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USAID WATER FOR AFRICA THROUGH
LEADERSHIP AND INSTITUTIONAL
SUPPORT (WALIS) PROGRAM
Program Summary

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Water for Africa Through Leadership and Institutional Support

The Water for Africa through Leadership and Institutional Support (WALIS) Program reflects the U.S. Agency for International Development (USAID)'s latest thinking on achieving transformative improvements in access to clean water and improved sanitation. This six-year initiative, awarded under the Water and Development Indefinite Delivery Indefinite Quantity contract, aims to bolster the ability of African leaders, donors, and stakeholders to better use existing data and analyses to shape national water, sanitation, and hygiene (WASH) policy, planning, and budgets to achieve the Sustainable Development Goals (SDGs). WALIS was originally a five-year initiative but has been extended for a sixth year to respond to COVID-19 in Africa. This summary will cover activities completed in years 1-5.

WALIS's four core task areas are:

- TASK 1:** Develop, monitor, and analyze sound sector data;
- TASK 2:** Engage in targeted research and pilot activities around identified sector constraints;
- TASK 3:** Strengthen country systems to develop informed policy and improve sector planning toward sustainable WASH services; and,
- TASK 4:** Increase the capacity required to support improved collection and use of sector knowledge.

WALIS's three Intermediate Results (IRs) are:

1. WASH Policy and Governance: Foster transparent WASH sector multi-stakeholder leadership for evidence-based decision-making processes and better governance;
2. Monitoring: Strengthen capacity of regional and national institutions for WASH sector monitoring, evaluation, and reporting; and,
3. Learning and Knowledge Sharing: Increase levels of coordination, capacity development, communication, knowledge-sharing, and peer-to-peer learning among institutions within the African WASH sector.

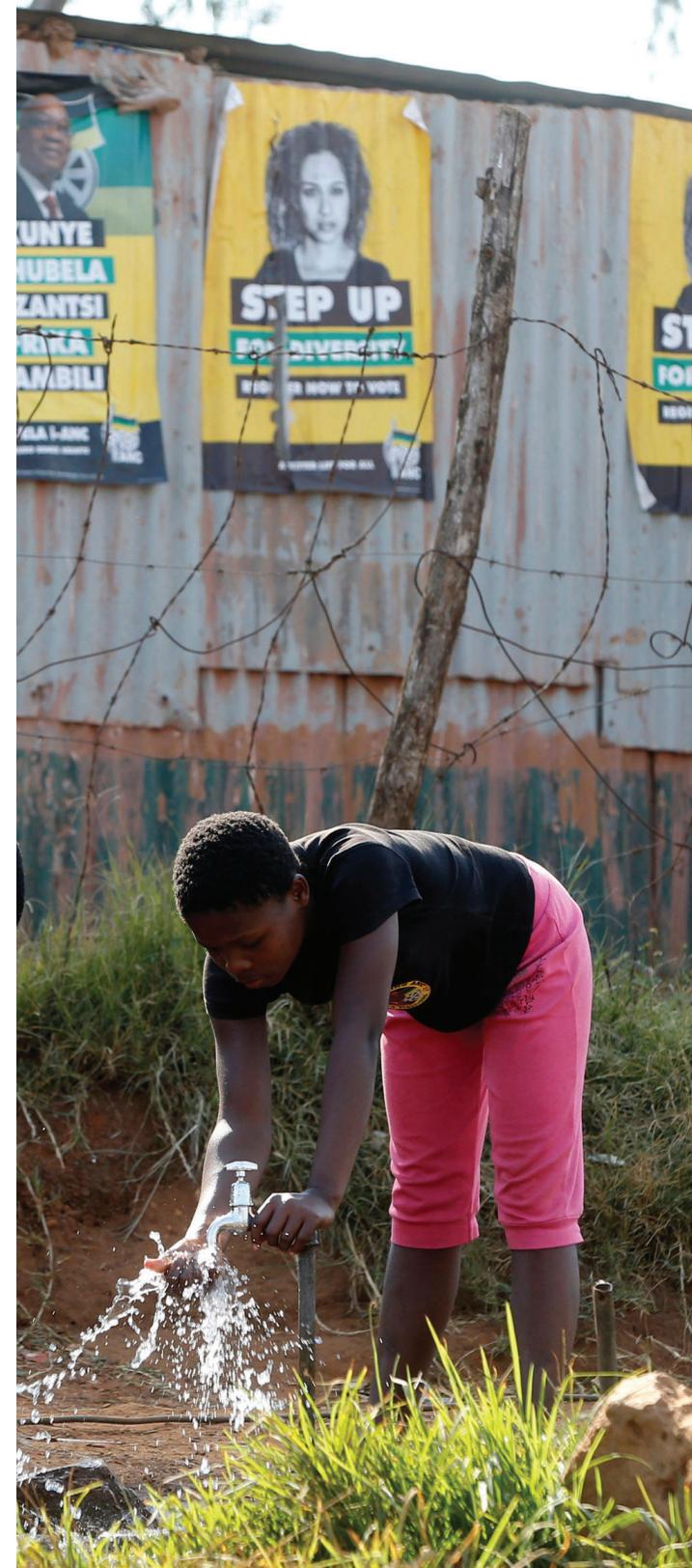
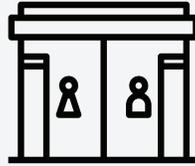


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IN SUB-SAHARAN AFRICA:



39%
of people lack access
to basic water services



70%
of people lack access to
basic sanitation



75%
of people lack access
to basic handwashing
facilities

Strengthening Africa's Water, Sanitation, and Hygiene sector

The United Nation's Sustainable Development Goal (SDG) 6 set the ambitious target of achieving "availability and sustainable management of water and sanitation for all" by 2030. While there has been significant progress toward reaching this goal on the global scale, Sub-Saharan Africa (SSA) remains far behind other regions. **As of 2017**, 71% of people globally used safely managed drinking water services compared to 61% in SSA. The gap is even wider for sanitation: 74% of the global population had access to at least basic sanitation versus 30% in SSA. These gaps have serious implications- SSA has one of the **highest death rates** from diarrheal disease and high rates of WASH death are often linked to **greater economic losses**.

Two significant challenges to closing these gaps and achieving SDG 6 are lack of data and funding shortfalls in the African WASH sector. In many countries, there is a lack of sound sector data, which acts as a major hindrance to data-driven decision making as policymakers cannot identify needs, develop appropriate policies, or allocate resources towards the most urgent priorities. And with respect to allocating resources, it is estimated that an additional **\$16 billion** is needed annually in Africa to cover the capital costs required to achieve universal sanitation and hygiene alone.

Water for Africa through Leadership and Institutional Support

Within this context, the USAID created the WALIS program to address the challenges created by the lack of sound sector data and capacity to use sector knowledge by improving the capacity of national water sectors to implement national policies, strategies, and plans that will deliver sustainable WASH services consistent with the SDGs.

To ensure that the activities under WALIS were responsive to the needs on the ground, WALIS developed and carried out an on-line survey to introduce the program to international, regional, and national stakeholders for their feedback on potential areas of collaboration and identifying key regional and national institutions with which WALIS could work. This feedback was used to inform the WALIS Africa Roadshow that was carried out in February 2016. During the Roadshow, the Team met with over 30 WASH donors, organizations, and USAID missions to discuss how the project could contribute to WASH service delivery and monitoring of SDGs in African countries. The input collected from the survey and Roadshow were used to develop the demand-driven activities supported under WALIS.

WALIS'S COUNTRY ACTIVITIES



Improving WASH Evidence-Based Decision-Making Program



Technical and Institutional Support for the African Ministers' Council on Water (AMCOW*)



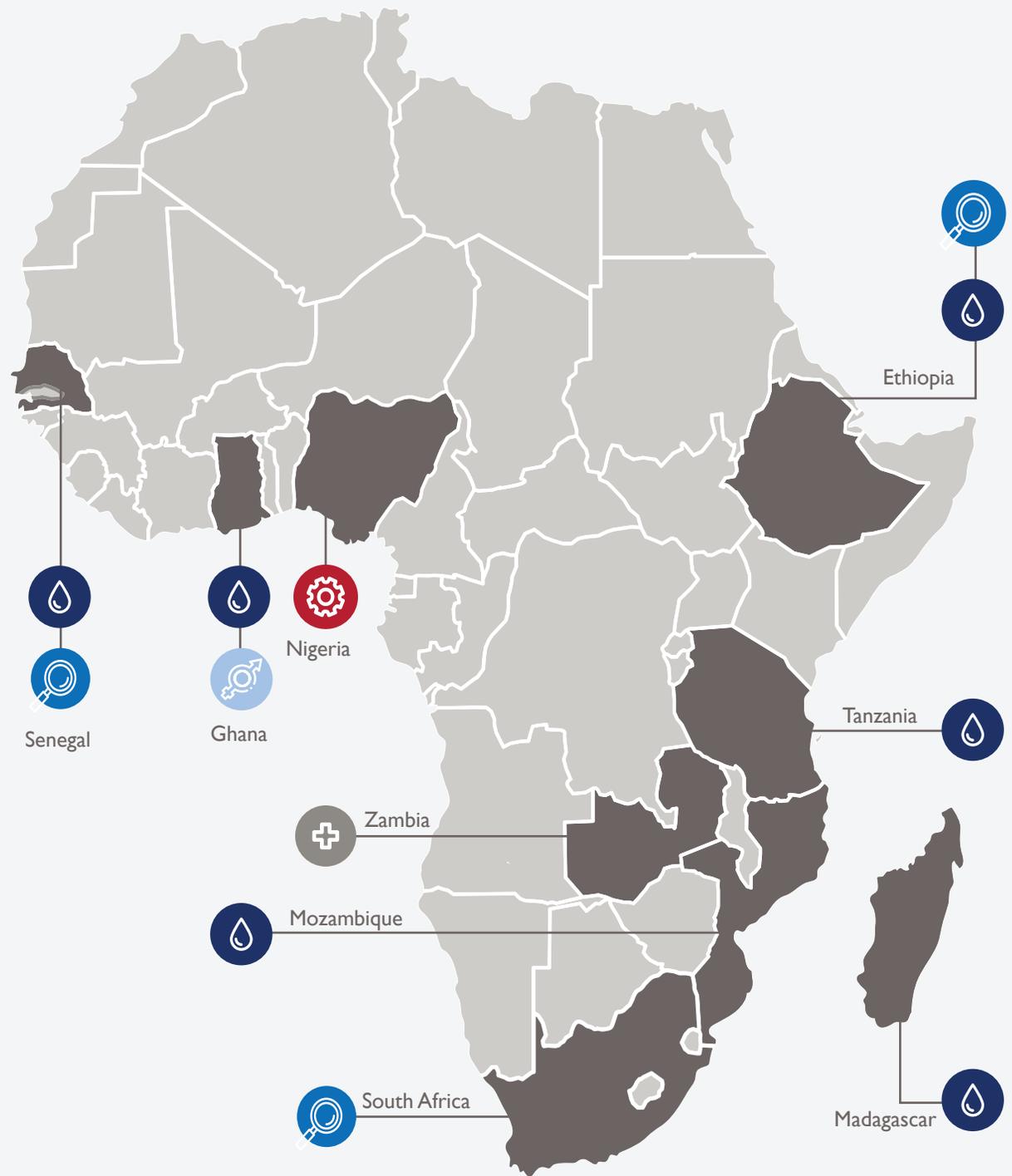
Local Systems Case Studies



African Sanitation Academy Grant



Gender Equality and Social Inclusion Grant



*The AMCOW Secretariat is based in Abuja, Nigeria, but their programs are continent-wide

ACTIVITY ONE



Photo credits: Anahit Gevorgyan/WALIS

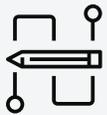


6 countries



3

Publicly Accessible Data
Systems Created or Improved



50

Trainings Held



1,458

People Trained



32,474

Surveys Conducted



2,469

Documents Digitized

Improving WASH Evidence-Based Decision-Making (IWED) Activity

In 2016, WALIS created the Improving WASH Evidence-Based Decision-Making (IWED) activity to encourage a shift toward sustainable services delivery through smarter use of data, better monitoring, greater emphasis on analysis, and evidence-based decision-making.

WALIS issued a call for Expressions of Interest from USAID high priority WASH countries and selected six countries - Ethiopia, Ghana, Madagascar, Mozambique, Senegal, and Tanzania - to receive an award of up to \$250,000 to support demand-driven activities. Each activity is unique, but each enabled government agencies to address key bottlenecks through the development of tools and evidence-based decision-making processes to improve performance of their WASH sectors.



Photo credits: WaterAid Ethiopia/WALIS

IWED Ethiopia

In Ethiopia, WALIS worked with the Ministry of Water, Irrigation, and Energy (MOWIE) to improve knowledge management at the national and regional levels. The IWED activity helped improve knowledge management in the WASH sector in Ethiopia, with special emphasis on the MOWIE and Oromia Water and Energy Resources Development Bureau's (OWERDB) internal knowledge management systems. The activity supported the digitization of nearly 2,500 knowledge products from MOWIE and OWERDB and created an online platform to make these products available to staff at both organizations for management, planning, and decision-making. It also successfully (1) developed protocols, procedures, and workflows for compiling relevant documentation generated by MOWIE and OWERDB, (2) set up proper infrastructure and introduced appropriate ICT solutions to improve access, dissemination, and use of information, and (3) built MOWIE's and OWERDB's capacities to systematize knowledge management product generation, storage, transfer, and use.

Photo credits: Maple Consult/WALIS

IWED Ghana

In Ghana, WALIS supported the Ministry of Sanitation and Water Resources (MSWR) to address one of the strategic challenges the sector faces, the unsystematic collection and management of WASH sector data. This challenge was further compounded by fragmented data management systems (e.g., BaSIS) unlinked to the platform at the national level, the Sector Information System (SIS). To address this issue, WALIS worked with MSWR and other sector institutions to (1) develop and implement standard WASH data collection and reporting procedures, (2) develop tools to properly integrate different systems that feed data into the SIS, and (3) build staff capacity in different institutions at the national and sub-national levels through trainings on the newly developed procedures and tools. The activity helped improve monitoring of the WASH sector in Ghana by providing timely and accurate data from the local level to MSWR at the central level, and by generating sector indicators and reports for evidence-based decision making, policy planning, and global reporting.



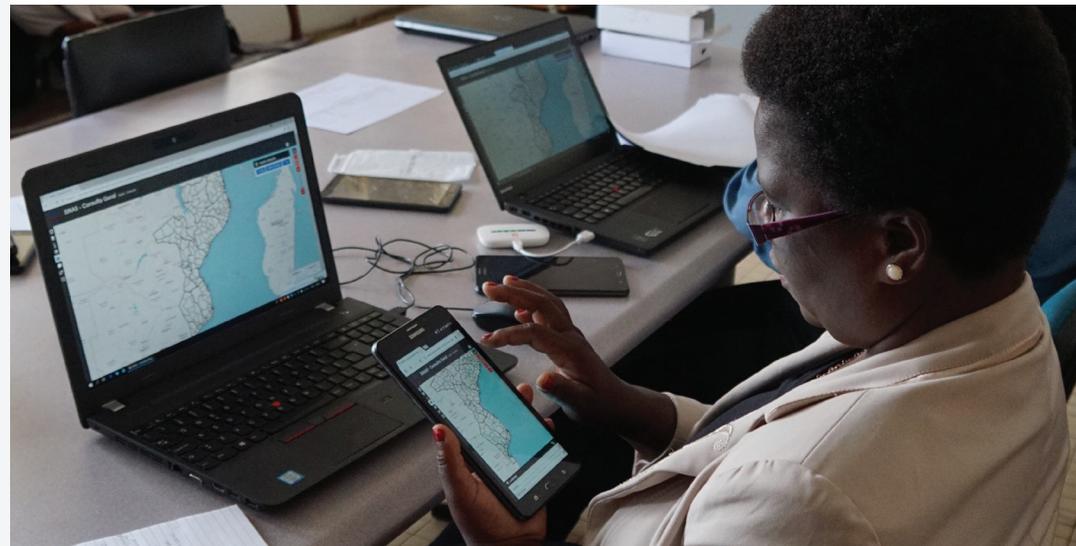


Photo credits: RRichard Pollard/WALIS

IWED Madagascar

In Madagascar, WALIS supported the Madagascar Ministry of Water, Sanitation, and Hygiene to implement the Budget Program per Regional Objective (BPOR) process for the remaining five regional WASH Directorates located in Amoron'i Mania, Diana, Haute Matsiatra, Vakinankaratra, and Vatovavy Fitovinany regions, thus completing the process for all 22 regions of Madagascar. The BPORs have established the foundation for the Government of Madagascar to develop a more realistic sectoral plan that considers village-level WASH needs obtained through the survey process. Local elected officials and regional officials have been involved in budget preparation and identifying priorities throughout the BPOR process, to bring greater legitimacy to the data used in developing the sector plan. This enabled the Ministry to have reliable and regular data, to improve governance and accountability in the WASH sector, and to coordinate interventions and stakeholders in an effective manner. In November 2017, the government certified the BPOR documents for Madagascar's 22 regions. As a result, the BPOR process improved the WASH services development planning model and financial planning model.

Photo credits: ENGIDROM/WALIS



IWED Mozambique

WALIS supported the National Directorate of Water Supply and Sanitation (DNAAS) to develop the National Water and Sanitation Information System (SINAS), a database to provide reliable data on WASH at the central, provincial and district levels. Under IWED, the methodologies for collecting, processing, analyzing, and sharing data were harmonized and the consolidated data are stored in a centralized database. The information in the database helps plan and track investments and monitor service sustainability and access. WALIS also helped DNAAS transition from manual, paper-based surveys to collecting and validating data through a mobile data collection tool, m-SINAS, ensuring new data feeding into the centralized database are accurate and timely. Under the project, 84 provincial and district data technicians received training on the new tools and methodologies and conducted 6,500 surveys across four provinces using m-SINAS. The activity also supported the integration of WASH data from the private and urban water operators, allowing national WASH data to be accessible in one place. The SINAS database now provides reliable, public data on water and sanitation at www.sinasmz.com and helps decision-makers prepare and execute realistic plans for the development of the water supply and sanitation in Mozambique.



Photo credits: Bocar Sall/Water Resources Management and Planning Directorate, Senegal

IWED Senegal

WALIS supported the Ministry of Water and Sanitation's Water Resources Management and Planning Directorate to improve the monitoring of SDG 6 Integrated Water Resources Management (IWRM) indicators. The activity supported monitoring of ambient water quality, water-related ecosystems, and water-use efficiency and productivity through staff training, purchase of testing equipment, analysis of satellite imagery, and two seasonal campaigns to take samples and survey uses for both surface and groundwater. The IWRM monitoring improvements also included setting up a new water resources database to better capture the additional indicators measured and led to the development of high-level polluters-pays and water-use efficiency strategies. The activity also worked with the Sanitation Directorate (DA) to create a public sanitation facility asset inventory database and trained staff on collecting and managing the data on public sanitation assets (e.g., toilets, handwashing stations). Data collection was completed for a first cohort of public sanitation facilities in schools, healthcare facilities, houses of worship, public markets, and bus and taxi stations in the Kaolack Region. The DA will host the completed inventory on a web-accessible application that can geo-reference facilities to enable their improved management.

Photo credits: ABC Bros/WALIS



IWED Tanzania

To improve its WASH data collection, storage, and decision-making processes, Tanzania's Ministry of Health, Community Development, Gender, Elderly and Children (MoHCDGEC) developed an electronic WASH database, intended to be shared with stakeholders, called the National Sanitation and Management Information System (NSMIS) in 2012. However, government-restricted access to NSMIS meant the data did not reach the intended audience. WALIS worked with MoHCDGEC to develop a publicly accessible National WASH web portal which pulls information from NSMIS for improved data transparency. Over 130 participants from different ministries and stakeholders were trained on the web portal. The IWED activity also supported data validation workshops in 10 regions to improve the quality of data entering NSMIS and the printing and distribution of 16,000 data collection registers to improve reporting frequency at the village and sub-village level. Finally, WALIS supported strengthening the National Help Desk with a seconded IT officer, who assisted data collectors and ministries in accessing NSMIS. Through the [National WASH web portal](#) MoHCDGEC has improved accountability with stakeholders and reliable WASH data is now available to decision-makers, stakeholders, districts, and villages.



Photo credits: Riccardo Lennart Niels Mayer

Leadership and Institutional Support for Regional Organizations

The African Minister's Council on Water

The African Ministers' Council on Water (AMCOW) was established in 2002 as a specialist technical committee under the African Union to provide political leadership, policy guidance, and technical advice for the effective management and sustainable development of water resources and sanitation in Africa. In this role, AMCOW is positioned as a leader in the African WASH sector and is pivotal to achieving SDG 6 on the continent.

AMCOW's Governing Council is composed of the 55 African Ministers responsible for WASH in their respective regions and functions as the political arm of the organization, facilitating cooperation on WASH issues. The Executive Committee (EXCO), a subset of 16 members from the Council, manages the overarching strategic direction of AMCOW. The AMCOW Secretariat exists to run the daily operations of the organization and carry out the strategic vision of the Council and EXCO. Based in Abuja, Nigeria, the AMCOW Secretariat develops new programs for the EXCO's consideration, implements the Council's decisions, conducts outreach to member states, and is responsible for continent-wide monitoring of WASH-related goals and indicators. In 2016, WALIS established a Memorandum of Understanding with AMCOW to formalize its partnership and commit to supporting AMCOW's organizational strengthening and WASH sector monitoring efforts.

AMCOW'S FUTURE – THE SUSTAINABILITY SPIRAL

Organizational Strengthening Support to AMCOW

The 2015 AMCOW Operational Strategy identified major challenges to AMCOW in the areas of governance, organizational capability, planning and human resources, and financial management. WALIS, given its relationship with AMCOW, was well-placed to analyze, design, and implement strengthening measures in close partnership with the Secretariat. Therefore, the Organizational Strengthening Support Grant was established to:

- (1) Strengthen the capacity of the AMCOW Secretariat through: strengthening AMCOW's governance framework and management; and strengthening the financial management of AMCOW; and
- (2) Foster transparent WASH sector multi-stakeholder leadership for evidence-based decision-making processes and better governance by: strengthening programs and other member state services; strengthening the resource mobilization function of AMCOW; and strengthening management, organization and human resources development.

Under the grant, as well as through additional in-kind technical assistance, WALIS hired a new Director of Finance and Administration and supported AMCOW in:

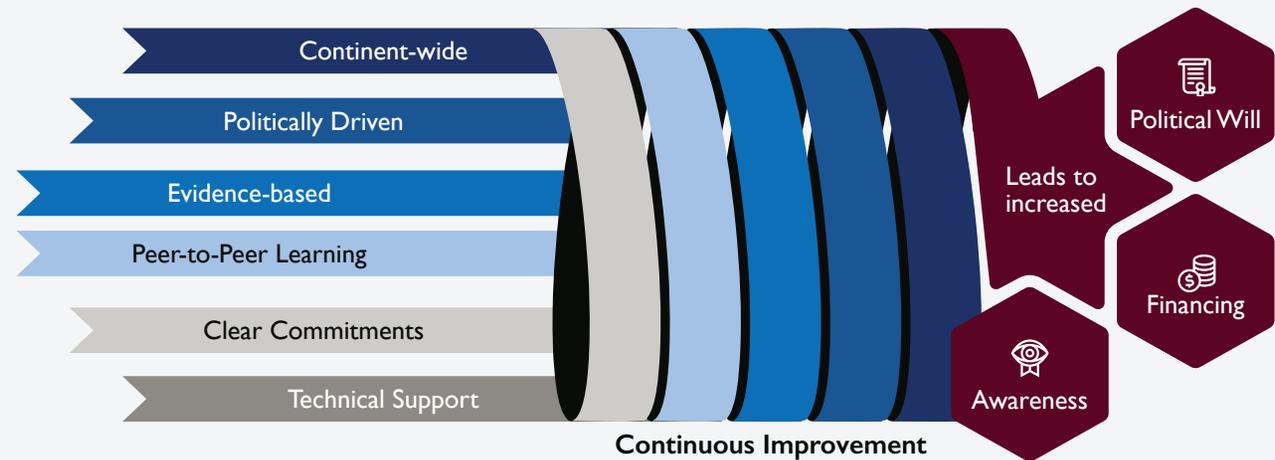
- Development and adoption of several key organizational policies, including: Staff Rules and Regulations; Finance Rules; a Staff Handbook; Finance and Procurement Policies and Procedures Manual; and a Performance Management Policy
- Development of AMCOW's 2018-2030 Strategy and 5-Year Strategic Operational Plan
- Selection and implementation of a new financial management system
- 360-degree skills audit of AMCOW staff and development of Staff Capacity Development and Training Plan



- Staff capacity development supported through a training course on International Diplomacy and Etiquette

These accomplishments culminated in the completion of an organizational assessment to prepare AMCOW for the European Union (EU) Pillar Assessment. The remediation plan developed through this assessment provides a roadmap for the successful completion of the EU Pillar Assessment, which will ultimately determine if AMCOW will become a direct recipient of EU funds.

ACHIEVING PROGRESS THROUGH THE AFRICASAN MOVEMENT



AfricaSan Monitoring and Leadership Support

The AfricaSan Movement was launched by WASH experts and civil society stakeholders who recognized that achieving access to safe sanitation in Africa required an organized and concerted effort to raise awareness, increase financing, and strengthen political will. In 2015, the AfricaSan Movement further advanced Africa's vision and commitment to better sanitation and hygiene through the Ngor Declaration on Sanitation and Hygiene that enumerated ten commitments to be achieved in concert with the Sustainable Development Goals related to sanitation and hygiene. Charged with developing a monitoring process of the ten Ngor Commitments, AMCOW sought assistance through the multi-stakeholder AfricaSan International Taskforce (AITF). Beginning in 2017, WALIS supported the AITF to develop the indicators and process to measure progress against the ten commitments and retrofit the online monitoring platform, the Water and Sanitation Sector Monitoring and Reporting System (WASSMO) with the Ngor Commitment data.

Key accomplishments of the AfricaSan Monitoring and Leadership Support Activity:

- Recruited and supported a new AfricaSan Monitoring Support Officer at AMCOW

- Designed the Ngor Commitment indicators and monitoring methodology
- Supported baseline data collection preparations through technical assistance and training
- With support and training to national sanitation officials, collected baseline data for 39 countries
- Convened regional meetings to bring together member states to discuss the Ngor Commitments monitoring process and identify key bottleneck to be addressed by each country
- Provided guidance to support 40 countries in developing Country Action Plans to address key gaps and mobilize resources for sanitation and hygiene
- Revised the WASSMO framework and system for improved monitoring and reporting
- Updated the WASSMO to enable transfer of the Ngor commitment data framework and baseline data into the online system

The Ngor Commitment monitoring process and results will further arm the sector with the data it needs to raise awareness, attract resources, and drive political support for safe sanitation and hygiene in Africa.

ACTIVITY THREE



Maple Consult/WALIS



Stakeholder Engagement and Thought Leadership

The Stakeholder Engagement and Thought Leadership activity is a range of strategically-selected tasks in specific areas of need focused on capacity development and knowledge creation and exchange through regional WASH sector institutions and other WASH partners and stakeholders. These activities are coordinated with and enhance the impacts of activities 1 and 2.

Country Case Studies

In 2016, WALIS commissioned case studies of four countries in Sub-Saharan Africa that had successfully met the Millennium Development Goal of halving the proportion of the population without sustainable access to safe drinking water- Ethiopia, Senegal, and South Africa. The case studies identified four common characteristics that contributed to success:

1. Public participation through deliberate engagement and communication;
2. Accountability through monitoring and local commitment;
3. Sector coordination through single organization leadership and vision; and,
4. Ability to balance public service with business-oriented delivery.

ASA STUDY RESULTS: RECOMMENDATIONS FOR SANITATION TRAINING



An ASA should play a key role in matching knowledge-exchange activities to a participant's individual competency-building needs



A suite of short, mix-and-match courses that deal with specific rather than broad topic areas is needed



Short courses should be of the shortest duration possible to minimize time out of the office for current and potential sanitation leaders



The focus should be on building a set of core competencies for managers and leaders so it can respond to changing needs of the sector

The African Sanitation Academy Market Feasibility Study and Survey

In 2017, WALIS studied the feasibility of a sanitation training center with an African continent focus, referred to as the “Africa Sanitation Academy (ASA)”. WALIS commissioned three regional ASA market assessments and feasibility studies in eastern, western, and southern Africa to: analyze the needs and demands of sanitation management and leadership in African utilities and local governments; consider products to meet these demands; explore potential partnerships; determine how an ASA could be structured and financed; and study the feasibility. The studies combined focus interviews and a continent-wide survey of sanitation professionals. The results showed that lack of leadership in the sector was contributing to poor performance and there were few shorter, focused trainings available. In 2019, WALIS conducted additional analyses using the survey data to identify the unique needs and preferences of three target groups important to building the HR capacity of the sanitation sector: young professionals, women professionals, and professionals working in the private sector and/or as independent consultants.

African Sanitation Academy Grant

Building on the findings from the ASA reports, the Swiss Federal Institute of Aquatic Science and Technology (Eawag) started the initiative, “Building Consulting Capacity for City-wide Inclusive Sanitation.” The initiative, supported by funding from the Bill and Melinda Gates Foundation, was designed to build the capacity of consulting firms and freelance consultants, in part, through a short course on sanitation. Eawag selected three regional training institutions to implement the short course and WALIS worked with the institution in Southern Africa, the Zambia College of the Built Environment (ZCBE), to complete a business plan. Informed by a regional market analysis in Zambia, Malawi, Namibia and South Africa, the completed business plan and marketing strategy carries forward and integrates the findings of the ASA reports into ZCBE’s curriculum, identifies the regional markets for the short course, and will enable ZCBE to expand their sanitation course offerings.



Photo credits: WSUP/WALIS

Gender Equality and Social Inclusion (GESI) in WASH Grant

In 2019, WALIS issued a request for grant applications to promote gender equality and social inclusion (GESI) in WASH sector in Sub-Saharan Africa. Water & Sanitation for the Urban Poor (WSUP) was selected to implement the “Strengthening the Role of Women in Water and Sanitation Leadership and Decision-Making in Ghana” grant. WSUP worked with the two national WASH organizations collectively responsible for water and sanitation service in Ghana- the Community Water and Sanitation Agency (CWSA) and the Ghana Water Company Limited (GWCL)- to identify challenges and opportunities for promoting inclusion within the organizations. The grant aimed to:

- Facilitate an increase in the number of women in key decision-making roles in the WASH sector;
- Create gender mainstreaming (GM) guidelines for CWSA and GWCL;
- Develop organizational capacity for gender equality within CWSA and GWCL through training and skills development; and
- Provide tangible actions and lay the foundation upon which each organization can formalize gender policies in the future.

To inform the draft GM guidelines development and identify training

needs, situational analyses were conducted for both organizations focusing on gaps in existing policies and the larger gender and WASH policy framework in Ghana. The analyses revealed that women were underrepresented at all levels of both organizations and neither had a formal gender policy.

To address this, the grant developed draft GM guidelines for both organizations and worked to build stakeholder consensus. Over 300 staff members from GWCL, CWSA, and other WASH organizations received gender training, exploring stereotypes, prejudices, and gender equality and equity issues in WASH. A suite of training materials for general staff and senior management were recorded to provide a toolkit for robust training in the future, covering a range of GESI topics, including: sexual and workplace harassment; gender sensitive communications; gender analysis tools; gender budgeting; and monitoring and evaluation.

To successfully develop GM guidelines to be embedded within the organizations, WSUP held stakeholder consultation workshops with key WASH organizations to solicit feedback and generate support. The feedback was provided to GWCL and CWSA who each established appraisal committees to review, revise, and tailor the guidelines.

SUCCESS STORIES

“From the [AfricaSan] monitoring process we realized that some countries did not have clear sanitation policies. This is because there is usually no clear disaggregation between the water and sanitation and hygiene sectors, meaning that sanitation receives less attention when it comes to development of policies and budget allocations. However, the monitoring and reporting process has given sanitation more prominence and countries are realizing the need for dedicated sanitation policies and budgets,” *Emmanuel Uguru, AfricaSan Monitoring Support Officer for AMCOW*

Anahit Gevorgyan/WALIS



ABC Bros/WALIS

“Being a statistician and working with NBS [the National Bureau of Statistics], we sometimes face difficulties in obtaining WASH data at regional/district level. Initiatives taken by the Ministry [are] very appreciated because it fills the gap of WASH data which are not captured in NBS surveys. Moreover, NBS surveys normally conducted in the interval of five years. Therefore, NSMIS as well as WASH portal will help NBS to have current information on WASH data.” *Statistician from NBS following the IWED Tanzania Web Portal training*



Ariadne Van Zandbergen/Alamy Stock Photo

“Generally, the topic of Gender cuts across all areas especially when working in a male dominated field. With this view, the working environment must be made to accommodate nursing mothers, pregnant women and even sanitary pads should be added to the first aid kits for women. More women must be encouraged to apply for engineering positions as well.”-CWSA staff member from post-online gender training workshop

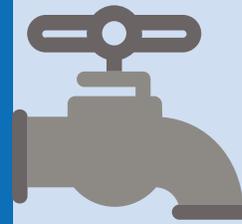
“National monitoring and reporting have the potential to inform intervention tracking, corrective actions, planning, and resource allocation, [as well as] increase accountability of service providers and authorities towards citizens, and inform regulation of services and service providers as well”
— A participant at WALIS’s Lessons Learned Event

Julia Eigner/WALIS



KEY PROJECT RESULTS

Types of WASH Data Collected and Disseminated



68
Trainings Held

1,785
People Trained

34
Enabling Environment Policies and/or Plans Developed or Consulted on

45
Communications Products Developed



75
institutions receiving capacity development support

supported in AfricaSan process

with improved data or knowledge management systems or processes

with strengthened gender mainstreaming capabilities

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