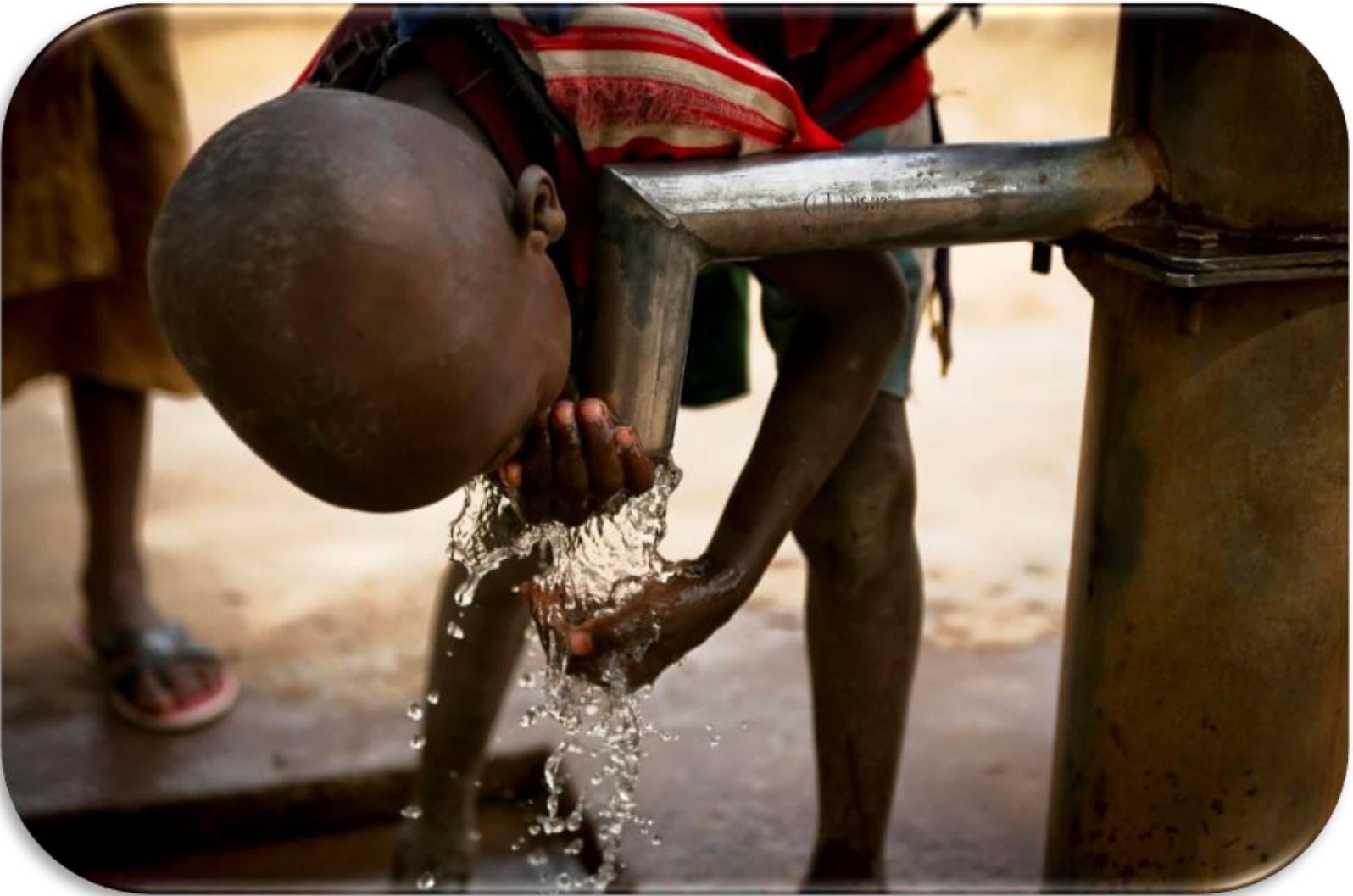


WaterAid Mali

Country Programme Strategy- 2016-2021



March 2016

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Acronyms and abbreviations

WASH	Water, Sanitation and Hygiene
CLTS	Community Led Total Sanitation
ECOWAS	Economic Community of West African States
CREE	Water and Electricity Regulation Board
DNACPN	Sanitation, pollution and nuisance control Directorate
HCCT	LG high council
LMDGI	Local Millennium Development Goal Initiative
SDG	Sustainable Development Goals
PROSEA	National Water and Sanitation Programme
PTF	Financial and technical partners
CPS	Country Programme Strategy
SOMAPEP	Mali water asset holding company
SOMAGEP	Safe water management company
UEMOA	West Africa Monetary and Economic Union
NGO	Non Governmental Organisation
INGO	International NGP
SWA	Water and Sanitation for All
ICT	Information and Communication Technologies
WAM	WaterAid Mali

Executive summary

Notwithstanding the significant progress reflected among others by the 7.2 economic growth in 2014 in Mali, access to safe water and sanitation remains a concern for a large number of people in this country. The respective 62% and 22% access rate to water and sanitation are below the initial targets set in the MDG. Yet, Mali has signed the SDG and committed to achieving universal access to water and sanitation.

A combination of human, political, environmental and institutional factors accounts for this poor sector performance in Mali. A number of key sector blockages include, but are not limited to the following: low capacity of stakeholders; inadequate integration of equity and inclusion issues in policies and programmes; poor hygiene practices/behaviours; inadequate integration of WASH in other social sectors. Also, factor like population growth, insecurity, rampant armed conflicts, environment degradation add to the existing pressure on water resources and ultimately impact people, communities, economies and eco systems.

This Country Programme strategy has been developed as a way of addressing the above depicted situation and based not only on findings from the political economy research but also learning from previous CP strategy. The new 5 year CP strategy aims to essentially achieve the right of access to water and sanitation for the poorest and most marginalised through inclusive and sustainable access to WASH services and also improve social sector indicators by ensuring effective integration of WASH in education and health sectors. The ultimate goal is to transform the lives of people and contribute to the 2030 agenda and this will be possible through WASH sector strengthening, reducing inequalities, increased investments for WASH in other sectors and good hygiene practices/behaviours. To this effect, WAM will focus on strengthening the national systems, promoting multi sector partnerships, using action research and innovation while building on lessons learnt from previous strategies. The following four strategic objectives underpin the above goal:

- ✦ **We will contribute to reducing inequality of access to WASH through Rights-Based Approach**
- ✦ **We will help in building stakeholders' institutional, organisational and technical capacities and improving systems/ models needed to deliver sustainable WASH services using a DWA approach.**
- ✦ **We will contribute to integrating water, sanitation and hygiene in other development sectors like education, health, environment, food security by developing better targeted partnerships**
- ✦ **We will contribute to the design and implementation of programmes which drive behaviour change through good hygiene practices**

The CP will apply the following approaches as part of the strategy implementation:

- District Wide Approach: will help us to stay focused, improve use of funds, create a better multi stakeholder framework, develop designs and technologies and work with other sectors towards bringing about the total transformation of the selected district. In a district context, WAM will position itself as a facilitator/catalyst, a broker on learning and knowledge management, act as a change agent. The CP investments will look at

achieving great impact while building on learning from LMDGI and the Regional Learning Centre.

- Rights Based Approach: WAM will carry out an in depth analysis on the underlying causes of inequalities in order to improve the supply and demand side of WASH. WAM will support citizens' engagement (accountability framework, citizen sensitive budgeting) by strengthening the role of CSO, media and parliamentarians.
- Communication for behaviour change: building on action/research and formative training, WAM will apply a series of hygiene promotion approaches. To this effects, partnership will be developed with companies having expertise on social art but also with groups of traditional communicators or story tellers social communication experts, universities, research institutions..
- WRM, climate change, multiple use and resilience: designs of the WAM programmes will build on IWRM principles and approaches. The CP will be based on the ongoing experience of the RLC/Community Water Resources Management but also learning gathered from post crisis WASH service delivery.

At all levels –choice of technology options/designs, stakeholders mobilisation, use of approaches, WaterAid Mali will ensure that particular attention is given to cross cutting issues such as gender, inclusion, conflict prevention and management. Targeted partnerships will be strengthened with the private sector towards local economy development/improvement and sustainable services.

The 2016-2021 country strategy aims to support **526 383 people in Kati, Bla, Koro, Ansongo and Bamako district with an overall five year budget of 14 .6 billion XOF of which 3. 9 billion are restricted and an annual financial gap worth 2. 1 billionXOF.** The CP has set to raise 50 % of funding gap (i.e., 1 billion XOF) working with 29 members of staff. WaterAid Mali has identified and reviewed the risks likely to impact the implementation of this strategy and designed a mitigation plan to this effect.

1. Context analysis

Global and sub regional

Even though they are recognized as human rights, the water and sanitation crisis remains a challenging reality¹. Progress towards the MDGs is not enough, especially in the low income countries. To address this issue, the process used in developing and agreeing the new development framework has seriously considered the sustainable access to adequate water and sanitation services. This is reflected through goal 6 of the SDGs. WaterAid 2015-2020 global strategy also builds on this context with an organisational vision of “universal access to water and sanitation by 2030”.

In the West Africa Region, African leadership has increased their commitments to quickly complete the MDGs and engage in the recently approved SDGs. So in addition to the SWA commitments, AfricaSan 4 has come up with the Ngor declaration which targets universal access to adequate hygiene and sanitation by year 2030. The sub region is also marked by a number of other factors including : a change in the geo politics whereby the BRICS countries² play a critical role in African economies, rapid urbanisation, a large population of youth, security issues, high inflation due to changing exchange rates and fall in the price of raw materials, increased inequalities, an increasingly active private sector, an emerging civil society, wider spread and use of ICT, professional media, strong vulnerability to climate change and fragile political institutions. Such is the context in which both the WaterAid Pan-Africa Programme and WaterAid West Africa region will have to operate.

National

Landlocked with no access to sea, Mali shares borders with seven countries. The country has a population of about **17.1 million people**³ and a land mass of **1 241 238 km²**. Notwithstanding the significant progress reflected among others by the 7.2 economic growth in 2014 in Mali, access to safe water and sanitation remains a concern for a large number of people in this country.

Political and administration: since independence, the country has experienced several reforms, of which decentralisation is the major one. A review of the crisis faced by Mali since 2012 highlights the critical role of governance in this. Thinking about the direct and indirect linkages between good governance and the social and political crisis goes beyond establishing institutions and embraces how these perform. The most critical issue which raises discussions and concerns is participation in, that is, being included in public development. The new decentralization –using regions as units is in line with this. Indeed ‘regionalisation’ offers new opportunities for greater community participation to public life.

¹ 650 million people in the world lack access to safe water and 1 in one person lives without access to a decent toilet.

² BRICS: Brazil, India, Chile and South Africa

³ <http://www.banquemondiale.org/fr/country/mali>

Population: Mali faces a lot of challenges with its 3.6% population growth and fertility rate of 6.1 children per woman. The youth represents 69% of the population but have very limited access to good education and jobs. Gender inequity is real as only 4 in 6 young girls are schooled and this brings about immigration and rural exodus.

Economy: Mali is one of the poorest countries worldwide with a GDP of 12.07 billion USD in 2014 and per capita income of 648 USD per year (2013)⁴. Agriculture takes 35% of this GDP and represents 80% of livelihoods. Business environment is not highly competitive⁵ and the economy remains heavily dependent on climate change. Despite the high potential provided by agriculture, livestock breeding and fishing, Mali economy is challenged by its population, inadequate training and production means, low capacity of civil society, inadequacy of public policies.

Social: In Mali, the religious, ethnical and cultural cross fertilisation has long maintained the diversity and unity which the recent political and institutional crisis unfortunately put into jeopardy by breaking the social cohesion between certain groups, especially in the North. This social cohesion is also threatened by an inadequate political culture and immature democracy. Inequities linked to gender and geographic location remains a big issue which deserves serious attention to ensure consistent and sustainable development.

Legal: Mali has adopted a significant number of legal international instruments, implementation of which is sometimes challenging in this particular context. Unfortunately, the civil society is yet to have able the capacity required monitoring and engaging citizens' to take action.

Technology: like many other African countries, Mali has made remarkable progress. For instance, the number of mobile phone users has grown from 3000 in 1997 to 11.3 million in 2012⁶. Despite the inadequacy of basic infrastructure including energy and roads, this digital development provides opportunities for improving awareness raising, monitoring and evaluation towards behaviour change.

Human development: over the last decade, i.e., 2001 to 2010, poverty level has fallen from 55.6% to 43.6%. However, the 2012 food crisis, combined with the political and institutional crisis have negatively impacted the living conditions of people and increased the poverty rate to 45%⁷. The last human development report establishes that with its 0.419, Mali holds the 179th position out of 188 countries⁸. Security and improved livelihoods are the core issues affecting the country human development process.

⁴ <http://www.populationdata.net/index2.php?option=pays&pid=131&nom=mali>

⁵ The 2015 World Bank report indicates that Mali holds the 149th position in 89 countries considered for « *Doing Business* ».

⁶ Observatoire de Téléphonie Mobile d'Afrique Sub-Saharienne 2012 de la SMA.

⁷ <http://www.worldbank.org/en/country/mali/overview>

⁸ PNUD, 2015, Rapport sur le développement humain 2015, « Le travail au service du développement humain 2015 ».

On the water, hygiene and sanitation sector, government has put in a lot of efforts which remain insufficient. Indeed, though the sector sits as a priority in the country poverty reduction Paper (CSCR 2012-2017), it is yet to receive the financial resources it needs. In addition to the government inability to meet its SWA commitments, the sector has its own challenges including: availability of quality human resources, erratic sector performance, unreliable data, poor coordination, unstable sector institutions and ineffective transfer of resources to Local Governments. SDGs provide an opportunity for reviewing the national water and sanitation Programme so that some of the issues raised above can be addressed.

The internal assessment of the CP has shown that WaterAid Mali is credible organisation with high visibility. The CP has been successful in maintaining the effectiveness of organisation, particularly in a country afflicted by political, institutional and institutional crisis. The following challenges have been highlighted: inadequate integration of institutional elements in the partnership frameworks; inadequate integration between programmes and advocacy; broad geographic and thematic coverage, unclear statements in the changes desired and lack of systematic and effective approach to knowledge management.

WaterAid Mali has developed this CP strategy to address the above challenges and concerns but by building on the analysis of the political economy of the country, recommendations from the review of 2010-2015 CP strategy, learning from our previous work. This new CP strategy focuses on a number of principles which include, inclusion of particularly the most vulnerable, participation, empowerment and cross sector approaches.

WaterAid response through the CP strategy builds on the assumption that as a human right, the access to water and sanitation can contribute to gradual achievement of cultural, social and economic rights.



2. Country Programme focus – role and positioning

As part of the internal context analysis, WaterAid Mali has reviewed a number of documents, learning from the 2010-2015 strategy. The CP team has also made some internal reflections which were completed by those of our partners' opinions.

The review has focused on the following areas: organisational effectiveness, programmatic approach, partnership, sector visibility and influencing. These areas were assessed to highlight strengths and weaknesses, building on evidence from what we learnt from the Strategy 2010-15 but also opportunities of the new strategy.

Organisational effectiveness

When the 2010-2015 strategy was being implemented, the organisational context was marked by a new structure in place, increased investments into organisational capacity of WAM staff and partners but also a control over financing. While these achievements are worthwhile, there is a number of gaps including but not limited to: planning, MPB development where the second and third quarter plans were inconsistent, global level documents were inadequately customized, follow up of recommendations made at regional and national meetings.

Programmatic approach

The current strategy has seen implementation of the programmatic approach through an in-depth context analysis, innovations in delivering services –e.g., combining CLTS and WASH in schools) and designing technologies –e.g. DAMU seat and urinals. All this work was supported by stakeholder capacity building and advocacy for scale up purposes. However, despite the availability of improved planning, M&E tools jointly developed, programme/advocacy integration needed more attention. Building on sharper sector analysis, there is need to continue improving upon the development of change objectives as well as the follow up of impact indicators.

Partnerships

WASH service delivery was done in compliance with the decentralization framework of Mali where Local Government (LG) is at the heart of local development. The work was to build local authorities' capacity in managing their local projects/programmes and this was achieved through a) direct partnership arrangement with LGs and b) indirect partnership with NGO and CSOs. Our formal partnership with a few sector stakeholders such as DNACPN, SOMAPEP, parliamentarians ; network for WASH, HCCT was useful in creating and strengthening collaboration within the sector and with other sectors such as education and health. But the analysis has revealed the following weaknesses: working with the private sector and research institutions; lack of a shared vision of partnership; other challenges relate exclusively to our work with LGs and include the administrative procedures which delay disbursement of funds, poor management which both lead to underspend.

Sector visibility and influencing

Seen more as a technical than financial partner, WaterAid's visibility and influencing in the sector are critical in achieving organisational objectives. This influence is reflected in many ways: active participation in developing the SWA engagements, in inputting frameworks and suggesting mechanisms for sector performance –e.g., annual sector reviews, monitoring committee of national W&S programme. The Governance and Transparency programme has helped the CP and partners to engage more with the public authorities to: ensure effectiveness of the right of access; start reviewing the national sanitation policy, include the right of access to WASH as a component of the local and national level accountability frameworks. All above mentioned efforts have contributed to increased WaterAid Mali's visibility, credibility and position in the WASH sector.

The following areas need improvement for a greater visibility of WaterAid:

- ↪ *Sharing documentation ;*
- ↪ *Improving national policies to ensure vulnerable groups' needs are catered for.*

We have built upon the findings of the various reviews and decided to apply the «**District Wide Approach**» which consists in working in a specific geographic area to promote an enabling environment for systems required to bring about sustainable change.

WA Mali: Role and Expectations

Given the above context and needs, WA Mali sees the following as the key elements of its contribution to bringing about the desired change in the WASH sector of the country. In such a fragile context, it is relevant that WAM works with its partners to keep delivering direct services both in communities and institutions- mainly in schools and health. Sustainability and sanitation will be given a particular focus, especially in terms of ending open defecation practices. The CP work will focus on rural and peri urban setting. On governance, the sector lacks key competences even though a clear institutional set-up exists. The hygiene sub sector will be particularly supported to have a national policy. The government's leadership and coordination efforts are always thwarted by the fact that sector is fragmented between different ministries. WaterAid and partners will advocate to ensure a better integration and operation of the local consultation frameworks. Support in terms of fundraising and local project management will also be provided to the new stakeholders in place, i.e., regions as part of the decentralisation policy. Sector financing is confronted with challenges such as fundraising, budget allocation and use. Therefore, the CP will continue investing on sector strengthening and step up its efforts. The CP will also invest in action research for new innovative funding approaches of the sector. Also, the local and national level CSOs need support to fully play their monitoring role as well as citizens awareness raising. WaterAid will continue supporting stakeholders from the

civil society to amplify the voice of citizens/right holders. CSO will actively involve in monitoring the engagements made by government as part of the SDGs and will regularly share updates on the implementation level. Five years after implementing the SDGs, a shadow report will be produced by the civil society.

WaterAid work will consider the unstable political and economic situation. The programme design and implementation will integrate regular context analysis. The implications of inflation and increase of input price will be reflected in the annual reforecast of the CP operational plan. Security and political contexts will inform our systems and processes on a regular basis. WaterAid Mali will continue strengthening its relations with security workers as well as humanitarians to be regularly have access to useful information and intelligence on security.

Finally, the CP category calls for the following: a clear and long term commitment to deliver sustainable and inclusive WASH services; intensive advocacy efforts; increased strategic investments; a better targeted partnership and development of designs and approaches to be scaled up by other stakeholders.

3. Theory of change

In developing this strategy, WaterAid and partners have listed the following enablers as critical to ensuring effective implementation.

Leadership

Achieving universal access requires a number of things including the critical role of central and local governments who should prioritise WASH by a) providing human and financial resources but also developing consistent policies/ plans and b) deliberately targeting vulnerable groups. Unless decision makers are strongly committed and display long-term willingness, no sustainable change is possible in the systems and processes to lead to fulfillment of right of access to WASH as a human right.

Integration

One of the success indicators is having a consistent and integrated WASH delivery system in other basic sectors (including education and health) that can be adopted by other sector stakeholders. This integration will help in creating a new partnership approach built upon the various stakeholders' distinctive skills and improving community health and livelihoods. Other stakeholders, including the private sector will play a more active role in sector financing and in designing technologies. Integration will allow space for dialogue, learning and sharing among stakeholders.

This integration will be strengthened with specific WASH indicators developed and included in the health and education information systems.

Governance

For a performing and credible WASH sector, we need effective and transparent management of resources and improved accountability from the various stakeholders. Good governance also helps in reconciling the multiple uses of water, in a better functionality of consultation frameworks and in establishing accountability and responsiveness mechanisms between rights holders and duty bearers. Monitoring of the sector performance and regional and global commitments provides an opportunity for accountability and continuous improvement of our work. Other opportunities for improving WASH sector governance include initiatives like the national water and sanitation accounts, national water information system called SNIE, creation of a sanitation database.

Sustainability

Universal access heavily lies on the stakeholders' capacity to address the sustainability issue through innovative technologies, knowledge management on the quantity and quality of water resources, enhanced community resilience to climate change and variability. In Mali, the review of the water and sanitation Programme (PROSEA 2) provides an opportunity for deepening sustainability issues. Action research, building the implementation capacity of stakeholders, facilitation of learning platforms, communication for behavior change, advocacy and influencing are all critical aspects to make this happen.

Citizen Engagement

The fulfillment of the right of access to WASH requires responsible citizens who are involved and committed to claim their rights to equitable and sustainable WASH services. Through various platforms including associations, CSOs networks, the right holders will demand their rights in a legitimate and nonviolent manner and call duty bearers to account and this will improve the quality of water and sanitation services delivered by the water utilities. In discharging their duties, citizens will contribute to the maintenance of services and facilities through local governance mechanisms. Citizens or community members are also important in facilitating take up of good hygiene practices, their dissemination and continuous improvement through peer education.

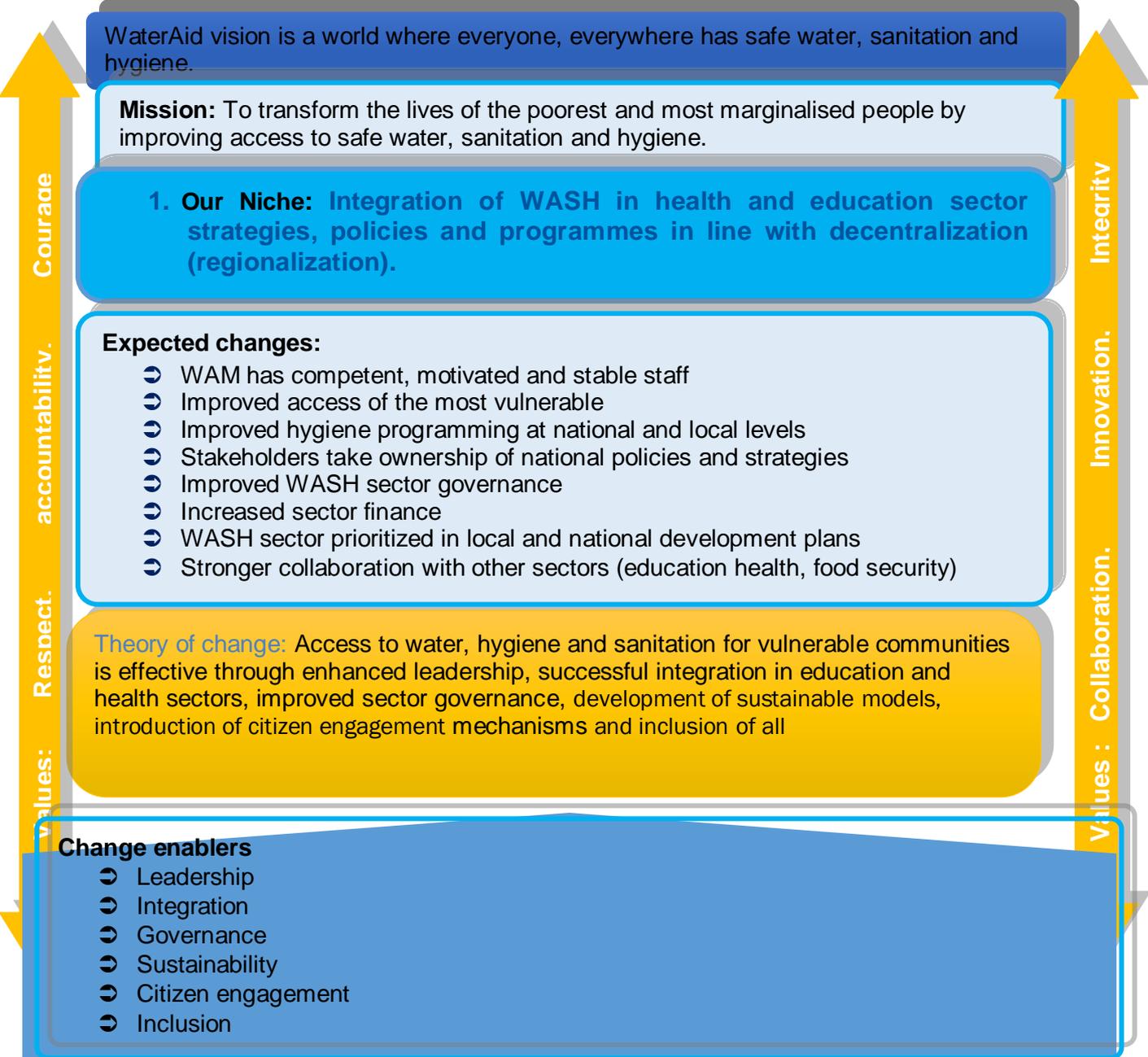
Inclusion

Achieving WaterAid strategy will require strong capacity in designing and implementing inclusive programmes and approaches. Inclusion is a key success indicator, especially in a country with strong disparities and gender inequality, inadequate integration of people with disabilities in technology designs, high variability of natural conditions and water resources. Inclusion implies ensuring that

WASH services are physically accessible, financially affordable and efficient over time. Inclusion also involves active participation of vulnerable groups identifying solutions to their needs.

Below is the Country Programme theory of change which builds on the organizational vision, mission and values:

WAM Theory of Change 2016-2021 CPS



4. Strategic Objectives

WaterAid is committed to working with others to drive transformational change through delivery of sustainable WASH services and behavior change in a "district wide approach" **by 2021**. Our strategic goals are closely linked, complement one another and contribute to the four (04) global aims with the ultimate goal of ***safe water, sanitation and hygiene for everyone and everywhere by 2030***.

Strategic objectives	Performance tools (sources of verification)
We will help build stakeholders' institutional, organizational and technical capacities and improve the systems/ models towards delivery of sustainable WASH services using a DWA approach	<ul style="list-style-type: none"> ➤ The country databases show improved access rates of the most vulnerable people to sustainable WASH in our intervention areas. ➤ PIMS show better functionality of WASH facilities in our intervention areas. ➤ Sector review report
We will contribute to the design and implementation of policies and programmes that drive behavior change through good hygiene practices	<ul style="list-style-type: none"> ➤ Impact assessment report shows improved % of communities displaying good hygiene behaviors by 2020. ➤ The programme impact assessment report shows less diarrheal diseases in our intervention areas. ➤ The KAP studies indicate increased adoption hand washing with soap at critical periods. ➤ Partner reports show community awareness and knowledge on safe practices in our intervention areas.
We will help reduce unequal access to WASH through implementation of the Rights-Based Approach	<ul style="list-style-type: none"> ➤ PIMS and impact assessment reports show improved access of vulnerable groups -women, youth and people with disabilities to WASH.
We will contribute to mainstreaming WASH in other development sectors like education, health, environment, food security by developing specific and well targeted partnerships	<ul style="list-style-type: none"> ➤ The impact assessment report shows a better integration of WASH in education and health policies and programmes.

Below is shown the close relationship between objectives, strategic aims and priorities:

Global Aim: Reduce inequalities

We will tackle and challenge inequalities that prevent the poorest and most marginalized people from fulfilling their right to WASH

WAM strategic Objective:

We will contribute to reducing inequality of access to WASH through Rights-Based Approach

Priorities: ■ Create an enabling environment ■ Develop and scale up inclusive models, systems and approaches ■ Build stakeholders capacities on inequalities, gender and rights of access.

Global Aim: strengthen the delivery of sustainable services

We will support governments and service providers to strengthen the systems and capabilities required to deliver sustainable water, Sanitation and hygiene services.

WAM strategic Objective :

We will help in building stakeholders' institutional, organisational and technical capacities and improving systems/ models needed to deliver sustainable WASH services using a DWA approach.

Priorities: ■ Develop sustainable models and approaches; ■ local project management; ■ Organisational effectiveness for WAM & partners; ■ IWRM and climate change; ■ develop coordination mechanisms, ■ Monitoring, Evaluation and accountability systems

Global Aim: Integrate WASH in sustainable development

We will work with others to develop plans and activities that accelerate change by integrating water, sanitation and hygiene into sustainable development agenda.

WAM strategic Objective:

We will contribute to integrating water, sanitation and hygiene in other development sectors like education and health.

Priorities: ■ work in schools and health centres; ■ Multiple uses of water and food security; ■ WASH and food security; ■ Work with academic institutions, private sector and CSO accordingly:
■ Advocacy, campaign and influencing

Global Aim: Improve hygiene behaviours

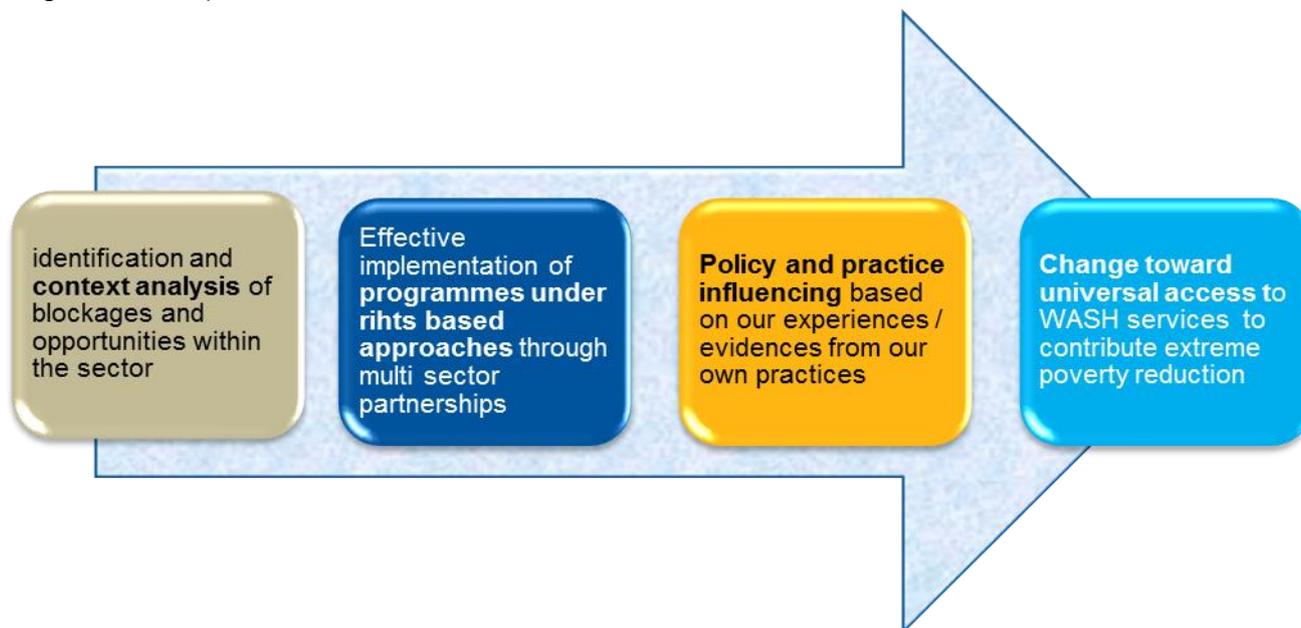
We will positively influence hygiene behaviour to maximise the benefits of access to safe water and sanitation.

WAM strategic Objective:

We will contribute to the design and implementation of programmes which drive behaviour change through good hygiene practices

Priorities: ■ Menstrual hygiene Management; ■ Action research; ■ Learning; ■ policy and strategy influencing / Communication for behaviour change

To drive change required towards achieving universal access, our programmatic approach stand on three (03) pillars: context analysis, service delivery following a "District-Wide Approach", use models and evidence from our work to influence policies/ practices. (See diagram below).



The approach is based on a critical and ongoing context analysis that informs all our work. Our programmes will be implemented using a Rights-Based Approach which encapsulates service delivery, advocacy and capacity building. Learning and knowledge management will enhance the credibility and legitimacy of our influencing work. As part of programme implementation, consistency between national and local levels will be strengthened by using the available coordination and communication frameworks.

The framework is summarized in the table below:

Table : *Review framework*

Level	Local	National	International
Stakeholders/ Targets	Users, rights holders	Services providers, Decision makers, State, CSOs, Private sector	International Institutions
Issues to be addressed	Ownership of policies, participation and needs of the most marginalised, Practices, Human rights	Policies/ Strategies, Accountability/ Governance, Capacities/ skills, Economy, Financing, Partnership	International Agenda, Aid and sector supports

Below are approaches WAM will apply to implement this strategy:

- **District Wide Approach:** will allow being focused, using better the resources, creating a multi-stakeholder framework, designing models and technologies and promoting integration. Given the socio economic context of Mali, the CP will position itself as a facilitator, a ‘broker’ on learning and knowledge management and a change agent. Our investments will aim at greater impact while building on lessons learned with the Regional Learning Centre and under LMDGI.
- **Human Rights Based Approach:** WAM will develop a thorough analysis of the causes of inequalities in order to improve the demand and supply sides in WASH. We will support citizen to participate (citizen budget, citizen jury, accountability forum) through stronger roles of civil society networks, parliamentarians and the media.
- **Communication for Behavior Change:** with the formative assessments and action - research on hygiene behavior factors, WAM will develop and implement a range of hygiene promotion approaches. To this effect, we will partner with companies with expertise on social art, groups of groups of traditional communicators/story tellers, organizations expert in social communication and universities / research centers.
- **IWRM, climate change (adaptation and resilience), multiple uses of water resources:** WAM will design its programmes based on WRM principles and approaches. The CP will tap into the existing experiences on community water resources management by the Regional Learning Centre but also learning from the post-crisis WASH project.

The following shifts are required to achieve the desired changes:

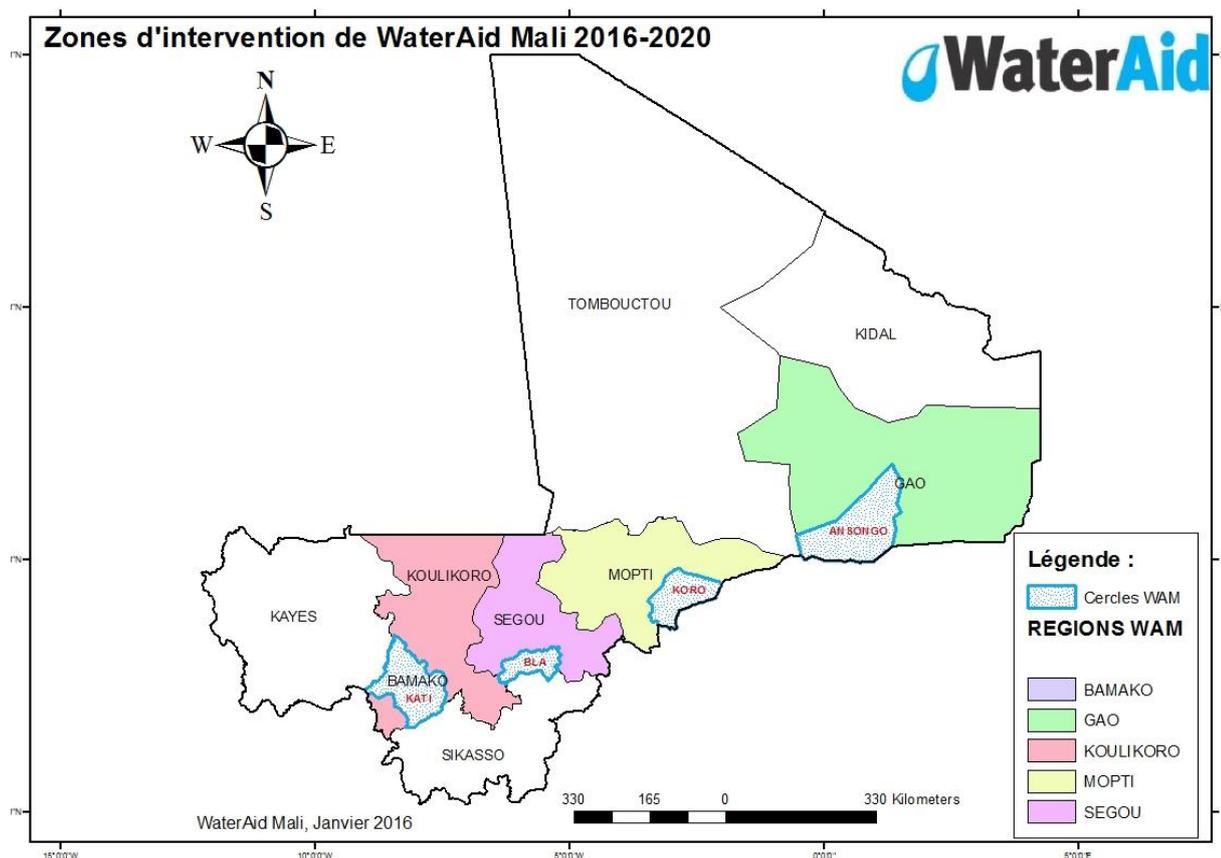
Areas	Key shifts
Sustainable service delivery	<ul style="list-style-type: none"> • Implement the Rights-Based Approach; • Implement District Wide Approach; • Better mainstreaming of water security in programme designs; • Scale up waste management pilot project in urban areas • Promote hygiene through communication for behavior Change combined with social art; • Initiate cross-border programmes with the Sahel countries; • Increased local and diaspora fundraising
Partnerhips	<ul style="list-style-type: none"> • Diversified and strategic partnerships based on shared vision, respect, equality and mutual reinforcement • Work with the private sector and research institutions • Developing and rolling out a partnership capacity development plan
Advocacy	<ul style="list-style-type: none"> • Strengthen the policy and practice linkages; • Integrate WASH strategies and plans in education and health sectors; • Ensure linkages between local government and national government on sector performance management
Capacity building	<ul style="list-style-type: none"> • Domestic resource mobilization (Diaspora, local leaders); • Local level M&E using ICTs (new information technologies) • Improve sector planning and performance monitoring (regional consultation frameworks extended to education and health stakeholders)

Finally, the following five programmes will be implemented to support the country strategy:

- **«Organisational Effectiveness»** programme aims to enhance WAM operational efficiency through support for creating an enabling framework. In particular, it will consist of strengthening the management and technical capacities of the team to implement the strategy with regards to the key shifts mentioned above.
- **«Influencing and sector strengthening»**. This cross cutting programme will focus on the following: strengthen project ownership while integrating the new 'regionalization' context; support the development of SDG framework; develop innovative financing mechanisms which involve the private sector; strengthen the sustainability framework; engage stakeholders around local and regional consultation frameworks, knowledge management, promote equity and inclusion. Finally "Healthy Start" campaign will continue.
- **The “rural programme”** will be implemented through the "District-Wide Approach" and contribute to the resilience of communities. A package of activities will be carried out: introducing WASH in communities and institutions including schools and health centers, supporting local planning, menstrual hygiene management in schools, managing water chain, sanitation marketing, CLTS scale up, strengthening the capacity of communities on risk management. This program will also address IWRM and the issue of multiple uses of water in communities.
- **The urban programme** primarily targets the service delivery in peri-urban through other activities include: support to domestic fund raising, promoting pro-poor approaches, strengthen governance and the integrated management of solid waste. ITC will be used to develop technology solutions which will improve governance by strengthening public trust in the central and local governments.
- **Cross-border programme:** as Mali shares borders with 7 countries, there is a lot of movement of people and goods between them. WaterAid Mali will base on this geographical position to build resilience by carrying out development work, providing humanitarian assistance to conflict prone people and those vulnerable to epidemics and various shocks resulting from climate change and variability. This programme will include work on nomadism, post-conflict management and strengthening the health system. These country borders also offer alliance building opportunities to strengthen influencing and learning. It will also look at partnerships with research institutions and private operators working beyond Mali and in one of the seven other countries.

Proposed programming by geography (urban/ rural) is based on our current analysis and more recently drafted Urban Strategy Paper. The analysis has shown the urban / rural divide as a key determinant for inequality in relation to access to WASH. However this could change depending on learning and potential changes in the context. When and if that happens the CP will adjust its programming accordingly.

5. Areas covered by Country Programme



The District Wide Approach will be applied in rural areas while also focusing on management of solid waste in urban areas. The CP will continue its work in Bamako district and four regions including Ségou, Mopti, Koulikoro and Gao respectively located in the circles of Bla, Koro, Kati and Ansongo, Three major criteria were applied to select these areas: poverty profile as stated by national statistics which provide that over 70% people living in rural areas are poor); low water and sanitation coverage especially in rural; few NGOs working in the WASH sector.

6. Success indicators and measures

The M&E framework provides useful methods to determine whether the strategy is achieving the expected outcomes. Learning from the midterm and final evaluations will be used to improve the CP intervention strategy. Besides, the CP will learn from its work and get funding.

The table in Appendix 1 summarizes the logical framework components including: outcome indicators, source of verification, data collection method, frequency of collection and responsibilities.

7. Human resources and organizational development plan

The Goals and objectives set out in this new CPS calls for a review of our HR planning and structure, including acquiring new skills. With support from the Regional People Lead this review was conducted. This helped take stock of the skills and capacities, identify the gaps and suggest options for filling the gaps. The options included recruitment, capacity building through either support from WAWA, other CPs and UK team, or specific targeted partnership with external stakeholders. However, as the CP was still in the process of finalizing the recruitment of the Head of People and Organizational Development the exercise was not completed. In order to come up with a final HR strategy, plan and structure, we intend to use the first year of implementation to do a thorough review of the current structure and adapt the structure to the strategic demands and shifts. This exercise will be led by the Head of People and Organizational Development with support from CR, Regional People Lead and CP SMT.

The current plan is as follows:

Table 7: HR plan

2016-2021	2016/17	2017/18	2018/19	2019/20	2020/21
Low case	29	29	29	29	29
High case	29	30	31	32	33

To be competitive, WAM will consider creating an enabling environment in line with our organisational values. Therefore the CP will maintain and improve the existing benefits such as the social security scheme and the health insurance for staff and their respective. In addition the CP will conduct annual pay reviews and performance increases consistent with global policy.

8. Financial resources

Table 8: Five-year budget plan

WAM five year budget plan						
CPOP 2016-2021	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
Low case	2 474 605 000	2 612 920 000	2 874 939 000	3 163 930 000	3 481 972 000	14 608 366 000
High case	2 974 542 000	3 242 892 000	3 547 927 000	3 882 575 000	4 247 780 000	17 895 716 000

To support this growth, WAM will develop a fundraising strategy to support the CPS. This will draw on the analysis of the funding landscape, the capacity of the country team, available support and potential partnerships.

9. Appendices

Appendix 1: Summarized Logical Framework

Logical framework	Indicators	Sources of verification	Data collection method	How often?	Responsibility
LONG TERM OUTCOMES					
Living conditions of people on areas where we work have improved as a result of our sustainable and adequate WASH services	Extent to which people's living conditions have improved in 2020 as a result of access to WASH. 526 383 people with sustainable access to WASH	Impact evaluation report	Baseline studies Impact assessment of the samples in areas where we work Summary of annual reports	Once, at the beginning of strategy	WAM
	Access rate to safe water sanitation and hygiene (quality, distance, cost, quantity, inclusion)	Report on accessibility audit/survey	Household surveys on samples	Twice : mid-term and final	Partner NGOs
	Diarrhea prevalence	Report of the CP evaluation	Evaluation	Twice: mid-term and final	CS Réf.

Strategic Objective: We will contribute to reducing inequality of access to WASH through Rights-Based Approach

MEDIUM TERM OUTCOMES

Partners including communities, NGOs, LGs have ownership of the national policies and strategies	Extent to which national policies and strategies are known to partners	Study report	Systematic research on knowledge level of policies and strategies.	Twice in year 3 and at the end of the strategy	Partners
Citizens claim their rights of access to WASH	% LGs holding public hearings in the year % of recommendations made during local public hearings on rights to WASH.	Partner annual reports	Data collection	Once a year	Partners
		Partner quarterly reports	Recommendations follow up sheet.	Twice a year	Partners
National sanitation policy and national water supply policy include equity and inclusion components	Both national policies – sanitation and water are available and inclusive	National safe water and sanitation policies; Reports validating the reviewed policies	Analysis of the sanitation and water policies.	Once in year 2 of strategy	WAM

SHORT TERM OUTCOMES					
Citizens are trained and empowered on issues related to inequalities, gender and right of access	% of people with awareness raised on inequalities, gender right of access and who know their rights of access	PIMS report	Small scale PIMS	Yearly	WAM
Stakeholders are trained and empowered on the content of the national water and sanitation policies	Number and category of people trained and empowered on the national water and sanitation policies and strategies	Training report	Training follow up sheet	Quarterly	Partners
Local accountability and consultation frameworks are in place	Number of public hearings/accountability frameworks in place	CP 6-month report	Summary of partner reports	Once every 6 months	WAM
Vulnerable people have access to WASH	Number of vulnerable people with access to WASH	Partner reports	User count	Once per 3 months	Partners
Models, systems and approaches are developed	Number of models, systems and approaches developed	Annual reports	Mapping of models, systems and approaches developed	Once a year	WAM

Strategic Objective: We will help in building stakeholders' institutional, organisational and technical capacities and improving needed systems/ models to deliver sustainable WASH services using a DWA approach.

MEDIUM TERM OUTCOMES

Information management system operates well	An information management system exists and is functional. Number of LGs where we work functional data base on WASH	WAM evaluation report Data base	Use of the evaluation report Testing the data base	Two times/year 1 and end of strategy	WAM
The access to safe water and sanitation in areas where we work has improved	Access rate to water in LGs where we work. Number of people using the water point users. Number of people using the sanitation facilities	LG data base Quarterly reports of partners	Assessment based on national standards per facility User count	4 times a year/quarterly	WAM
Functionality of water and sanitation facilities has improved.	Functionality rates on water & sanitation facilities.	PIMS reports	Surveys on a reasonable sample.	Annual	WAM
100% of LG plans include WASH components.	% of LGs where we work with their plans (PDESC) including WASH components.	PDESC document	Review of PDESC document	Annual	WAM
Government allocates 5% of its budget to the sector	Increase level of government budget to the sector	Budget monitoring report	Budget monitoring	Annual	WAM

IMMEDIATE OUTCOMES					
WASH services are delivered	Number of WASH facilities per type	Partners' quarterly reports	Inventory/mapping of facilities	Quarterly	Partners
Sustainable models and approaches are developed	Number of sustainable models and approaches which got developed	WAM annual report	Mapping of sustainable models and approaches developed	Annual	WAM
Strategic Objective: We will contribute to integrating water, sanitation and hygiene in other development sectors like education and health.					
MEDIUM TERM OUTCOMES					
22 Health centres (20CSCOM et 2CSRF) show effective management of WASH plans	% of health centres (CSCOM) managing effectively the WASH plans	CNHF evaluation report on WASH Partner activity reports	Use the evaluation report	Annual 3 monthly	WAM
Hand washing with soap is effective in schools and apply WASH standards.	% of school children washing hands with soap in schools with WASH	PIMS reports	Small scale PIMS Case studies	Annual	WAM

Enhance capacity of local communities and authorities to made decisions on WR management based on a review of data collected	% of communities where monitoring committees have taken at least one decision on community water resource management	Evaluation report of the project 'community resilience to climate change'	Use the report	Once –at the end of project	WAM
Nutrition of 0 to 5 years has improved	Malnutrition reduction rate in children aged 0 à 5	CSRF survey report	Assessment of malnutrition trend	2 times (midterm and end of project)	CSRF
Women and young people are empowered through income generating activities -IGA	% of women and youth groups supported who managed to initiate IGA	Partner quarterly reports Data collection sheets	Use the report	Quarterly	Partners
SHORT TERM OUTCOMES					
WASH services are delivered in schools and health centres.	% of schools and health centres with WASH standard	Partners' quarterly reports Data collection sheet	Use the report	Quarterly	Partners
Communities capacity have been strengthened on WRM	Number of communities with capacities built	Training report Partner quarterly reports.	Use the report	Trimestriel	WAM
Multiple Use water facilities are built.	Number of water points constructed for multiple use purposes (market gardening, animals, washing, dish washing)	Partner quarterly reports Data collection sheet	Use the report and data collection sheet	Quarterly	WAM

Strategic objective: We will contribute to the design and implementation of programmes which drive behaviour change through good hygiene practices

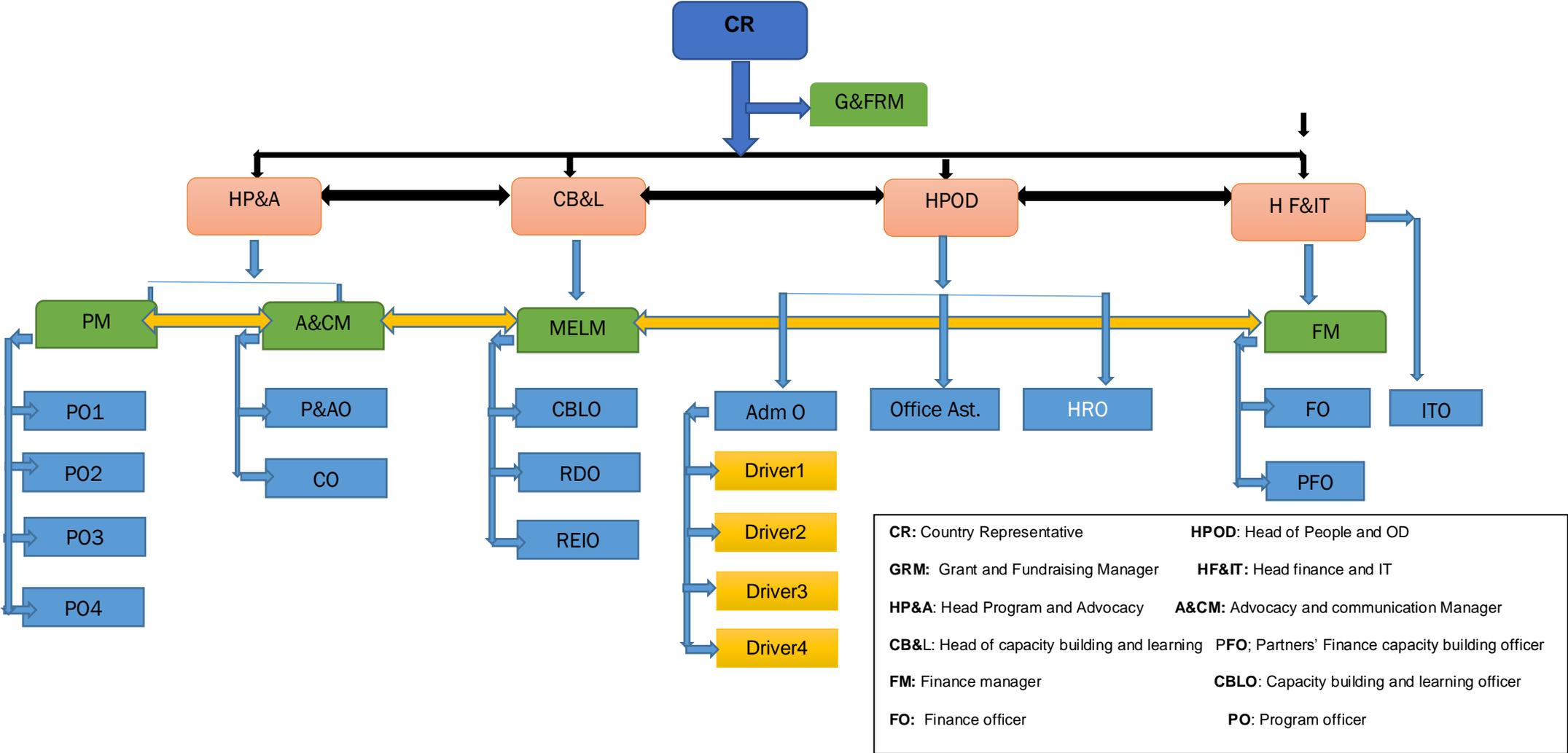
MEDIUM TERM OUTCOMES

Households display good hygiene behaviours by 2020	% households displaying good hygiene practices by 2020	Impact evaluation report	Report review	3 times baseline half way and at end of strategy	WAM
CLTS is scaled up	% of ODF communities in rural Number of communities triggered	Partner quarterly reports (data collection sheet)	Report Summary Use the sheets	Quarterly	WAM
Households have access to improved sanitation.	% of households with at least one latrine, a washing area and a soak pit for waste water	Partner activity reports	Use the report	Quarterly	WAM
Models generated from the action research efforts are scaled up	Number of action research models scaled up	WAM annual report, Advocacy document	Mapping of models which got scaled up	Once a year	WAM

IMMEDIATE OUTCOMES

Integrate hygiene – including MHM in our work	% of schools implementing a hygiene programme	Activity report	Summary of the activity reports	Quarterly	WAM
Awareness raising of communities provided with IEC tools	Nombre de communautés sensibilisés et outillés en IEC/CCC	Partner quarterly reports Data collection sheets	Report summary Use the data collection sheet	Quarterly	Partners
Pilot hygiene promotion projects are implemented.	Number of pilot projects implemented	Pilot project sheets	Number of pilot project sheets.	Annual	WAM

Appendix 2 : ORGANOGRAM



Appendix 3: Risk Management Plan

WaterAid Mali - Risk Register

Background

Though WaterAid started work in Mali on a project in 2000, it only became a full Country Programme in 2003. WaterAid Mali has grown since then and the potential to continue to grow still exist. The number of staff and the program budget have increased. Today and the geographical coverage has expanded. WaterAid Mali currently strategie will end in March 2015. The new strategie developped by WaterAid Mali will start from Fiscal year 2016 to 2020, The need for WAM as a growing organisation in its expansion phase to identify and manage risks associated with the organisation and what the organisation does is of primary strategic importance. Our programme is delivered through partners, we depend largely as a charity organisation on donor funds, and we need to be effective and efficient in delivering our objectives and in timely manner.

Objective

The objective of WAM Risk Management plan is to increase the understanding of risks that the organisation and its resources face daily and to formalise a viable and verifiable system of managing them.

Specifically however:

- encouraging the organisation to look at all its risks, not just financial ones;
- devising appropriate mechanisms for the organisation to manage risk, including eliminating the risk, managing the effects, no-insurance, self-insurance, commercial insurance, re-insurance, captives and other pooling mechanisms;
- sharing information on risks and best practice methods of dealing with risks;
- providing comparative information on risk management for line managers;

Situation analysis

The Country Programme conducted a situation analysis with all the staff and SMT members. The emphasis was on assessing qualitative and quantitative risks using simple tools and methods. Once the analysis was conducted and the risk identified, the loop was closed with an action plan and monitoring System. For our plan to be successful, we have agreed on the use of common language and the need to secure top management support. It is important to mention here that a Risk Champion was identified in the person of the Head of Finance (SC).

The Country Programme identified 15 **risks** and broadly classified them as inherent or acquired. While this list is not exhaustive, the management committe will periodically review and update the plan. These items were also used in benchmarking WAM Risk Profile as part of the change process using a standard Profiling tool. The second Assessment should be conducted at the end of the FY to identify progress and any key concerns.

Management Plan	Management Plan			
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	A	B	C	D
	Risk	Controls in place to mitigate	Risk Likelihood	Possible Impact
Risk of EBOLA	Risk of EBOLA	Partnership and Fundraising Strategy	L	H
Changing of Financial priority of the Financial and Technical Partners	Changing of Financial priority of the Financial and Technical Partners	Security policy on the building sites	L	H
Insecurity on the building site	Insecurity on the building site	Advocacy strategy	M	M
Terrorist attack	Terrorist attack	Staff displacements limited; Strengthening the security system; Strengthening of the communication Partnership Fongim; template for displacements in the conflict areas by INSO	M	H
Insufficient donor contracts for long term	Insufficient donor contracts for long term	Directory of local donors, Fundraising Strategy, Focal point	M	M
Vehicle accident	Vehicle accident	Transport policy, insurance.	L	M
IT trouble:Computer crashing and virus	IT trouble:Computer crashing and virus	Backup, maintenance contract. Anti-virus Kaspersky, IT person	L	M
Robbery	Robbery	Contract with security company; safe, visitor nametag.	L	M
Political instability	Political instability	Develop the staff retention policies	M	H

Legal attempt by a leaving staff / partner	Legal attempt by a leaving staff / partner	Legal advisor	L	M
Donor Reporting: Under or over reporting of expenditure to donors; exchange gains/losses on contracts not identified/managed; reputational risk with donors.	Donor Reporting: Under or over reporting of expenditure to donors; exchange gains/losses on contracts not identified/managed; reputational risk with donors.	Directory of local donors, Fundraising Strategy	L	H
CR expenses, loans and advances:Expenses for senior staff are not subject to robust review and control	CR expenses, loans and advances:Expenses for senior staff are not subject to robust review and control	Partners Unit will build the capacity of the partners	L	M
inflation and high cost of living	inflation and high cost of living	Good assessment of Risk before develop a project	M	H
CP partner monitoring and capacity plans:Partners are not monitored on a risk based approach or monitoring is weak or not completed on a timely basis. Risk of misappropriation of donor funds due to weak financial controls or lack of understanding of donor requirements. Risk of insufficient resources being committed to partners to build capacity and mitigate key financial risks in the future. Partner control issues are not addressed on a timely basis.	CP partner monitoring and capacity plans:Partners are not monitored on a risk based approach or monitoring is weak or not completed on a timely basis. Risk of misappropriation of donor funds due to weak financial controls or lack of understanding of donor requirements. Risk of insufficient resources being committed to partners to build capacity and mitigate key financial risks in the future. Partner control issues are not addressed on a timely basis.	PFSO Capacity building department Partner visits Check-list Partner Financial Report (monthly) External Audit SMT monitoring	M	H

		Financial and administrative policies and procedures Finance Officer Internet Banking Check-list Bank Reconciliation External audit Year end pack	L	M
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