASH sector. Lobby and advocacy efforts are increased to bring on board private sectors and banks in WASH. Government is positive to develop favourable environment and already initiated interaction with private/business sectors in this regard.
Reflection on results

The outputs for Uganda in 2014 were largely within target and beyond apart from the results on sanitation. Against a target of 55,250 only 36,873 people were reached. This is explained by the staffing challenges that Amref Health Africa-Uganda the major contributor on this target experienced in 2014. Some of the activities have been carried forward to 2015 and the new staff are pacing up to catch up with these figures. It’s expected that by end 2015 they will still be able to achieve the overall target.

The Uganda WASH Alliance (UWA) has 2 main programmes: one in the Rwenzori region and the other in the northern Uganda. Despite the difference in geographical locations, most of the thematic areas are quite similar. New partners have come on board this year: Uganda Small Scale industries association (USSIA) and EMESCO development foundation. These two implement in the Rwenzori region. This makes a total of 11 implementing partners in Uganda including HEWASA, JESE, UWASNET, NETWAS, NAWAD, URWA, Water For people, Amref Health Africa and AFSRT.

This year has seen a great improvement in integrating financial sustainability in WASH. Under RUSWP- a sanitation loan product has been developed and offered by HOFOKAM a regional microfinance institution in the region. The present investments in WASH are made by some entrepreneurs who access loans from the bank as well as households. 50 loans, worth Uganda Shillings 100,000,000 have so far been disbursed to households and entrepreneurs; 187 household toilets and 24 institutional toilets have been put up under this project in 2014.

Related to the above, Private sector involvement has been strengthened, gulpers, cess pool emptiers, Masons, Fabricators, hand pump mechanics and businesses dealing in provision of WASH spare parts in the different regions have been supported to access credit to pre-finance investment in wash infrastructure, as well as trained on new standards of acceptable latrines. In the north- specifically Kitgum town council cesspool emptiers have been supported and trained on business development skills so as to offer sanitation services to the urban poor. Under RUSWP, over 88 entrepreneurs were identified and underwent due-diligence by USSIA. Of these entrepreneurs, 35 entrepreneurs were selected to participate in the business development trajectory and over twenty entrepreneurs have been trained in the construction of affordable and high quality pit-latrines. They have been organised into an umbrella association (Rwenzori Association of Sanitation Service Providers (Sanitation Entrepreneurs) for quality management).

Uganda has also made tremendous steps in scaling up the environmental sustainability component. With buy-in from the government directorate of water resources management, lessons from Rwambu pilot have been picked up and now going to scale in Mpaga river catchments, Rwizi catchment among others. The case has been documented and published in the 2014 annual sector performance report from the ministry of water and environment. Under this component, Uganda WASH Alliance in 2015 will focus more on using lessons from Rwambu to influence policies at the national level.

Under the social sustainability-Uganda convened the first ever menstrual hygiene conference with a theme- break the silence on menstruation-keep the girls in school. The event was jointly organised with civil society organisations (CSOs) in the sector, Line Ministries of Water and Environment, Ministry of Education and Sports, Ministry of Health and Ministry of Gender, Labour and Social Development.

The key result of this conference was the moving of a motion in parliament to provide for menstrual hygiene facilities in schools by government which received a lot of support from both opposition and the leading party.

Direction of Programme towards 2015

In 2015, the Uganda WASH Alliance programme will continue to support partners in business development approaches for WASH, capacity building in Planning Monitoring Evaluation and Learning (PMEL) focusing on Client satisfaction index among others.

Beyond 2015 the individual WASH Alliance partners have indicated their willingness to continue as members of the Alliance cognisant of the fact that for the alliance has invested much in establishing systems and structures. Focus on going to scale beyond 2015 is the major priority. To be able to scale up, raising funds jointly is of top priority. A business case will be developed alongside the 2016-2020 strategy to steer this process.
Annex 4 FIETS

FIETS sustainability package
For every element of our FIETS sustainability approach, we developed a complete set of fact sheets:

1. Explanatory factsheet: presenting what this sustainability element is about
2. Relational factsheet: the relation between this element and the four other elements
3. Best practices
4. Products or service

In 2014, we succeeded to develop a complete package of FIETS factsheets. In total, 24 fact sheets were developed. Below, you can find an overview of these fact sheets per letter. Or check out the FIETS sustainability portal online.

Financial Sustainability:
1. In WASH projects
2. In relation to other aspects of sustainability
3. How to set up a business in sanitation
4. The five steps of budget tracking
5. Sustainability financing in WASH (mini magazine)
6. The Diamond Approach

Institutional sustainability
1. In WASH projects
2. As part of the ‘FIETS’ strategy
3. A multi-stakeholder approach

Environmental sustainability
1. In WASH projects
2. As part of the ‘FIETS’ strategy
3. In the storage, management and use of water
4. In WASH projects by the DWA
5. As part of the DWA FIETS strategy
6. In purifying water and keeping it clean

Technological Sustainability
1. Technological sustainability in WASH projects
2. As part of the ‘FIETS’ strategy
3. Akvo FLOW
4. Through low-cost hand pumps and manual drilling
5. Co-composting for sustainable urban farming

Social Sustainability
1. In WASH projects
2. Social Sustainability as part of the FIETS strategy
3. Seven steps to Community Led Total Sanitation
4. By linking community resources with private sector opportunities