

0. Executive summary

1. Contextual analysis

1.1 Mano River Sub - regional Influences

Liberia and Sierra Leone are active members of the Mano River Union (MRU) established in 1973 by both governments together with those of Guinea Conakry and Côte d'Ivoire Coast to foster economic development and political corporation in the sub-region. The Mano River sub region is a home of 42.4 million people suffering from the social and economic consequences of past political instabilities in this troubled sub-region. Borders within Mano River are highly porous making populations prone to spread of contagious infections (e.g. EVD) and other nefarious activities. The secretariat of MRU is housed in Sierra Leone and there exist various thematic networks and groupings within the association operating in the sub-region with which WaterAid trans-boundary program could engage for greater leverage and impact. Working closely with the secretariat, the Sustainable and Thriving Environments for West Africa Regional Development (STEWARD) program is supporting countries of MRU to improve their Natural Resource Management (NRM). Other sub-regional CSOs are the Mano River Youth Parliament and Mano River Women's Peace Network with a focus on capacity building, human right advocacy and social development buttressing government efforts by ensuring peaceful coexistence, stability and national development in both countries



1.2 The Dynamics in Liberia and Sierra Leone:

Emerging from the most devastating civil wars (Liberia 1989-1997/1999-2003, and Sierra Leone – 1991-2002) that ravaged the greater parts of the economy, displaced the populations and destroyed infrastructure, Liberia and Sierra Leone were severely hit by an outbreak of Ebola which nearly paralyzed the flourishing social and economic progress made since 2006. Spreading from Guinea through Liberia to Sierra Leone, the number of cases and fatality of the Ebola virus in less than twelve months surpassed the combined 20 EVD outbreaks since 1976. There have been 27,000¹ (of which 375 were health care personnel) cumulative Ebola cases, with over 11,000 (of which 189 were health care workers) reported deaths as of mid-June 2015 in the three countries. The fatality rate was higher among the poor and women as they are the primary care givers in the communities. A significant number of children were orphaned by EVD and some families were completely wiped out. Schools were closed for several months and normal social and economic activities disrupted. Other impacts were job losses and low outputs of services, agricultural and manufacturing sectors resulting to contraction of domestic revenue. Liberia, and later Sierra Leone were declared Ebola-free towards end of 2015.

The crisis showed weaknesses of existing infrastructure and institutions, unable to respond to the additional strain. Many, like the health systems have been weakened further. Poor hygiene conditions and use of unsafe water have been identified as key underlying factors for thousands of deaths prior and during the Ebola outbreak. Ineffective WASH sectors will further hinder recovery and development efforts in both countries. In response to the \$3.2 billion appeal by Governments of Liberia, Guinea and Sierra Leone in July 2015, there were donor pledges of \$3.4 billion in the next 2 years to help the 3 countries recover from the Ebola epidemic. Prevention and building resilient public health systems including IPC

¹ United Nations Mission for Ebola Emergency Response (UNMEEER),

(infection prevention and control) will be priority programs. Major donors are World Bank, African Development Bank, European Union and USAID.

The Socio-cultural overview: Liberia and Sierra Leone have growing human populations (4.3 million in Liberia and 6 in Sierra Leone²) with increasing urbanization. 36.5% of Liberians live in Monrovia and other urban settlements; and 29.8 % of Sierra Leoneans are in Freetown and the district capitals. Urban migration has generally been employment-driven as job-seekers are lured by the recent surge in the service sector in Freetown and Monrovia, and to lesser extent by growth in the service and micro-enterprises in the secondary urban centres and district capitals. Both countries are of young populations with ages 15 to 24 years constituting 20.67% of total population in Liberia (LISGIS, 2008), and 18.8% of Sierra Leone's population. Sierra Leone's literacy rate was 44% (SLIHS, 2011) showing 56 percent of adults over the age of 15 had never attended formal school. With Liberia's national literacy rate of 59 percent,³ only 56 percent of girls and 39 percent of boys have never attended school.⁴ Majority of youth entering the labor market have low educational levels and limited vocational skills. The effects of the past wars deprived them of their social rights, excluded them from economic and social opportunities leaving them vulnerable to abuse and exploitation. Providing youth with greater access to livelihood training, combined with tangible opportunities for employment is critical for Liberia and Sierra Leone.

Major health priorities in Liberia and Sierra Leone are: human waste management, personal hygiene and maintaining safe-water-chain to prevent diarrhoea or other faecal-oral transmitted diseases. Sierra Leone is the second highest in the world in terms of child mortality with 1,360/100,000 live births, and Liberia is at 725/100,000 live births. Hygiene promotion linked to public health programming will present an opportunity for WaterAid to contribute to achieving the goals of Global Action Plan for Pneumonia & Diarrhoea (GAPPD) and A Promise Renewed (APR) which are both designed to end preventable maternal and child deaths.

Inequalities are prominent features in Liberia and Sierra Leone's poverty profiles. Wealth is concentrated and it has continued to increase in few hands, while the poor have been getting poorer. Gini coefficient⁵ was: Sierra Leone - 0.32 in 2011⁶ (f and 0.382 for Liberia⁷ in 2013, which are all high by international standards and suggests that differences between poor and better-off households are high. The disparity between high and very low income earners in both countries can be attributed to levels of education, employment and corruption in high offices resulting to increasing incidences of poverty. Also, the differences in mean per capita consumption between rural and urban areas in Liberia remain a major concern. Inequality in

Key Issues

- The primary blockages to the WASH sector in Liberia and Sierra Leone are related to policy implementation, dissemination and sector monitoring; and service delivery including resource mobilization and low government capacity – particularly at the decentralized level.
- Poor WASH governance - institutional weaknesses in governing WASH service delivery present a significant obstacle to universal access to safe water, sanitation and hygiene. Structural factors affecting WASH services delivery are high level corruption and poor governance arrangements.
- Low sector financing with barely 1% of the respective GDPs in both countries towards budgetary allocations for WASH since 2011
- Poor hygiene behaviours and poor environmental sanitation resulting to polluted water sources are major causes of infections, water-borne diseases and recent contagious Ebola.
- There are an estimated 4 million inhabitants in both urban and rural communities practicing OD in Liberia and Sierra Leone. Waste management in all municipalities is constrained by inadequate resource allocation to Municipal Councils for collection and disposal. As a result, wastes generated are indiscriminately disposed off in the communities.
- Increasing populations and urbanization are presenting water scarcity for 3.5 million people; and based on the current population trends, additional 1.4 million will face acute WASH shortages by 2020.
- Social exclusion resulting to inequitable access to quality WASH, denying over 500,000 poor and marginalized people in satellite and fractured communities, and 1.9 million people living in hard-

² UNDP Human Development Report, 2014;

³ State of the World Children's Report, Statistical Report, 2012, UNICEF

⁴ Ibid

⁵ measure the difference between the highest and the lowest income groups

⁶ Poverty Profile for Sierra Leone, World Bank, June 2013.

⁷ Development Indicators, World Bank, Accessed October, 2013

Sierra Leone is showing a negligible downward trend. However, the overall decrease in inequality can largely be attributed to convergence between Freetown and other urban areas, and by rural areas catching up with urban areas generally. Between 2003 and 2011 all five components of inequality in Sierra Leone decreased. The share attributable to differences in mean per capita consumption between rural and urban Sierra Leone decreased substantially as rural areas with bulk of the population experienced overall higher levels of growth.

The economic backgrounds of Liberia and Sierra Leone are characterized by agriculture, fisheries, forestry and mining. Construction and petroleum are other contributors to Liberia's economy. The economies are driven partly by increased activities in the mining sector, which along with the increasing ODAs, foreign lending, and liberalized fiscal and free market policies were expected to continue performing well in the medium-term if both countries were not hit by EVD. In the recent past, both economies were emerging to be resilient with steady growths in real GDP (Liberia 8.1%), and (Sierra Leone – 11.3%) well above the ECOWAS average. However, the real growth projections in 2014 sharply declined in all the two countries as a result of massive deceleration in economic and financial activities due to the worst ever EVD outbreak combined with sluggish agriculture in both countries and global fall in prices of major export commodities cocoa, coffee, rubber and iron ore. In Liberia, real GDP growth was revised from pre-Ebola forecast of 5.9 per cent to 0.3 per cent, while growth in Sierra Leone decline to 4.0 per cent from the projected 11.3 per cent. Both countries are among the world's poorest states on the UN Human Development Index: Liberia - 175 and Sierra Leone at 183⁸. With an overall poverty rate of about 64% for Liberia (World Bank, 2013), and about 52.9% (Poverty Profile of Sierra Leone, Central Statistics, 2011) for Sierra Leone, the young people are at high risk of becoming the next generation of impoverished citizens, unless substantive measures are taken to break the intergenerational cycle of poverty. Liberia and Sierra Leone are building strong private sector enabling environments through the liberalization of private sector investment regulations and the removal of other restrictions. Liberia's Private Sector Development Program is helping the country reform its investment climate, attract and promote quality investment, and galvanize the growth of small and medium enterprises⁹ (SME). Through its Private sector development strategy, Sierra Leone is addressing crucial challenges to private sector development in the country, especially the key constraints of access to finance and low SME capacity.

Political influences and institutional arrangements: Liberia and Sierra Leone are now stable with active governments and their line ministries. Basic human rights are respected and both countries are developing vibrant societies. Liberia has delegated administrations into the Counties, while Sierra Leone is consolidating its gains and developing the processes with its district levels decentralized local governance. Both governments are committed to sustainable human development and there are enormous supports from international partners towards their efforts. They have developed WASH policies in which the governments subscribed to people's rights to water and sanitation and, right to water was recently enshrined in Sierra Leone's draft Constitution consequence of the on-going reform process. However, both governments are inadequately responsive to the increasing demands for social services since the civil crises due to capacity and resource constraints. The debt relief on Liberia (2008 HIPC 'decision point') led to a rapid increase in social development and significant rise in ODA, which temporarily minimize the impact of the global economic depression. Sierra Leone's aid inflows have been more constant. High level corruption and weak government institutions in both countries are underpinning the much

⁸ UNDP Human Development Report, 2014

⁹ www.ifc.org/.../liberia_private_sector

needed social development programmes. Social services are often under-budgeted, and citizens are largely not holding their governments accountable for their actions.

WASH governance in Liberia is fragmented – roles and responsibilities that are shared among several ministries are not clearly defined; and there is virtually no integration of WASH planning and budgeting processes of the recurrent and development budgets. Broader reforms have been attempted towards improving the WASH governance by appointing the National Water Resources and Sanitation Board (NWRSB), and discussions on establishing the WASH commission is in progress. This is a major step towards realizing the goals in sector governance. Despite President Ellen Johnson Sirleaf's efforts as the Goodwill Ambassador for WASH in Africa, Liberia's budgetary allocations to the WASH sector since after the war is repeatedly negligible. Sierra Leone created the Ministry of Water Resources while sanitation and hygiene remain in the Ministry of Health. Substantial shares of recurrent and development expenditures in the Ministry of Water Resources are presently donor-financed - mainly African Development Bank, DfID and UKAID. Institutional arrangements for hygiene promotion have not been clearly defined in both countries.

Technology: Majority of improved water points in Liberia and Sierra Leone are manually hand-dug wells fitted with hand-pumps, of which 80% are the Afridev model (in Liberia); and India Mark (II) pump (in Sierra Leone) constituting 64% of all manual pumps and 27% of all water-points. The Water Point Mapping (2012) in Sierra Leone showed that out of a total of 28,845 water points mapped; only 18,808 are functional. This means that one third of these facilities (32.7%) are dysfunctional. A similar exercise in Liberia showed that out of 10,000 water points mapped, only 6,015 (60.1%) are technically functional points providing safe water drinking. Community management and maintenance of WASH facilities has ever been challenging due to resource constraints, lack of skilful local pump-maintenance artisans and inadequate spare part supply chains. Introduction of appropriate technologies in both countries are required, calling for a technological shift from hand dug wells to boreholes, tube-wells and mechanized water systems in the long-term. A major technology challenge in the WASH sector has been the sustainability of hand-dug wells, some of which breakdown before the design lifetime. A study conducted by JMP (WHO/UNICEF, 2009), showed that boreholes and tube-wells will appear resilient to the effects of climate change. In Liberia and Sierra Leone, mobile phones programmed with software packages AKVO flow/GIS are used for baseline data collection. These phones are now used extensively across the sector for updating existing databases. Mobile phone penetration rate in both countries are above 70% but substantially low penetration of internet.

The legal frameworks addressing the growing challenges of WASH are the Environmental Protection Act (2000) for Sierra Leone, and Environmental Protection and Management law (2002) for Liberia, which are providing comprehensive legislation on matters relating to public health including control of diseases, environmental sanitation, and regulation of drugs. Other regulatory frameworks for the WASH sector in Sierra Leone are entrenched in the National WASH Policy but these frameworks are not effectively enforced. Similarly, key legal frameworks to regulate provision of WASH services in Liberia are entrenched in The Liberia WASH Compact (2011) and WASH Sector Strategic/Investment Plans (2012 – 2017). The regulatory frameworks are weak and the entrenched performance criteria of the sector in both countries are poorly monitored. There are policy statements aiming at the regulations of water sector standards and tariffs, and water quality testing, but checks and balances in the enforcement of these policies are all ineffective. However, right to water was recently enshrined in Sierra Leone's draft Constitution consequence of the on-going reform process which provides CSOs the legal framework to hold government to account.

Key environmental features in Liberia and Sierra Leone are the numerous rivers and tributaries of water bodies with valuable mineral deposits. Both countries have tropical climates and are among the wettest countries in the world with an average rainfall of 3,445mm per year (in 2013) for Liberia, and an average rainfall of 2,526mm (in 2011) for Sierra Leone. The two countries contain over 60% of West Africa's rainforest including 2 of the last 3 large remaining rainforests in the West African sub-region. There are some 2.8 million hectares of forest land in Sierra Leone covering 38.5% land mass with an average annual deforestation rate of 0.7%. In Liberia, there are some 3.1 million hectares of forest land covering about 32.7% of land mass with an average annual deforestation of 1.8% (World Resource Institute, 2006). Deforestation by the increasing logging companies and the many Chinese timber merchants are major threats to the Liberian and Sierra Leonean forest and water resources. Hence, both countries are facing the effects of climate in the medium-term.

Mining is a significant sector to both Liberia and Sierra Leone as they are endowed with vast metallic and non-metallic minerals¹⁰. Since the cessation of hostilities both countries succeeded in attracting massive foreign direct investment in their mineral sectors. There is heavy presence of multi-national companies with strong political connections in both Liberia and Sierra Leone. Liberia granted concession agreements to 6 iron ore mining companies, 17 gold and diamond mining companies (with mining concessions covering an operational area of 113,256 hectares), and petroleum exploration rights to 10 companies; while Sierra Leone granted over 10 giant companies, 12 medium-level and 15 subsidiary industrial companies with concession licenses since 2002. Majority of gold and diamond mining creeks are located in swamps, while some deposits are found under water in rivers and tributaries. The water bodies are often polluted by mining activities rendering such resources unsuitable for both agricultural and domestic uses.

1.3 Water, Sanitation and Hygiene in Liberia and Sierra Leone:

i) Access to Safe Water in Liberia since 1995 to 2011 was 45% coverage, and that of Sierra Leone was 30%¹¹. With the fast-tracking WASH programming in both countries, significant progress has been registered towards meeting the MDG water targets with 63% coverage in Sierra Leone and 76% coverage¹² in Liberia. Both countries are lagging behind the universal coverage on safe water by 37% in Sierra Leone and 24% for Liberia. There are estimated 1.1 million Liberians and 2.4 million Sierra Leoneans that are impacted by safe water scarcity. Of those impacted, 1.9 million people live in areas of physical water scarcity where demand is generally greater than available supply. Another 1.6 million people are facing economic water scarcity, where institutional and financial factors caused inequitable access to safe water among the local populations despite an available natural supply. With regard to water safety and quality, there are many polluted improved water sources linked to poor sanitation and hygiene behaviours in both rural and urban cities. In 2011, World bank/WSP tested 1000 water points in Monrovia and found 58% of the samples showing presence of *E. coli*, which is an indicator of widespread faecal contamination. Contamination of water during transportation and storage, sharing water containers and cooking pots are common in the communities. Challenges with water quality testing are low human and technical capacity, and lack of functioning labs.

¹⁰ Gold, diamond and iron ore; bauxite (for Sierra Leone) and oil (for Liberia).

¹¹ 2013 Update: Progress on sanitation and drinking water – Unicef and WHO publication

¹² 2014 Update: Progress on Drinking Water and Sanitation- Joint Unicef and WHO publication

ii) Improved sanitation coverage¹³ in Liberia at 17% in 2015 shows an increase of only 4% over the last 20 years from 13% in 2011. Similarly, sanitation coverage in Sierra Leone has only increased by 2% over the last 25 years from 11% in 2005 to 13% in 2015. With these trends and pace, there is no likelihood of reaching universal access to sanitation in 15 years as targeted in the sustainable Development goals. Demographic and Health Survey reports of both countries (2013) estimated 354,750 inhabitants in urban communities and 2.4 million rural Liberians were practicing open defecation (OD) in 2013. Similarly, about 106,750 urban and 1.2 million rural Sierra Leoneans were practicing OD. Inadequate policy and strategy implementation, and enforcement of legislation on waste management in both countries can be the cause of poor environmental sanitation. Waste management in the municipalities of both countries is constrained by inadequate resource allocation to Municipal Councils for collection and disposal. As a result, wastes generated are indiscriminately dumped, or disposed through open burning and burying. The poor drainage system in Monrovia is resulting to frequent flooding; and inadequate municipal & housing planning are serious public concerns in Freetown. The current landfills in both municipalities are poorly managed and industrial recycling is non-existent in both countries. Although WASH operatives in Liberia and Sierra Leone reported that Community-Led Total Sanitation (CLTS) programs are beginning to register successes in some rural communities, the concept has been strongly challenged due to community inability to deliver on rural sanitation as more ODF communities are progressively reversing to OD status.

iii) Hygiene: Barriers and challenges to environmental sanitation, polluted water sources and contamination of water from collection to consumption, poor food are associated with poor hygiene behaviors in Liberia and Sierra Leone. Clinical records showed that majority of deaths in the communities were attributed to diseases spread through unsafe water, poor sanitation, and poor personal hygiene behaviours (Oxfam 2013). Cholera, malaria and diarrheal diseases were the main culprits in Liberia¹⁴. There are evidences of poor hygiene practices (for example, poor personal cleanliness, inadequate hand washing with soap and use of unsafe water) in urban slums and rural communities. Another hygiene challenge in rural communities is low access to soap. Even when soap is available, it is typically used for laundry and bathing instead of hand-washing (Ministry of Health, Sierra Leone, 2014). In Sierra Leone only 22% of households had a place to wash their hands prior to the Ebola crisis, and majority of schools do not have such facilities. However, there was an increase in number of households practicing hand-washing - 33% in urban areas and 17% in rural areas¹⁵ to step-up Ebola prevention measures. Nonetheless, only 33% of those places with hand washing facilities had soap. This represents 55% in urban areas compared to 12% in rural areas (SLDHS, 2013). Commonly practiced unhygienic behaviors in both countries are poor food handling and storage, dirty dwellings, kitchen and latrine facilities, food and water contamination and poor eating habits (particularly habits associated with rotten/dried bush meat). It is also challenging to maintain the “safe water chain” - a series of safe water practices from water point to withdrawing water from storage. There is little understanding of the connectivity in water safety. Once the chain is broken, the domino effect will be towards the end of the chain. Oxfam baseline survey in Liberia found majority of water collection and storage containers dirty, uncovered and at high risk of contamination.

¹³ WHO/Unicef Joint Monitoring Programme Database- accessed 15th May, 2015

¹⁴ Baseline Study, Oxfam 2013

¹⁵ Impact of Ebola on West Africa, 2015

vi) Deprivation, exclusion and inequality: A WASH policy of 250 – 500 persons per water point¹⁶ is not benign to hundreds of small satellite communities less than the stated populations. It is estimated that over half million people live in small fractured rural communities in post-war Liberia and Sierra Leone. As WASH programming is governed by this policy in both countries, such small communities in hard-to-reach areas are often excluded and denied of safe water and other WASH-related services. Rather than the governments providing WASH to all its citizens based on their level of need, services are unevenly distributed with larger communities capturing the benefits.

v) WASH in health and Education

Liberia: About 55% of 4,460 schools in Liberia do not have access to functional water supply systems/facilities, 43 per cent are without basic sanitation facilities, and only 18 per cent have permanent hand washing facilities. Schools with sanitation facilities have on average; 118 boys per latrine and 113 girls per latrine - which is above the national ratio of 50 boys per latrine and 25 girls per latrine. Assessment in health institutions showed that 38% of existing facilities in Liberia lack access to even rudimentary levels of WASH (WHO, 2014). Recent monitoring reports¹⁷ further showed that 23.2% of clinics visited lack potable water supply (and among those with access, only few have water systems connected to the facilities), 21% are without incinerators, 95.3% of them exhibited poor medical waste management whilst 6.9% of the clinics do not have hand washing facilities.

Sierra Leone: Recent assessment showed that 71% of primary health units have access to water throughout the year, whilst 14% have no access at all. Tonkolili (35%), Pujehun (27%) and Kambia (26%) have the worst levels compared to the national average. The report further showed that all the health units have hand-washing facilities, but only 39% have functional incinerators and the main waste management method in these health units is burning in pits (UNICEF, 04/2015). Forty-three out of 50 Ebola treatment centres (ETCs) in Sierra Leone met minimum IPC standards (WHO, February 2015). Only 20% of schools in rural Sierra Leone have access to improved water source (UNICEF, 2013). A national assessment indicates significant variances between districts. About 83.4% of schools in Tonkolili and 80.2% of schools in Kailahun do not have access to safe water facilities (UNICEF, MEST, 02/2015; Education Cluster, 02/2015).

1.4 Other Players in WASH

Governments of Sierra Leone and Liberia and their assigned ministries and institutions are the main service providers in WASH. Although heavily dependent on aid, the stable and democratic governance and open door policies in both countries have stimulated rapid and diverse actors in the sector. The communities are not actively engaged in their own WASH services delivery and they are not claiming their rights to WASH from duty bearers. Responsibilities for maintenance and sustainability of water points had always been challenging to communities due to resource and capacity constraints. Donors are supportive of the alliance building among INGOs to increase their reach and impact on service provision. The WASH consortia (including WaterAid) in Liberia and Sierra Leone have built a solid foundation for advocacy and influencing work in the sector. Contracting firms in Sierra Leone are trying to dominate the donor landscape. There are active CSOs engaged in WASH advocacy in Liberia and Sierra Leone that the trans-boundary program can engage.

¹⁶ National WASH Policies, Liberia and Sierra Leone

¹⁷ Division of Environmental and Occupational Health (Mohs, 2015),

Major official donors for Liberia are USAID and Germany; and DfID and JICA are the biggest donors for Sierra Leone. Key multilateral donors for both countries are the World Bank, the African Development Bank (AfDB), and European Union (EU) and UN agencies. In addition to UN Systems (as recovery and development partners - UNMIL, UNMISL, Unicef, WHO, UNFPA and UNHCR), other official donors for WASH programming in both countries are ECHO and Irish Aid. In adherence to the Paris Declarations - Aid Effectiveness, major donors are re-directing funding towards the two governments. Aid disbursement flows in both countries showed a declining trend since 2010. ODA to Liberia constitutes 67% of the 2014/2015 national budget of US\$660,236,000, and 51% of Sierra Leone's national budget in 2014. This shows their high level dependency on aid to fund development programs.

Private sector participation in WASH financing and programming in Liberia and Sierra Leone is negligible. Funding from major multi-national companies in discharging their Corporate Social Responsibilities is directed towards other sectors. However, many companies in both countries are potential funding opportunities for WASH programming. The activities of mineral water companies in supplying drinking water to the local populations in both countries are very significant. They are the main sources of drinking water in urban Liberia and Sierra Leone. The regulatory frameworks to ensure water safety are poorly monitored. There are regulations to ensure standards, tariffs and water quality testing, but the checks and balances in the enforcement of these regulations are left to chance. There are SMEs participating in urban sanitation and waste management in the two countries. These private contractors are unable to meet local demands.

2. WA Trans-Boundary Role and Niche:

WaterAid commenced its Trans-boundary programme in Liberia and Sierra Leone in late 2009 as a pilot to learn about working in post-conflict contexts while responding to the increasing demand for WASH services. The pilot programme was reviewed in 2012 with recommendation to scale up to a full-fledged programme in Liberia and Sierra Leone. An unprecedented outbreak of EVD disrupted activities and scaled back operations and plan to move to a full – fledged CP. Full scale operations resumed in January 2015, with focus on delivering WASH related interventions as a response to the EVD emergency. Consequently, WA supported recovery and stability initiatives.

WaterAid have successfully established strong presence in three counties in eastern Liberia and Cape Mount in Western Liberia along Sierra Leone border; and three districts in east and Southern Sierra Leone combining service delivery with policy influencing and capacity building support. The approach is built around a single management structure, with the program design focusing on sub-regional influencing, knowledge management and technical cooperation between Liberia and Sierra Leone. Policy advocacy and influencing have been the entry point and highlights for our programming in both countries. We succeeded in influencing key WASH development policies, plans and budgets in both countries. Other players in the sector recognized WaterAid as a key player in promoting people's rights to WASH.

Since our inception, we were approaching WASH as a human right. This approach contributed towards increasing access to WASH services and empowering the poor and marginalised people to participate in national development. While working in both countries, we were reaching deprived, excluded and marginalized families in most remote communities, where others are not venturing. We demonstrated scalable models of integrated approach to WASH as a right. Our supported WASH facilities are friendly to physically challenged persons, children and the downtrodden in society. We've constantly challenged our thinking

and engaged the communities where we work to adopt our WASH technologies and lead the transformative change process. This is what we stand for and set us apart.

The trans-boundary programme is assuming a strategic role in both countries, and as a catalyst in the sector – while mobilising and empowering people to demand, we were supporting the system to effectively respond and deliver on its mandate in hard-to-reach remote communities. Links and exchanges between our service delivery and CSO advocacy partners across the two countries which is positively encouraged, have given us the opportunity to maximise learning and increase synergy among them. Cross border knowledge management - learning and sharing, technology dissemination; alliance building among Mano River WASH actors; building civil society platforms to facilitate communicative learning between our CSO partners; drawing strength from diversity in the two countries; and technical cooperation between the two governments will remain the hallmark of our cross-border programming. The cross-border learning approach is encouraged in all programme designs, and this will become an increasing feature of our trans-boundary programming.

In **Sierra Leone**, WaterAid is known for our evidence-based approach and piloting projects of innovative concepts like Self supply and Sector learning. The innovations were ‘new’ (in Sierra Leone and Liberia), and successfully added value to the sector. We will continue to nurture and scale-up such innovations. With our DWA programming, our partners are increasing access to WASH services in deprived and marginalized communities where others are not reaching.

In **Liberia**, we are known for our policy advocacy and influencing efforts, supporting other service providers in fulfilling their duties in WASH service delivery. We supported the government in developing the National WASH Compact and establishing the National Water Resources and Sanitation Board (NWRSB). We succeeded in influencing key WASH development policies, plans and budgets in the two countries. In this way, WaterAid is reaching millions of people in Liberia indirectly. Other players in the sector recognize us as a key player in promoting people’s rights to WASH. Our advocacy and influencing efforts are complemented by our evidence-based program learning on the ground, informed by our wealth of international experience which added value to the weak WASH sectors needing well-informed guidance. Our emphasis on learning, and strong focus on policy advocacy and influencing towards multi-sectoral solutions to WASH crisis gained us the reputation as one of the leading WASH agencies in both countries. Programme diversity remained a strong feature for us during the pilot phase, and this will continue in the next five years. Our profile is increasing, and this has opened new doors for strategic partnerships with relevant government line ministries and civil society organizations in order to reach more families and communities with WASH.

Our Niche

- **Trans-boundary programming:** The trans-boundary program will continue to capitalize on its experiences and cross-border evidence-based lessons to influence policy and practices, and promote equality in access to WASH.
- **E&I service delivery in Sierra Leone and Liberia:** WaterAid have developed a relatively strong track record of supporting, strengthening and scaling-up national WASH institutions that will enhance WASH services are equitable and inclusive. Our approach is ensuring we reach the unserved in the most hard-to-reach areas and all our programme are inclusive and facilities are accessible by all categories users including PLWD, women, children, etc.
- **Integrated challenge on WASH poverty and injustice** Capitalize on our excellent relationship with the goodwill ambassador for WASH and launching an integrated campaign on universal access to WASH. We will maintain and deepen the quality and intensity of our engagement with government and CSO partners in policy advocacy and influencing sustainability of WASH service delivery in the country. We have been instrumental in enforcing WASH policies, influencing government’s commitments towards WASH sector budgetary allocations. We are now seeing our small victories translated into Sector Implementation Plans (SIPs), to which donors are expected to make significant contributions. WaterAid will emphasize this drive, and move into new forms of advocacy to ensure that government obligations and donor commitments are translated into action, while ensuring accountability to the local populations.

From pilot programming, we are now modelling long-term right-based participatory approaches, supported by our trans-boundary learning and evidences of best practices to address the WASH needs of millions of people in Liberia and Sierra Leone. In line with our global strategy, WaterAid's business model in these countries will give a significant weight to hygiene promotion, without relegating sanitation and safe water supply wherever we work. We will seek more strategic partnerships and catalyse continued support through people centered hygiene promotion that contributes to the transformative changes required for the most marginalised communities to gain access WASH services. Based on our changing context, we will re-orientate our current partnership arrangements with CSOs and adjust accordingly to ensure that we remain effective and efficient in what we seek to do in the next five years by:

- Engaging partners on integrated demand-driven programming that promotes user ownership and management, and encourages a three-pronged approach – promoting the software healthy hygiene behaviours that guaranteed sustainable environmental sanitation, complimented by safe water supply and supported by an enabling environment.
- Supporting and building capacities of local government decentralized WASH governance structures (County and District) to establish and fund county/district (or cluster) WASH Promotion Centres for supporting community-based WASH committees in hygiene promotion; and community-based Wat-san artisans on maintenance and repairing of WASH facilities.
- Increasing attention to advocacy and influencing sound WASH policies at national level and local level citizen engagement (CE) with people-centered advocacy by ensuring grassroots application of rights-based approaches that contributes towards marginalised communities gaining access to WASH.
- Building alliances with sub-regional CSOs including Mano River Youth Parliament and Mano River Women's Peace Network in lobbying and influencing all duty bearers (governments, international institutions and better-endowed sections of society) to fully discharge their responsibilities towards our behaviour change campaigns and universal access to WASH.
- Providing youth with greater access to WASH skills and other livelihood training, combined with tangible opportunities for employment as Wat-san artisans is critical for our WASH programming in Liberia and Sierra Leone.
- In the broader framework of WASH rights, building platforms for environmental protection - lobbying and influencing governments to enforce regulatory frameworks that will minimize the level of environmental degradation caused multi-national mining corporations and Chinese timber merchants to mitigate the effects of climate change

3. Theory of change

3.1 Transformative change process

WaterAid trans-boundary program in Liberia and Sierra Leone subscribe to our shared global vision. We believe that universal access to basic WASH by 2030 will be achieved in both countries with healthy hygiene behaviours underpinned by improved sanitation, safe water supply and water safety management through inspired citizens and families, empowered

communities, CSOs and other service providers supported by enabling environments; and state institutions that are accountable and committed to lead the transformative change. Therefore, our primary focus will be hygiene behaviour change: undertaking a **bold paradigm shift to emphasize hygiene**, which is the human capital in WASH. We believe that emphasis in promoting improved hygiene behaviours and sanitation without relegating safe water supply can generate changes in this human factor and yield healthy hygiene behaviours among the local populations and thereby secure sanitary environments where people will no longer indiscriminately dispose of their waste and defecate openly. This will prevent water source pollution, spread of contagious diseases such as EVD and cholera; and a “safe water chain” will be maintained to provide safe drinking water at household level. The current population trends showed that additional 1.4 million will face acute WASH shortages by 2020. We further believe that transformative change will be achieved when national service delivery programs are strengthened and scaled up to address the increasing urbanization and populations which are presenting water scarcity for 3.5 million people.

Social exclusion resulting to inequitable access to quality WASH is increasing, and affecting the lives of women and children (especially girls in learning institutions) and communities in hard-to-reach areas; and denying over 500,000 people of their rights to quality WASH in Liberia and Sierra Leone. In our advocacy efforts, the trans-boundary programme will engage both governments to address the inequalities. We believe that holistic mode of partnership with the service providers, CSOs and CBOs and our District Wide Approach (DWA) with partners to undertake initiatives that will target excluded groups, the poorest and most marginalised communities will result to equitable and sustainable access to WASH services. WaterAid in Liberia and Sierra Leone believes that these efforts will have a profound impact on the lives of people and will result in transformative outcomes in minimizing inequalities. Communities do not have the capacity to exclusively take-up their basic services deliveries, and are unable to hold their governments accountable for poor service delivery. The trans-boundary programme believes that engaging our service delivery partners on integrative WASH programming to empower communities and their youth to support their demand-driven WASH Initiatives will result to sustainable WASH services at local level.

WaterAid in Liberia and Sierra Leone believes that low government capacities, poor WASH governance and low sector financing must be addressed to achieve universal access to WASH by 2030. We further believe that universal access to safe water, sanitation and hygiene can only be achieved in both countries, if the governments establish effective institutions with sound policies, programmes and clear roadmaps for WASH programming. Low WASH sector financing in both countries requires a serious attention. With the growing donor fatigue, the trans-boundary programme believes that engaging both governments to increase WASH sector allocations; lobbying the growing private sector and decentralized local governments to finance WASH initiatives; and encouraging our service delivery partners to diversify their funding sources – attracting interested donors to invest in WASH will increase investment in WASH. As data accuracy is a major challenge, WaterAid believes that supporting both governments to establish reliable WASH data bank will improve sector planning, coordination and decision-making. WaterAid institutional mapping and impact measurement will be promoted to develop knowledge and document evidence base practices in order to improve the quality of our transformational change process. We finally believe that implementation of sound regulations and enforcement of policies to reduce environmental degradation due to rapid deforestation and pollution of water bodies caused by the numerous mining and logging will mitigate the effects of climate change in Liberia and Sierra Leone.

3.2 Conditions for Change to Happen

The proposed transformational change can happen if peace and stability continues with smooth political transition in both countries. Stable economies, willingness and commitments of governments to commit more funds to the WASH sector will be essential. The following conditions of change are fundamental for universal access to WASH in Liberia and Sierra Leone:

Condition 1: Committed and Accountable Governments

Accountable Governments committed to universal access to safe water, sanitation and hygiene demonstrated by resource allocation particularly increased sector financing and policy support; effective decentralized governance structures and systems. Also, governments enacting and enforcing regulatory frameworks minimizing environmental degradation caused by multi-national mining corporations and Chinese timber merchants to mitigate the effects of climate change

Condition 2: Effective WASH Institutions and Governance:

Effective WASH governance institutions demonstrated by efficient systems and processes: transparent roadmaps, policies and budgets; improved sector planning and coordination; improved program quality, learning and documentation; and policy implementation and enforcement.

Condition 3: Empowered Communities and their CBOs demanding their rights and taking collective actions

Empowered communities and their organizations become primary stakeholders in their WASH service delivery, actively taking collective actions and responsibilities in promoting improved hygiene behaviors. Trained and empowered youth actively maintaining local sanitation facilities and improved water sources as community-based Wat-san artisans.

Condition 4: Changing hygiene behaviours:

Hygiene promotion becoming the centre-piece in WASH programming to secure healthy hygiene behaviours among the local populations resulting to sanitary environments with unpolluted water sources; and sustained “safe water chain” at household level.

3.3 Drivers of Change

We believe that strong political will and commitments of both governments will support the crusade towards achieving our WASH goals. Existence of sound WASH governance and critical engagement with committed service delivery and CSO partners will support our efforts towards universal WASH coverage. Empowered Communities taking collective actions will drive the change and deliver lasting improvements towards hygiene, environmental sanitation and safe water supply. There are SMEs participating in urban sanitation and waste management; and the many companies in both Liberia and Sierra Leone are potential funding opportunities for WASH programming.

Pathways: The following pathway summarizes our Theory of Change:

Goal: Healthy hygiene behaviours with equitable access to sanitation and safe water

Challenges and underlying Causes

Poor hygiene behaviours and poor environmental sanitation resulting to polluted water sources are major causes of infections, water-borne diseases and recent contagious Ebola. Increasing urbanization and populations are presenting water scarcity for 3.5 million people; and based on the current population trends, additional 1.4 million will face acute WASH shortages by 2020. Social exclusion resulting to inequitable access to quality WASH. Low government capacities, poor WASH governance and low sector financing must be addressed to achieve universal access to WASH. Communities do not have the capacity to exclusively take-up their basic services deliveries, and are unable to hold their governments accountable for poor service delivery.

Core Outcomes

- a) Improved and Sustained Hygiene Behaviours
- b) Increased access to equitable & sustainable sanitation
- c) Improved access to equitable & sustainable safe water
- d) Empowered Citizens demanding Rights and taking collective actions

Programme interventions

- a) Building partnerships and alliances for Sustainable WASH service delivery
- b) Building local capacities (service providers, CSOs and communities/CBOs) in support of demand-driven WASH Initiatives
- c) Support governments by strengthening systems and capabilities for WASH service delivery and policy enforcement (for sound environmental protection)
- d) Policy advocacy, influencing and promoting good WASH governance

Game-changers

- a) Committed and accountable government – and their strong WASH institutions
- b) Strong and committed service delivery and CSO partners
- c) Empowered Communities and their CBOs
- d) Private sectors – the many multi-national companies and SME participating waste management

Assumptions

- Peace and stability continues with smooth political transition in both countries
- Stable economies, willingness and commitments of governments to commit more funds to the WASH sector in both countries
- Committed and Accountable Governments
- Strong WASH Governance
- Empowered Communities and their CBOs demanding their rights and taking collective actions

4. The Strategic Choices and Priorities

4.1 Our strategic Intent

The trans-boundary programme and its CSO partners shared our corporate mission as articulated in the global strategy: ‘to transform the lives of the poorest and most marginalized people by improving access to safe water, sanitation and hygiene’. We intend **to promote people’s rights to WASH** while aiming for ensuring sustainable WASH services delivery, universal reach and access to quality WASH and promoting healthy hygiene behaviours at local level. As a trans-boundary programme we will continue to **learn and increase our experiences of working in post-conflict contexts**, while addressing key challenges that keep poor and marginalized people in perpetual WASH poverty in our context. We will

support and engage duty bearers and other service providers to strengthen their systems and processes, advocate for pro-poor WASH policies and influence the desired transformational changes. Based on our changing context, WA trans-boundary programme will position itself to achieve and ensure:

- **Improved and sustained hygiene behaviours** for securing increased sanitation and sustainable safe water supply by employing holistic approaches in integrated WASH programming through partnership with services providers, CSOs and communities in charge, supported with the tools they need to find solutions and transform their WASH needs. **Outcome one** with sustainable service delivery strategy
- **Rights, equity and inclusion** by engaging and influencing governments and other service providers to fulfil their duties in creating access to sustainable WASH services for all their citizens, especially women and children (particularly girls in learning institutions) and hard-to-reach communities. Our District Wide Approach (with service delivery partners) steered through local leadership and active people’s participation (citizen engagement approach) will work to address the underlying causes of exclusions. **Outcome one** with policy advocacy and influencing strategy.
- **Empowered citizens demanding rights and taking collective actions** - our strategy will be more integrative and responsive to peoples’ WASH needs as defined by them; and ultimately empowering communities and their CBOs to manage their own WASH resources, set their own priorities, and indeed control their own lives – our **second core outcome**. Our service delivery partners will train and equip local youth to become effective community-based Wat-san artisans for sustaining sanitation and safe water infrastructure.

Outcomes

- **Strong and committed WASH Governance:** We will continue to play the critical role in supporting the government and service providers by influencing appropriate WASH policies, and creating a popular base of support that will strengthen the systems and capabilities required to deliver sustainable hygiene behaviours, sanitation and safe water supply – **our third core outcome**. While subscribing to the actualization of WaterAid shared global mission and strategy aims, our trans-boundary programme commits itself to achieve the above three core outcomes.

Our Core



We will further invest in partnership and linkages with private sector, and other game-changers that have potential to solve long-standing WASH challenges; and build effective WASH sector capacity to provide the required services over the long term. Our new business model will underpin by our commitment to measuring results. Therefore, we will upgrade our capacity to implement our paradigm shift towards sustainable WASH delivery services.

Trans-boundary Programme

We will build on the positive cross-border relationships we've established with stakeholders (governments, donors, CSOs, private sector and Mano River sub-regional groupings, etc.) and nurture a profile of service delivery and CSO partners in order to maximise learning and increase synergy in WASH programming. More finely tuned and targeted sub-regional advocacy and alliance building efforts will be further developed; and new relationships with programmes and organizations of shared vision, and other regional agencies and donors to influence access to quality WASH services; and there exist real potential to do so. Our strategic intent for the trans-boundary program is to **promote basic WASH rights** in both countries while making such rights and services more accessible and responsive to poor and marginalized people.

Our paradigm shift

We intend to ensure sustainable WASH services by promoting good hygiene behaviours to secure sanitary environments and maintain "safe water chain" in providing safe drinking water to families. We will further expand our partnership model by making communities and their organizations primary stakeholders in their basic service delivery to secure **sustainable and integrated** WASH at local level.

Leadership in the sector:

The trans-boundary programme is aiming for sector leadership in both Sierra Leone and Liberia. We will nurture our relationship with the Goodwill Ambassador **to occupy a strategic position** in our advocacy and influencing work and secure the desired sector leadership in Liberia. We will underscore alliance building by creating common platforms to address WASH related issues, support and influence local governments at County level to respond to WASH needs of all citizens. We will help generate and sustain positive linkages between people and organizations within civil society committed to universal access to WASH.

4.2 Strategic Directions and Goals: (clarifying our road map we *will travel on to achieve the strategic goals* in the next five years)

Our theory of change and strategic intent presented us the road map for the next five years, and this will show how we will advance towards our trans-boundary core intent and focus in making contributions towards our global vision and aims. It presented four mission-related strategic directions as follows:

	<u>Strategic Direction</u>	<u>Meaning</u>
Mission-related Strategy	Sustainable WASH service delivery	Strengthening systems and capabilities that drives the outcomes we seek in sustainable and equitable WASH service delivery
	Policy advocacy and influencing	Championing the rights of the poor and promoting commitment among Governments and service providers to support our strategic intent by bringing in resources and influencing policy cross border knowledge management, alliance building among WASH actors; supporting civil society platforms and, drawing strength from diversity in the two countries to support our strategic objectives.
	Trans-boundary programming	

a) **Sustainable WASH service delivery:** Aligned to WaterAid global strategy aims, the trans-boundary program seeks to reduce WASH injustice and work towards achieving

universal access to safe water, sanitation and hygiene in Liberia and Sierra Leone. Our programs will place people's experiences of social exclusion at the centre of our interventions and support them on their rights to WASH. The trans-boundary program will approach hygiene behaviour change by developing pro-hygiene beliefs and attitudes among the local populations, secure sanitary environments to prevent improved water sources from pollution and maintain "safe water chain" to provide safe drinking water at household level. This will contribute to our global strategy aims as we **empower communities to demand their rights and take collective actions in managing their WASH services, influence positive hygiene behaviours and establish WASH resources in learning and health institutions** with an integrated sector wide approach.

b) Policy advocacy and influencing: The trans-boundary program will develop its advocacy and influencing strategy, and identify appropriate agenda for situational research for pro-poor WASH policy advocacy. Country teams will build their capacities to engage in responsible advocacy work. Their advocacy work and policy influencing will ensure a long term positive effects of quality WASH on the lives of deprived and excluded families and communities. The trans-boundary program shall balance its advocacy and program work in addressing root causes of WASH injustice. We will approach advocacy in a non-confrontational way, and only where the approved agenda supports our work, based on best practices or proven evidences. With this strategic roadmap we shall be **promoting basic WASH rights of people in Liberia and Sierra Leone, support and engage both governments to establish accountable and committed WASH Governance to reduced social exclusion and inequality in access to WASH services.**

c) Trans-boundary programming will increase the visibility of our good work, our profile in the WASH sector and our ability to harness the power of our service delivery and CSO partners, sub-regional agencies and donors to support our core intent. We will further use appropriate media in order to make known our work as a trans-boundary program, and maintain the positive relationship and rootedness with our service delivery and CSO partners. We will support our partners to establish and develop non-confrontational civil society platforms to advocate for sound natural resource management related to activities of numerous multi-national corporations in mining and forest sectors. With this roadmap, we will solicit to **improve the viability and efficiencies of local partners as organs of civil society with effective knowledge management and learning centres catalysing change by promoting basic WASH rights in Liberia and Sierra Leone**

5. Programmatic approach

WaterAid – Liberia and Sierra Leone will consolidate its gains from the trans-boundary pilot phase, and establish a new flexibility in WASH programming aligned to the global strategic aims and approach. Our approach to tackling WASH poverty will be holistic, seeking to understand and act on the overall context, needs, aspirations and circumstance of the poor and marginalized people. Trans-boundary program shall conduct an applied research on appropriate approaches to inform knowledge and innovative technologies in hygiene behaviour change programming. Our commitment to self-sustaining and cost-effective methods gives us significant credibility with partners, governments and donors. Thus, we will scale-up the impact of our programs through our partnership work on the ground, carefully designed to influence the governments and donors, whether through replication of our successful models or through wider policy change.

Rights-based approach is the hallmark of our programming and to achieve this, we seek to

be a facilitator and catalyse the transformational change process. Our pro-poor policy advocacy and influencing will focus on supporting the two governments and their WASH institutions, other service providers and CSO partners to strengthen the systems and processes required in actualizing the rights of the poor and marginalized people to safe water, sanitation and hygiene services. This shift from basic needs approach to rights-based approach will challenge the prevailing social exclusion and unequal access to quality WASH services.

We recognize that sustained WASH outcomes depend on partnership with service providers, CSOs and communities in charge, supported with the tools they need to find solutions and transform their basic rights. Participatory approaches practiced in our work with communities reflect our fundamental commitment to the innate worth and capacity of the people and their right to lead their lives on their own terms. This made us believe that transformational change can come from within the communities. They also give meaning to our conviction that the poor and marginalized people themselves can be the main actors in their WASH service delivery. WaterAid is also promoting entrepreneurial approaches as well as embracing a new model of doing business – integrated challenge on WASH poverty and injustice, and ensuring equity in access to service delivery. These will be our new and innovative ways to engage and work with partners at all levels:

a) At community level, we will be promoting inter-sectoral approaches, providing catalytic and continuous support for scaling up sustainable community WASH services, and building community awareness and local capacities that will enable communities become primary stakeholders in managing their safe water, sanitation and hygiene resources. We will support our service delivery partners to good hygiene behaviours with a strong focus on improving local sanitation practices while securing water quality and hygiene at the household level. We employ a right-based approach that will empower communities to understand and demand their WASH rights, while holding service providers accountable for their actions. Our aim in the communities is effective partnership with service delivery partners, CBOs and empowered communities demanding rights and managing their own WASH resources.

b) At District/County/Municipal level, we will strengthen local government capacity and enable them in delivering equitable and sustainable WASH services. We shall support government WASH line ministries to create strong institutions at the intermediate level (district, county and municipal), since they are critical to supporting community managed service provision, which is in turn essential to the sustained scaling up of WASH coverage. Our shift towards urban WASH programming (municipalities) targeting the urban poor and slum dwellers will be significant for our vision and universal access to WASH.

c) At national level, our aim is to work with both governments to develop institutional capacities and establish robust WASH governance, which is in turn essential to increase sector financing and strengthening of systems and processes to reach many more people with quality WASH. We will support the governments to establish strong and accountable WASH governance, provide evidences of underlying causes of social exclusion on access to quality WASH and influence service providers to address these inequalities.

d) At Transboundary/ Mano River level, our presence in both countries provides us the unique opportunity to respond to emerging issues such as Transboundary water resources management, WASH related emergencies, high level influencing and WASH sector Knowledge Management in the fragile Mano River Basin the which uniquely positions us within WaterAid West Africa. The presence of sub-regional blocks like the Mano River

Secretariat, West Africa Health Organization, the West Africa Journalists Network etc. provides us tremendous opportunities to harness a sub-regional approach that will make huge impact within the WASH sector in Liberia, Sierra Leone and beyond.

5.2 Core Programmatic Approaches

Approach	Location	How we will do business to achieve the objectives
District Wide Approach	Community	Community engagement and building capacities of WASH committees and local WASH artisans; Water and sanitation planning and management (O&M); Holistic and participatory programming in community-based sanitation and water security; Promotion of household sanitation, water security; and point of use treatment Integration of WASH into village economies (e.g. micro-finance) to sustain the supply chain.
	District County Municipality	Collaborate & enable county/district local governments take central role in WASH programming; Promote entrepreneurial approaches and mainstream WASH in district/City wide plans; Information sharing and building capacity to improve coordination, monitoring & accountability.
	National	Policy formulation and creating linkages; and mainstreaming WASH in national programmes; Source funding and advocate for increased sector financing and investment; Building capacity to improve coordination, monitoring and accountability.
Sector strengthening	Community	Build capacity of community level WASH structures (WASH committees); Establish community and school health clubs for hygiene monitoring and policy enforcement; Strengthen community leadership for WASH service delivery.
	District/County/ Municipality	Strengthen capacity of county/district structures to improve coordination and accountability; Support inter-sectoral approaches to maximize WASH policy implementation and enforcement.
	National	Build capacity of government designated institution play a central role in WASH service delivery; Support governments to coordinate sector, harmonize approaches and strengthen WASH institutions with coherent systems, structures and processes.
Human Rights-Based Approach	Community	Baseline surveys to learn community level social exclusion and inequity; Develop community resiliency and build capacity to enable them take collective actions; Engage partners on targeted WASH service delivery in favour of excluded people; engage communities in water and sanitation planning and management (O&M); raise community awareness on their WASH rights and responsibilities.
	District County Municipality	Collaborate at district/county level; Analyse district / county policies and assess implementation.
	National	Support policy formulation processes and create policy linkages Engage national institutions & service providers on targeted WASH service delivery; Mobilise non-state actors to advocate and influence equitable access to quality WASH services.
Citizen Engagement Community Development	Community	Awareness raising and community-based capacity building and empowerment; Mobilize local resources and support community engagement with duty bearers.
	District/County/ Municipality	Awareness raising, capacity building and support district planning and implementation processes; Coordination and collaboration while facilitating

		joint planning, monitoring and advocacy.
	National	Support national planning, coordination and collaboration; Support policy advocacy and campaigns on domestication of international commitments.
Partnership	Community	Rights & responsibility awareness raising among CBOs & community leaders; Critical engagement with community leaderships and CBOs Critical engagement with hygiene promoters and water point artisans;
	District/County/ Municipality	Critical engagement with District/County local governments; Critical engagement with Municipal Councils to complement sanitation marketing and HBC.
	National	Critical engagement and closing accountability gaps with partners Engage both governments to influence budget disbursement and transparent utilization; Critical engagement with Mano River Union secretariat and networks.
Hygiene Behaviour Change	Community	Baseline survey and research to understand the underlying causes to poor hygiene behaviours; Building capacity and create linkage while facilitating joint learning, planning and coordination Community-led hygiene campaigns and monitoring; Community-led total sanitation (CLTS); Knowledge and awareness creation, attitudinal and behaviour change with targeted interventions; Train and engage young volunteers as community-based hygiene promoters.
	District/County/ Municipality	Collaborate with county/district structures and awareness raising Building capacity and systems to improve coordination and monitoring Encourage private sector participation and engagement in municipal sanitation Integration of hygiene promotion and family-life education in health and learning institutions
	National	Policy formulation and enforcement, and create linkages Source funding for targeted hygiene programming Building capacity to improve coordination and monitoring Support Governments to develop hygiene indicators, training modules and BCC materials
Research and Learning	Community	Piloting new research and evaluation methods; Pilot innovations and generating knowledge; Demonstrate evidences in hygiene promotion and sanitation.
	District/County/ Municipality	Mainstreaming WASH in health and learning institutions; Organize trainings, workshops and inter-agency sharing and learning; Disseminate and spread promising and proven practices.
	National	Disseminate and spread multiplier effects of our trans-boundary initiatives and innovations; Disseminate and spread promising and proven practices to influence pro-poor policies.

5.3 Our Core Shifts

Our emphasis on hygiene behaviour change is to maximize the benefits of access to improved water and sanitation services for enhanced health and dignity among the local populations. Our key shifts will be:

- a) Moving on our traditional approaches focused on knowledge sharing, but emphasize innovative and creative approaches in creating sustained behaviour change
- b) Promoting WASH rights as the focus in all our work; and tackle constraints imposed by power relations and state institutions.
- c) Connecting more with governments at local and national levels to attain the desired public health.

- d) Moving away from ad-hoc resource allocation for hygiene work towards adequate resource allocation for long term efforts on hygiene behaviour change

While in sync with our global shift in programmatic approaches – human rights-based approach (HEBA), district wide approach (DWA), sector strengthening and hygiene, the trans-boundary new shifts include holistic and community empowerment approach, research and development, and urban WASH programming. Promoting WASH rights as the focus in all our work, working in partnership and alliances is central in our programmatic approach. We are not just a player, but will remain a role model, a driver and in leadership of the transformational change even in hard-to-reach districts or counties.

5.4 Developing our core programme Areas: In our theory of change and intent, we have articulated the **three (3) major outcomes** we expect the CPS to contribute to: *improved hygiene behaviours, increased access to equitable and sustainable sanitation and, improved access to equitable and sustainable safe water sources*. To achieve these, we have to define core program areas in which we will focus our program, communication, funding and learning efforts. We have also defined key interventions in the following table to guide what we do on the ground on each of these core program areas.

Program Areas	Key Interventions
WASH Governance Programme	<p><u>Enhancing national WASH governance</u></p> <ul style="list-style-type: none"> a) Institutional capacity building and strengthening WASH local government decentralization systems b) Develop and strengthen sector monitoring and information management systems for improved sector performance c) Partnership and alliance building for policy advocacy and influencing d) Building advocacy structures and capacity to support our core intent e) Evidence-based advocacy through g research, learning and knowledge management for transformation
WASH Service Delivery Programme	<p><u>Safe water supply, environmental sanitation and sustainable hygiene behaviour change</u></p> <p><u>i) Hygiene Behaviour Change (HBC)</u></p> <ul style="list-style-type: none"> a) Community-based hygiene enhancement - knowledge and awareness creation through behaviour change communication, establishing public hand washing stations, etc. b) Integrated hygiene promotion - in health and learning institutions, and nutrition c) WASH policy formulation and implementation - dissemination, enforcement and hygiene monitoring. <p><u>ii) Sustainable Environmental Sanitation (SES)</u></p> <ul style="list-style-type: none"> a) Community waste management zones - strengthen local ability to mobilize sanitation facilities (e.g. establishment and management of public incinerators & landfills) b) Family support sanitation facilities – household sanitation (CLTS, PHAST), social marketing of latrine units c) Promoting sanitation units in public places/along main roads <p><u>iii) Safe Water Supply</u></p> <ul style="list-style-type: none"> a) Community-managed Water Point Construction – context-specific: water points fitted with Afridev pumps, boreholes, and tube-wells and mechanized water systems. b) Social marketing and water point maintenance c) Water Safety and Quality Management – water testing and treatment, maintaining safe-water-chain, and water point mapping.

	<p><u>iv) Community Empowerment</u></p> <p>a) Citizen engagement (CE) and CBO capacity building (particularly WASH committees, community-based pump technicians and sanitation artisans)</p> <p>c) Community-based civic rights education and leadership development</p>
Integrated WASH Programme	<p><u>WASH in institutions, water resources management and emergency responses</u></p> <p>a) WASH in health, learning and religious institutions</p> <p>b) WASH in market places and at town halls</p> <p>c) Promoting teaching and learning of hygiene and family life education in schools</p> <p>d) Promoting public health talks in health centres and town halls</p> <p>f) WASH enterprise development for revenue generation and promoting water-pricing regime/user fees for maintaining WASH resources</p> <p>e) Urban scoping study to inform long term urban WASH programming</p> <p>f) Emergency Preparedness and Response</p> <p>g) Environmental impact assessment to determine the impact of industrial activities on the water resources in the Mano River basin</p>
Knowledge Management Programme	<p><u>Sub-regional WASH influencing, Research, Sector Learning and Documentation</u></p> <p>a) Supporting and facilitating generation and sharing of knowledge in the WASH sector</p> <p>b) Research for WASH sector learning; sharing lessons and experiences</p> <p>c) Influencing policies that will reduced impact of climate change and water stress</p> <p>d) provide internal learning on post-conflict and transboundary operations</p>

5.5 Program Geographical Location

This strategy is emphatic about our direction and the geographical locations of our programming. The passion for our theory of change; niche; strategic intent and priorities; districts or counties with major WASH challenges; and the presence of other sector players are key determinants of our programmatic locations. These factors motivated our long-term work in the following geographical locations:

Country	County/District	Core Program Areas
Liberia	Urban Montserrado	Integrated WASH Programme, WASH Governance Programme and Knowledge Management
	River Gee	WASH Service Delivery Programme WASH Governance Programme and Knowledge Management
	Grand Kru	WASH Service Delivery Programme, WASH Governance Programme and Knowledge Management
	Gbarpolu	WASH Service Delivery Programme, WASH Governance Programme and Knowledge Management
	Grand Cape Mount	WASH Service Delivery Programme, WASH Governance Programme and Knowledge Management
Sierra Leone	Urban - Freetown	Integrated WASH Programme, WASH Governance Programme and Knowledge Management
	Urban - Bo	Integrated WASH Programme, WASH Governance Programme and Knowledge Management
	Kailahun	WASH Service Delivery Programme, WASH Governance Programme and Knowledge Management
	Kenema	WASH Service Delivery Programme, WASH Governance Programme and Knowledge Management
	Pujehun	WASH Service Delivery Programme, WASH Governance Programme and Knowledge Management

WaterAid will shift our service delivery, with a focus on generating real ‘on the ground’ evidence through continuous analysis and practices along the Mano River border between Liberia and Sierra Leone. WaterAid will phase-out of Maryland county in Liberia which is sufficiently served by proliferation of service providers including UNICEF and move to Gbarpolu County one of the least served counties with WASH services. In Sierra Leone we will also shift from Bonthe where the local governance and people have been unresponsive to Kailahun District which share greater part of its border with Gbarpolu County in Liberia. In both countries, we will initiate urban programme with a focus on urban sanitation and hygiene, and integrated WASH (in health and education) services.

Partnerships (see annex on partnerships)

Alliance building and partnerships programming remains fundamental to the achievement of our strategic priorities and program goals. The trans-boundary will engage a holistic model of partnership with service providers, CSO and CBOs in WASH programming. We shall create strategic alliances and partnership platforms with both WASH and non-WASH players for pro-poor policy advocacy; and influencing governments to prioritise WASH in National and State agenda. We will support both governments on the development of strong WASH governance structures and increase sector financing for universal access to hygiene and sanitation services safe water supply.

We shall continue our critical engagement in pro-poor policy advocacy and influencing, and service delivery with our service delivery and CSO partners as the centre-piece of our programmatic approaches in the WASH sector. With our catalytic and supporter role, we will continue to enhance capacities of partner organisations and inspire them to assume leadership roles in the campaign for WASH rights of the poor and marginalized people. Our role in shaping WASH sector strategies and policies of both governments will require skilled management of our relationships with them and this in turn, will require the continuity of our leadership role in the sector for the next two to three years.

6. High Level Success Measurement

6.1 Performance Monitoring and Evaluation (PME):

Liberia and Sierra Leone are of a complex operating environment. Therefore, WaterAid’s new program direction of our cross-border initiatives demands the use of evaluation as a crucial tool to inform programming, and enable the country teams make hard choices based on available best evidences. The country teams shall be collecting and analysing information on the outcomes of our programs as a basis for judgments, to improve effectiveness, and/or inform our decisions about WaterAid existing and future programming in both countries.

The trans-boundary programme shall engage on performance management

Key Strategic Actions

- In setting-up a critical M&E foundation for impact assessment and program learning, the trans-boundary programme will recruit highly qualified personnel to be responsible for the management of our in-house databank, while ensuring relevant data are translated into user-friendly documentations for organizational learning.
- The trans-boundary programme will build staff capacity and invest in developing an M&E Conceptual Framework that will support us in developing logical frameworks that lay out pathways to results with critical intermediate points and suggested indicators; provide a mechanism for monitoring, reporting and evaluating program performance to assess results against the target objectives; serve as a tool for the regular identification of lessons learned in implementation and providing space for critical reflection and learning; and provide the mechanism that will allow us to demonstrate results to both governments, donors, partners and allies, as well as communities.
- Country teams will prepare on a yearly basis an inventory of evaluations to be undertaken during the following fiscal year, as well as those completed. In general, programs for evaluation shall follow set timeframes. The trans-boundary programme shall develop log-frames for all active projects, conduct periodic joint monitoring involving our partners and communities as well, provide annual reports of our program performance and document evidence-based best practices and lessons for organizational learning.

(Managing for Results) with a systematic process of monitoring achievements of our WASH programs; collecting and analysing performance data to track progress toward planned results; and using such information in our pro-poor policy advocacy and influencing; while we communicate the results to promote organizational learning with our partners and other stakeholders.

Monitoring of results and evaluation of impact of our programs will be underscored in the next five years. Our Results Framework (FR) presents outcomes of our strategic actions, aligning and building into achievements towards our core outcomes. The framework in this trans-boundary strategy plan (TSP) is showing the hierarchy of outcome indicators with cause-and-effect linkages between the intermediary results and the next level objectives.

6.2 Impact Measurement and Learning:

Our impact assessment and organizational learning approach will be designed to promote the development of knowledge in country offices, and the synthesis of on-the-ground learning to inform WaterAid program design and practice in Liberia and Sierra Leone. The aim is to develop knowledge and document evidence-base practices in order to improve the quality of our WASH programming. The main activities will include piloting new research and evaluation methods; demonstrate evidences with regards to hygiene promotion and environmental sanitation as a pre-condition in securing safe drinking water at household level; mainstreaming WASH in health and learning institutions in order influence their inclusion in national policies; share learning both locally and with WaterAid globally, and educate stakeholders and policy makers; disseminate and spread promising and proven practices, as well as multiplier effects of our trans-boundary initiatives and innovations; and organize trainings, workshops and inter-agency sharing and learning.

Organizational Learning: The trans-boundary programme will promote organizational learning and coordinate best practices to provide space for new initiatives and innovations. Country teams will establish internal data warehouses (databank) to support current and future organizational data requirements; build staff analytical capacity and establish a strong impact assessment and learning office; and facilitate the conduct of program reviews.

Mid-term TSP evaluation: During the planned period, we will conduct a mid-term review of this trans-boundary strategy plan: measuring changes (outcome indicators/results as set in the Result Framework below) attributable to our interventions. This mid-way performance evaluation will determine how the TSP is being implemented; how it is perceived and valued; its relevance, and whether expected results are occurring; and other issues that are pertinent to WaterAid program direction in Liberia and Sierra Leone.

WALS CPS 2016 / 2021 – Annex on Results Framework (RF) for Performance Evaluations

Intermediary Results (IR) 1	Core Outcome 1			Core Outcome 2	Core Outcome 3
	Improved and Sustained Hygiene Behaviours	Increased access to equitable & sustainable sanitation	Improved access to equitable & sustainable safe water	Empowered Citizens demanding Rights and taking collective actions	Strong and committed WASH Governance



Cause - and - effect Linkages for attainment of Core Outcomes	<p>Improved personal hygiene practices</p> <p>Improved household hygiene practices</p> <p>Improved household water and food hygiene practices</p> <p>%age of h/h in which sanitation facilities are by all.</p> <p>Number of schools with latrines that are adapted for physically challenged students & MHM</p>	<p>Improved and sustained personal sanitation behaviours</p> <p>Improved and sustained household waste management</p> <p>Improved and sustained community waste management services</p> <p>Improved sanitation mainstreamed in health and learning institutions. Increased ODF communities</p>	<p>. Increased access to safe water sources</p> <p>Improved household water security</p> <p>Existence of effective tariff regime in municipalities</p> <p>Regular household water treatment</p> <p>Increased awareness on the effects of water-borne diseases</p>	<p>Number of empowered communities demanding their WASH rights</p> <p>Community-led WASH service delivery maintained</p> <p>Number of communities engaging with duty bearers</p> <p>Improved equity in society and awareness of the function of power</p> <p>Improved community livelihood</p>	<p>Improved WASH Governance and Accountability:</p> <p>Increased WASH sector financing</p> <p>Improved coherence WASH sector governance</p> <p>Number of district/county authorities engaged in WASH programming</p> <p>Strengthened capacities of government WASH institutions</p>
	<p>Level of hygiene KAP at in households</p> <p>Number health and hygiene talks conducted at health centres per year</p> <p>Hygiene and family-life education mainstreamed in health and learning institutions</p> <p>Number of communities conducting hygiene monitoring</p>	<p>Reduction in open defecation in communities</p> <p>Increased access and equity to sanitation services</p> <p>Student latrine ratio</p> <p>Number of schools and health centres with user-friendly sanitation facilities</p> <p>%age of population using adequate sanitation facilities</p>	<p>Safe water chain maintained at household level</p> <p>Water point monitoring device fitted on improved water sources</p> <p>Regular water testing at improved sources</p> <p>Student improved water point ratio</p> <p>Increased equitable access to improved water sources</p>	<p>Number of communities demanding WASH rights from service providers</p> <p>Regular Community - led WASH monitoring conducted</p> <p>Number of WASH committees engaged in livelihood enterprises for local fund raising to WASH O&M</p> <p>Community-based water and sanitation artisans trained, equipped and engaged</p>	<p>Number of hard-to-reach communities with equitable access to quality WASH services</p> <p>Improved program quality, learning and documentation</p> <p>Improved sector planning and coordination</p> <p>Increased budgetary allocation & Policy support, National data based developed</p>



<p>Number of people practicing hand washing with soap Number of community-based hygiene and health talks conducted</p> <p>Number of communities covered with hygiene promotion campaigns</p> <p>Community & school health clubs established</p> <p>Public hand washing stations established in strategic locations</p> <p>Increased access to hygiene IEC/BCC materials</p> <p>Hygiene promotion IEC/BCC materials produced and approved</p>	<p>%age of h/h with adequate sanitation whose excreta are safely managed</p> <p>Increased awareness on improved sanitation practices</p> <p>Community-based sanitation monitoring conducted</p> <p>Number of community-based sanitation campaigns conducted</p> <p>Increased access to sanitation IEC/BCC materials</p> <p>Sanitation IEC/BCC materials produced and approved</p>	<p>%age of population using improved drinking water sources</p> <p>Increased access to safe water in small and hard-to-reach communities</p> <p>Increased access to safe water sources in health & learning institutions and communities</p> <p>Reduction in number of dysfunctional water points</p> <p>Effective supply chain for water point maintenance</p> <p>Appropriate improved technology for water point construction</p>	<p>Community-based hygiene promoters trained and engaged</p> <p>Community-based WASH committees established and trained</p> <p>Improved Community participation & ownership of WASH facilities</p> <p>Improved community awareness of rights and responsibilities</p> <p>Improved CBO & CSO partner capacities</p> <p>Effective partnership with CSOs, CBOs and empowered communities</p>	<p>Increased joint Monitoring</p> <p>WASH policies implemented and enforced</p> <p>Improved effectiveness and efficiency among local partners</p> <p>Partners Accountable with effective MIS</p> <p>Responsive private sector</p> <p>Consistent and visible WaterAid sub-regional Profile</p> <p>Improved WaterAid grant portfolio</p>
<p>Pathways of M&E indicators towards the core outcomes - Intermediary Results One (IR1)</p>				

7. Resource and organisational development plan (2 pages max.)

7.1 Organizational Development

The expansion of the programme to a full-fledged programme will require a new structure with clear roles and responsibilities, decision making rights, sound policies and procedures

for implementation and utilization of the organization's resources fit within the global management process. The Transboundary Programme will develop effective IT, HR, Admin and Finance systems and procedures supported by strong internal structures and policies including leadership, ways of working and people to enhance overall organizational performance in line with our aspirations and growth trajectory. Effective leadership of the programme will be achieved by recruiting, retaining and strengthening the Senior Management Team of the programme and support the growth and development of middle management and technical core through a well-organized human capacity development and succession policy and planning process. We will develop policy framework and procedures to guide our ways of working and inform our strategy implementation. These will help to support decision making at the right level and to ensuring that they are efficient and relevant to the new strategy.

This will support change management, organizational learning and high performance country programme teams. We will continue to analyse and manage risk and, maintain strong internal control systems in order to increase our operational efficiency and effectiveness, safeguard our assets and records, and provide reliable financial and programmatic information at all times.

7.1.1 Human Resource Development (HRD):

We have identified capacity and skill gaps, and developed a comprehensive plan as part of the Strategy development process to bridge the gaps. In order to support the execution of our programmatic plan, improvements in our people will focus on enhancing employee ability to manage the paradigm shift and effectively deliver on programme objectives, maintaining the WaterAid values, culture and norm in keeping with our leadership behaviour and performance management systems. We seek to better equip staff members with leadership and people management skills at multiple levels to lead and manage organizational performance. Our human resource strategy will continue to focus on recruiting, and developing highly skilled and motivated individuals to create a diverse and high performing team. Staff motivation and empowerment will be enhanced through an effective people management and capacity development process to develop and retain talents.

7.1.2 The Structure:

Changes in the structure will be made to reflect the new strategic shifts and ways of working to support programme delivery in relation to the growth trajectory of the programme. These will cut across strategic, tactical and operational levels and will include developing leadership, managerial and technical capacities in relevant areas to enhance effective performance. The proposed new structure will be comprised of 4 departments (CR and Governance; People, OD & Administration; Finance & IT; and Programme & Policy) each led by a head of department. Currently the Head of POD is shared with WAG, however the CP shall have a separate POD. The proposed strategy suggests 30 new positions of which 9 exist in the current structure. The 21 vacant positions will be recruited staggeringly over a two-year period beginning with 7 to happen in FY 2016/17 and the remaining 14 will be recruited in year 2.

7.1.3 Communications – a key organizational implication:

Given that people's behaviour change communications is one of our emphases to support the strategic shift, it will be crucial to strengthen our learning, packaging/documentation and communication systems and processes. Therefore, the trans-boundary programme will develop a comprehensive communications strategy that is aligned with the strategic shift. We shall also improve information management including the sharing and flow of information

through appropriate channels and strengthen the close link between program and policy functions in our partnership, advocacy and influencing efforts. Programme and policy staff will identify and document the best practices relevant for dissemination to key stakeholders such as the WaterAid network, government and other service providers, existing and potential donors, the media and other key audiences. Learning (M&E) and communication function will support this link by developing innovative and impactful communication and knowledge products towards achieving our programme and advocacy goals.

7.1.4 Organizational Growth:

Current staff portfolio is not gender balanced especially at the SMT level. Balancing the gender ratios will be our priority effort in the next five years. Given the strategic shift in the trans-boundary programme, both in terms of programmatic approaches and organizational growth, the required skills mix within the organisation will change. We will implement the strategic actions in the following organizational growth framework that will excel us occupy a strategic position in countries as a leading agency in the WASH sectors promoting people's right to safe water, sanitation and hygiene.

7.2 Fund Raising

As a trans-boundary programme, we will build constructive relationships by improving our partnership management, donor retention, compliance and performance for enhanced grant acquisition. We will further ensure timely response in donor communication, and establish integrated management systems to support grant acquisition. Country offices shall ensure efficient project cycle management to maintain our good reputation and donor commitment for continued funding.

Donor landscape is changing in Liberia and Sierra Leone, as major official and humanitarian donors are shifting attention to other emergency prone countries. Also in-line with the Paris Declaration - 'Aid Effectiveness', bi-lateral and multi-lateral donors are directing bulk of their funding to governments. We will scan the donor market and engage on intelligence gathering in consultation with our regional and international office staff to support the trans-boundary resource mobilization efforts. Staff capacity enhancement on vibrant program development will be underscored to generate more revenue from diverse sources - new and existing supporters and donors. We will develop & implement a five-year resource mobilization plans, conduct donor mapping and document findings, produce monthly grants tracking reports and develop relationships with both regional & in-country major donors.

7.2.1 Our Fund Raising Strategy - Grants Business Cycle

Our Major funding sources for WASH programming in Liberia and Sierra Leone are largely limited to bi-lateral and multi-lateral donors. The transnational programme will increase efforts in securing funding from Government agencies, and by developing business partnership with the corporate sector, foundations and philanthropies. We shall implement the following grant business cycle in the next five years:

a) Branding for improved visibility and profiling:

WaterAid Transboundary (Liberia and Sierra Leone) will improve the visibility by engaging on profile building through appropriate use of media to share experiences and best practices by making our work known, while maintaining positive relationships and rootedness within both countries. We shall engage on viral messaging – of our successful high profile initiatives out on to the social networking sites which donors actually want to download rather than feeling

like they're being spammed. We will further conduct project visits for potentially interested major donors in both countries - organising specific trips with targeted donors to run a showcase of our top projects prior to formal negotiations for funding.

b) Intelligent gathering, trend analysis and donor mapping

The transnational programme will create systems and function (Fund Raising & Grants Manager) to engage on national, regional and international intelligence gathering on major official donors, corporate sector and philanthropies. We will conduct a detailed analysis of donor landscape and identify those that WaterAid could partner with for 3-5 years.

c) Lobbying and advocacy:

We will promote regional/sub-regional dialogue and understanding on people's right to WASH in both Liberia and Sierra Leone with the aim of increasing corporate/private investment in the sector. This will be followed by soliciting funding of sub-regional (Mano River) from donor institutions.

d) Engaging Philanthropy, corporate donors and governments

Approach major donor individuals are becoming a major method of fundraising around the world. We will identify and develop a portfolio of potential donor individuals and carefully engage them for funding programmes of their interest. The transnational programme will further engage interested multi-national mining companies/corporations, Foundations and governments of Liberia and Sierra Leone for funding WASH programmes through its partners.

e) Information, communications and liaison

The Country offices will create a data base of the country profile for good proposal development and generation to be managed by and the Fund Raising Grants Function. We will develop flyers and publicize our core activities and uniqueness, inform the target audience of our niche competences and success stories in Liberia and Sierra Leone; and to strengthen our public relations activities. We shall establish a network with the local media, in order to obtain and exchange accurate and updated information about the transnational programme. Also establish internet connectivity with our partners by keeping them updated of all WaterAid's programme activities, changes, challenges and initiatives.

f) Professional grant management:

The transnational programme will maintain a grand style of grant management process as follows:

- i) Offer to the donor a highly professional and cost effective option
- ii) Implement high quality work at a competitive price
- iii) Keep existing donors happy to fund us and
- iv) Report to the donors in a first rate manner (narrative and financial reports)
- v) Publicize our good work through Public Relations.

7.2.2 Funding Sources:

In the long term, the trans-boundary programme will pursue a grant portfolio that explores and maximize all funding sources to enable us secure a more balanced funding mixed from donors (60%), government (30%) and private sector sources (10%). We will solicit funding from three sources:

a) Unrestricted Pool: Funds sourced from unrestricted revenue raised for the overall organization and/or direct funding to support the activities outlined in the strategy, as well as leverage donor funding.

b) Donor Funding: We shall establish a strong fund raising and grant management function that will explore donor funding with innovative proposals.

c) New Moneys: Funds generated from private companies, foundations and government contracts through in-country fund raising efforts.

Summary of Projected Costs

There are two key drivers of our ability to fulfil this TSP -- program (service delivery and WASH Governance) and revenue generation. As such, these two areas will receive the highest proportion of planned investment through the strategy. It is our intention to prioritize spending in order to ensure that 85% of our revenue is invested in programs. Additional investments in capacity building, partnership and service delivery overheads will result from increased restricted and unrestricted revenue that we will realize during this plan period. We will also underscore the importance of strengthening organizational capacity that will enable us to effectively and efficiently run our business. Therefore, significant spending will be focused on increasing capacity with new competencies, systems development and trans-boundary visibility.

7.2.2 Budget

Five years' budget for Liberia – WLR is estimated at £6,210,408 while for Sierra Leone at £ 5,724,194.

Annexes

- *Log frame, your one-stop reference that covers the entire strategy – purpose (strategic intent) strategic objectives and your measures of success*
- *Risk management plan*
- *Partnerships*
- *Detailed 5 Years Budgets.*