



WaterAid Burkina Faso

Country Program Strategy 2016-2021

We are WaterAid!

Our Vision

Our vision is a world where everyone, everywhere has safe water, sanitation and hygiene.

Our Mission

Our mission is to transform the lives of the poorest and most marginalised people by improving access to safe water, sanitation and hygiene.

Our Values

They define our culture and unite us across the many countries in which we work. They are at the very heart of WaterAid – who we are, what we do and how we do it.

Respect

We treat everyone with dignity and respect and champion the rights and contribution of all to achieve a fairer world.

Accountability

We are accountable to those whose lives we hope to see transformed, to those we work with and to those who support us.

Courage

We are bold and inspiring in our actions and words, and uncompromising in our determination to pursue our mission.

Collaboration

We work with others to maximise our impact, respecting diversity and difference in the pursuit of common goals.

Innovation

We are creative and agile, always learning, and prepared to take risks to accelerate change.

Integrity

We act with honesty and conviction and our actions are consistent with openness, equality and human rights.

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Abbreviations

WASH	:	Water Sanitation and Hygiene
CLTS	:	Community Led Total Sanitation
LLTS	:	Leader Led Total Sanitation
CMEAU	:	National water utility training Centre
CNEau	:	National water council
FONRID	:	Support Fund to research, innovations and development
IWRM	:	Integrated Water Resources Management
HRBA	:	Human Rights Based Approach
INO	:	National Inventory of facilities
SDG	:	Sustainable Development Goals
MDGs	:	Millennium Development Goals
WHO	:	World Health Organisation
ONEA	:	National water and sanitation utility
NGO	:	Non-Governmental Organisation
PAGIRE	:	IWRM action plan
GDP	:	Gross Domestic Product
SCADD	:	Growth and Sustainable Development Strategy
SPONG	:	Umbrella NGO Organisations
ITC	:	Information and Communication Technology
WABF	:	WaterAid Burkina Faso

Executive Summary

Analysis of the national water and sanitation context highlights good performance for urban safe water supply with 87% even though several rural Local Governments record rates ranging from less than 40% to full coverage (100%). But despite the recognized and commendable efforts of key stakeholders such as NGOs and associations, hygiene and sanitation sector remains a real issue as figures show 32% and 9% in urban and rural areas respectively. The following are the key determinants to this low coverage: (i) weak leadership of the water and sanitation ministry and its agencies; (ii) inadequate skills on local project ownership/management; (iii) weak professionalization of service providers and finally (iv) inadequate awareness of citizens to demand more accountability and responsiveness from public authorities. In the vantage of politics, the popular revolt on October 30th and 31st 2015 has led to the bloom of a strong civil society able to positively influence change in the governance system of the country. This is an opportunity in the hands of WA Burkina to drive the change required towards universal access to water and sanitation by 2030.

Building on their 2010/2015 country strategy and an enabling socio political context, WaterAid Burkina has a position of a change catalyst in the water and sanitation sector at national level. The CP new strategy 2016/2021 will build on the following five enablers: solidarity, leadership, good governance, awareness and innovation.

WaterAid Burkina Faso niche is to be recognized as an organisation inspiring other sectors through its innovations and influencing the WASH sector policies and programmes. The CP will contribute to not only reducing poverty and unequal access to hygiene and sanitation but also paving the way for sustainable safe water, hygiene and sanitation services in Burkina.

To achieve universal access to water and sanitation by 2030, over the next five years, WABF will work with all sector stakeholders and partners around these five strategic objectives:

- (1) influence both the policies and stakeholders for fulfilling the rights of the poorest and most marginalised people to hygiene, water and sanitation;
- (2) develop integrated hygiene behavior change to optimize impact/benefit of safe water and sanitation on health;
- (3) contribute to sustainable WASH delivery for the poor and marginalized people in Burkina;
- (4) develop **innovative approaches and technologies** to accelerate universal access to WASH and
- (5) contribute to improving the sector governance.

This strategy will be implemented through four programmes: advocacy, service delivery, action-research and integrated water resource management. A 5th programme focused on organisational development will help the CP to work more effectively and in an inspiring exciting environment.

This strategy requires a total budget of 13 billion XOF. While relying on innovative and local financing, WABF will tap into all opportunities available such as the bilateral and multilateral institutions.

A contingency plan will be developed and regularly updated to mitigate the impact of insecurity and political instability related risks.

1. Country context analysis

1.1 Social, political and economic contexts

Burkina Faso is a landlocked country lying on 274,300 km². It is in the centre of West Africa and in the bend of Niger. According to the UNDP 2014 report on the Human Development Index ranking, Burkina holds the 183rd position out of 188 countries.

The country counts 55% women and a large population of youth including 46% people under 15 and 59% under 20. Burkina experiences urbanisation and population density with 18 450 494 people in 2015 and 21 510 181 people in 2020. The literacy rate remains low (28%¹ in 2013 including 37% men against 21% for women).

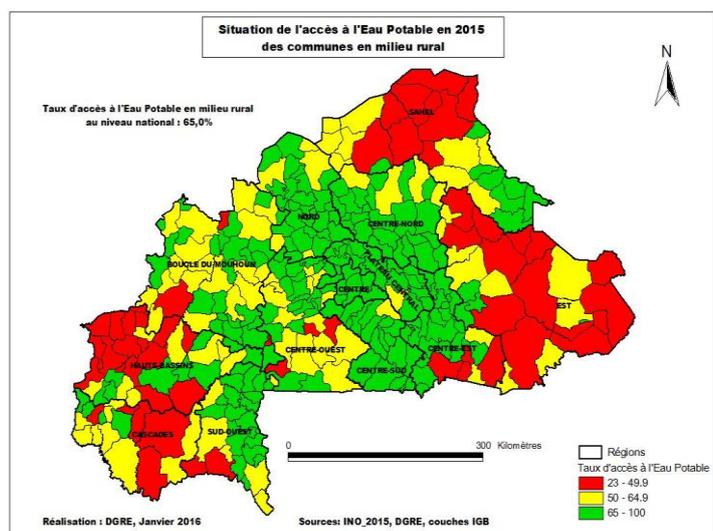
As the main source of income for people, agriculture contributes to 40% of the GDP and strongly challenged by climate uncertainties which bring about food insecurity. Cotton and gold are the main products exported by Burkina. 40% of Burkina citizen live under the poverty line in spite of an economic growth which has been ranging between 3.5 and 9.5% since 2009 according to the World Bank. Unemployment of youth and women as well as the continuous fall of the purchase power of workers are the principal cause of social tension and discontent.

Under health, people continue to face several endemic diseases as well as those borne from a lack of hygiene and sanitation such as malaria, meningitis, cholera, typhus, Gastro enteric outbreaks. Lack of adequate facilities and staff but also high cost of cares is what characterizes the health system. Preventive measures are limited and they focus on fighting epidemics. Yet in 2014, the World Health Organisation (WHO) has shown that 88% of diarrhea cases are due to poor water quality, inadequate sanitation and hygiene. The universal health insurance is still not effective because of the limited resources allocated by the governments.

Burkina Faso has been relatively a stable country for twenty years before experiencing last October 2014 a popular revolt which led to change in leadership and political party in power. A new democracy era emerged following the December 2015 elections with a strong civil society -made up of men and women to monitor the governance of the country. Development initiatives are now built on a full decentralisation policy which has administratively divided the country into 13 regions, 45 provinces and 361 Local Governments. Some skills in delivering some social services such as health, education, safe water and sanitation have been transferred to LGs which are unable to fulfill these responsibilities as a result of the ineffective transfer of the required financial and human resources.

1.2 Water and sanitation sector

The sector review highlights significant progress in safe water while sanitation records a very poor performance.



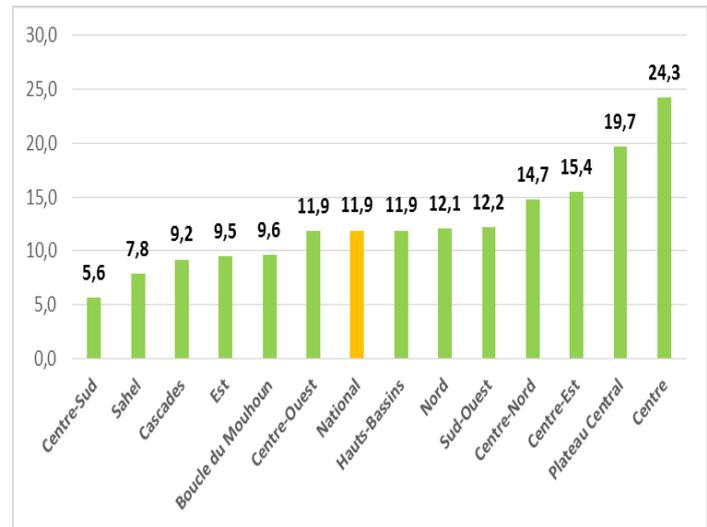
¹ Governance framework, 2014

Safe water supply

Water supply in urban is good with 64% though there are inequalities between regions, provinces and LGs. As a matter of fact, some LGs have over 100% access rate against less than 40% for others. Access to services is also inadequate considering factors like long queues, long travel distance, long breakdown periods which interrupt the water service. Water in both the rural and peri urban areas is neither protected during transport nor storage. The good performance in urban setting is mostly the result of the national utility efforts –ONEA which, over the past decade, stands as the best performing agency in sub-Sahara. Also note the emergence of sector professionals and gradual control of local project ownership despite significant challenges and constraints. From 2006 to 2015-i.e. MDG period, although some challenges have existed, sector capacity has improved. Sector challenges can be captured as follows: (i) monitoring of water quality, (ii) tariff and equity in access (iii) cost recovery and renewing investments (iv) water pollution from mining and agriculture activities.

Sanitation

Despite the efforts of communities, government and partners, access to sanitation –disposal of waste water and excreta remains weak: 32% in urban and 9% in rural (year 2014). Most of the intervention approaches have focused on building latrines without organizing communities for behaviour change. This brings about practices not aligning with the minimum hygiene standards such as open defecation. Most of the public investments for sanitation come from external donors –budget support, under decentralisation even though initiatives are made to raise fund locally –households and leaders. Sector performance is partially due to efforts of NGPs and associations. Sanitation sector challenges include: (i) defining robust objectives, (ii) developing appropriate approaches for social mobilisation, (iii) adopting and sustaining good hygiene practices.



Water resources management

The 2001 water Act promotes Integrated Water Resources Management -IWRM based on consultation and participation of all stakeholders and water basins as approach to management these resources. Implementation of the IWRM action plan developed and implemented in 2014 has helped to create 5 major water basin in Burkina. Two key instruments were put in place for the effectiveness of IWRM but with limits in their implementation: (i) water policy to determine cases when water flow is violated (ii) a fee charged to all those who collect, pollute or change water flow. Distribution of water resources for different uses users is a critical issue especially in dry hot season when demands are high against inadequate resources. To effectively implement IWRM, there is need to strengthen the leadership of the agencies and empower regional water directorates.

Sector governance

Burkina has a legal and institutional framework to ensure effective implementation of water policies and programmes. While the programme budget has led to good performances, more efforts are required from the government and its agencies to ensure a greater effectiveness in public spending and reducing inequalities in the access. The national water council should be given appropriate means to fully play its role, especially in a context of water scarcity and constantly increasing demand.

In line with the LG code, the responsibilities of water and sanitation service delivery have been devolved to LGs. However, most of these LGs are so poor and financially unsustainable such that they are unable to meet their communities' needs. What is required is combining both financial and human resources to ensure effective development of sustainable water and sanitation services locally. Finally, a regulatory body is needed.

Sector challenges and opportunities

Universal access by 2030 is a huge but achievable ambition only if initiatives are taken and decisions made at central and decentralized/local levels. A strong leadership from government will help in collaborative work and undertaking in-depth reforms to address issues of institutional instability and poor governance of WASH sector. To promote water security, there is need to identify appropriate mechanisms on conflict management; environment conservation; management of waste increased by urbanisation and population growth; pollution from mining, agriculture and livestock breeding activities. With water scarcity as the visible impact of climate change, the post 2015 programmes and strategies need to focus on reducing the risks and strengthening community resilience. To meet the increasing demands of people and reach universal access, there is need to develop more innovative ways for harnessing sufficient water resources. Effective enablers to reach people with WASH and henceforth improve their lives include appropriate and affordable technologies, sector integration including health, education, environment and vocationalising the private sector and associations.

National and international environment provides the sector with very good opportunities to perform better. Indeed, last September 2015, Goal 6 of SDGs signed by the UN system focuses on universal access to water and sanitation by 2030. This perfectly aligns with both WaterAid and Burkina government's ambitions. It is the responsibility of the sector stakeholders to mobilise and get the resources promised by donors. Also, the new democratic era in Burkina since the October 2014 revolt has created awareness of citizens and the leadership and led to a change of governance in the country. This is an enabling environment for new initiatives and reforms for a better sector performance. All sector stakeholders recognize that the human rights based approach can ensure effective access of the poorest and most vulnerable to water, hygiene and sanitation while building the public authorities capacity to account and equally distribute resources. Finally, many stakeholders are increasingly showing interest in the sector in Burkina and include the private for business opportunities, students and researches for training and learning, innovations and job opportunities.

2. Country Programme focus – role and positioning

WaterAid’s influencing capacity to achieve expected change

A SWOT analysis of the Country Programme has helped to assess its capacity towards achieving the desired change in the sector—see table below

Table1 : SWOT analysis of WaterAid Burkina Faso

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Advocacy for WASH work in Burkina: high level commitment from leadership • Right of access to W&S recognized in the constitution • Local fundraising through Leader Let Total Sanitation and SaniThons • Fund raising with donors. • Number of people supported with W&S service delivery programmes. • Good management of the CP financial resources as testified by findings of internal and external audits • Innovations which contributed to change in the practices of other sector players; e.g., LLTS/Sanithons, pulling and sharing of resources among several LGs • WA leadership in the W&S sector in Burkina Faso • Existence of a parliamentarians’ network for WASH to support advocacy efforts. 	<ul style="list-style-type: none"> • Weak financial independence of partner NGOs • Inadequate monitoring of CP impacts • Weak documentation, sharing of CP good practices and innovations • Delay in implementing e-monitoring on W&S
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Government’s Post 2015 programmes (safe water, sanitation, governance, WRM) : universal access by 2030 • Reviewed national policy including «services» and «HRBA» • Donors’ interest on the human rights-based approach • New democratic era: new parliament and local councils, a dedicated water and sanitation ministry • President’s safe water programme aimed to « end water burden» • Community and leaders’ awareness on the essential role for human development • Reviewed mining Code includes a support fund for local development; promotion of dialogue framework • Strong civil society: youth and women movements. • Available of youth training schools 	<ul style="list-style-type: none"> • Institutions of the WASH are instable • Quality of the human resources: linking training to jobs • Inadequacy between national standards and people’s capacities and knowledge level • Inadequate/ineffective transfer of resources to LGs

- New technologies available to increase knowledge and improve monitoring of water resources as well as management of W&S services

The following captures WABF strengths which can facilitate universal access to WASH by 2030:

- Credibility in raising financial resources and capacity to design and implement WASH projects;
- Proven experience in WASH promotion using tools and methods which are suitable to their context ;
- Relevant and effective collaboration mechanisms with LGs and associations;
- Professionalism due to retaining of their technical staff;
- WaterAid's leadership and reputation (innovations).

Category of the Country Programme

Under the leadership of the senior management team, the staff has assessed the CP using the following key criteria: (i) WASH sector needs (ii) sector governance and financing (iii) civil society engagement (iv) economic stability and (v) political stability. The CP was classified under category 4, i.e., a priority country for WA, given the increased needs and the socio political situation.

WaterAid Burkina Faso will focus on a limited number of LGs for greater impact while ensuring that people in rural and informal settlements of our cities are given more attention. In terms of governance, there is an enabling legal and statutory framework: the right of access to water and sanitation is recognised in the constitution and programmes, policies and strategies are in place. However, the sector is challenged by a sort of institutional instability (WASH merged with other sectors) leading to constant change of senior staff. WaterAid Burkina will make efforts and improve the sector governance by laying the foundations for strong institutions which can resist changes due to political leadership. In terms of economy, despite the average growth of 5%, poverty is on the increase as a result of inadequate distribution of wealth and unemployment of the youth. WABF will help train the young people through a support programme on research and innovations and 'vocationalising' local service providers. The CP service delivery programmes will target the poorest and marginalised people. After the 2014 socio political crisis, the political activities have regained momentum but may be hindered by security threats and massive unemployment of youth. The 2014/2015 democratic achievements have come as a result of a strong and more organised civil society and this offers an enabling environment for advocacy on the right to WASH. WABF will be part of the key CSO coalitions to promote the right of people, good governance and accountability from decision makers.

Role and positioning

Based on the above analysis, WABF will: (i) overcome the institutional and regulatory barriers preventing the WASH development (ii) support construction of facilities and empowerment of stakeholders to organise and manage W&S services, (iii) initiate innovations based on action-research and share knowledge to scale up our work. To fit into the change in the institutional and regulatory environment, WABF will move from its role of creating systems to supplement government gaps to provide strategic and innovative support to them. Therefore, shifts will be in the approaches to maximize the impacts on communities' health and wellbeing.

Our niche

Our niche is to be recognized as an organisation which inspires other sectors through its innovations and influences the WASH sector policies and programmes. The CP will contribute to not only reducing poverty and unequal access to hygiene and sanitation but also laying foundations for sustainable safe water, hygiene and sanitation services in Burkina.

3. Theory of change

WABF intends to contribute to universal access to WASH in Burkina by 2030 through efforts aimed at reducing inequalities/inequities. To achieve this, the following five enablers are required: solidarity, leadership, good governance, capacity building of users and technology innovation.



Diagramme 1 : Key enablers of WaterAid Burkina Faso

Solidarity

Support for equitable re-allocation of resources. Build on local skills and values to develop services for use by vulnerable people in informal settlements and rural areas

In Burkina, solidarity remains a critical value which is reflected among individuals and groups - cities/villages, natives/migrants, residents/diaspora in order to meet basic needs. In the water sector, this solidarity can be seen through tariff (tax exemption, approach whereby big consumers subsidize the smaller consumers etc.).

Scaling up the proven tools and methods

The 2012 and 2014 SaniThons are clear examples that it is possible to raise funds locally and attract the interest of leaders in promoting good hygiene practices. Because they are the 'bread winners' for their families back home, diaspora can bring about change at different levels-individual, collective micro, meso and macro

Harness the international solidarity

This national solidarity can be complemented by the North-South one to transfer skills and technologies but also to implement structured investments.

- **Leadership**

Strengthen the government and resource people's leadership for access to WASH

Without **leadership**, it is impossible to build a clear and consistent **vision** and **strategy** which considers the **aspirations** and **culture and values** of communities. This leadership should be at various levels: global, national (commitment for equity and wellbeing of people) and local (promoting the local development). Burkina Faso must develop a sense of responsibility and be part of their country development and ensure that decision makers –whether leaders or duty bearers work for the general interest and are accountable to their people. The paradigm shift and change in discourse on development cannot happen unless the leaders internally and externally (i.e., **diaspora**) combine efforts to encourage new dynamics at local level.

- **Good governance in the sector**

Initiate a local governance which can meet community needs and fulfill their rights

Burkina Faso is implementing decentralisation as a way to strengthen democracy and boost the social and economic development. Responsibilities related to health, education, water and sanitation service delivery have been given to LGs. To achieve universal access to water and sanitation, these LGs must play a role in areas like planning, fundraising, social mobilisation, follow up and control, accountability, operations and maintenance of facilities and equipment. A strong local project ownership/management will help create an enabling environment at local level for service providers.

Integrated sector

To achieve change and good hygiene behaviours, the involvement of health workers is critical as they are closer to communities they provide cares to. Introducing education on good hygiene practices in education programmes (in primary) is relevant to prepare the new generation of citizens to become aware and change agents in their society. This will contribute to improving the consistency of policies in sectors like water, environment, health, energy and agriculture.

Promote sustainable water and sanitation services

To promote the creation of local markets for water and sanitation, we need to have professional operators/providers able to propose services which meet the needs and capacity of people. Ensuring that local operators can live on their activities and business is a sustainability factor for delivering water and sanitation services.

- **Empower users/citizens**

Promote communication for behaviour change

For greater impacts/benefits of WASH on health and environment and to ensure continuous quality of the water and sanitation services, citizens' awareness and empowerment is needed. This is about preparing and defining a profile of the next generation citizens on issues around water, hygiene and sanitation so that they can: (i) be aware of and claim their rights; (ii) contribute to the water resource management and protection and (iii) show good hygiene practices and eco citizen/environment friendly attitude.

Innovations

Use the opportunities provided by Information and Communication Technologies –ICT

Achieving universal access by 2030 requires from service providers to tap into the ICT Technologies to control the investment costs and reduce tariffs. Similarly, we will have to use the advanced communication means including mobile phones, social networks, community radios to effectively and efficiently mobilise users and citizens on the water issues.

Strengthen community resilience

WABF will identify and promote technologies with able to resist disasters like droughts and floods.



4. WABF strategic objectives for 2016/2021

Based on the political economy, WaterAid Burkina has identified its niche and enablers in WASH. To effectively contribute to universal access by 2030 through its catalyst role, the CP and its partners have developed the following five strategic objectives –see below.

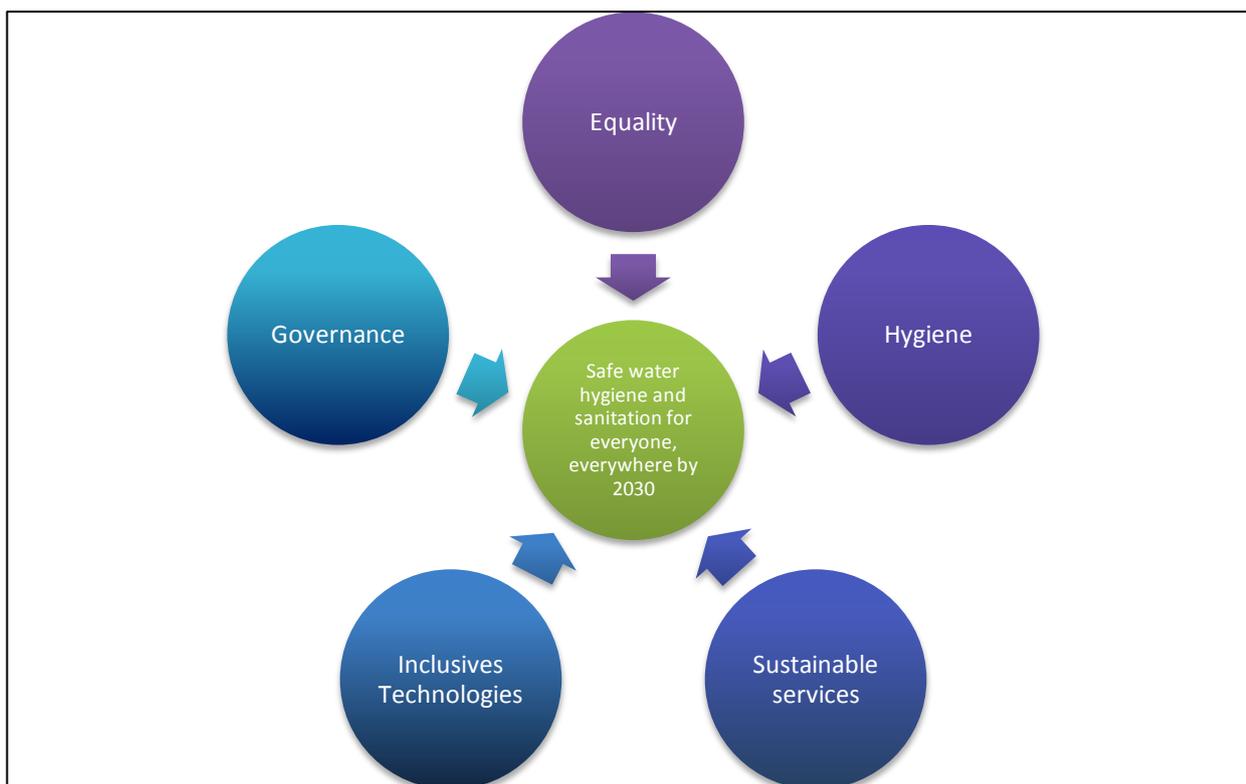


Diagramme 2 : WABF five strategic areas

All above five elements are closely related and in line with the global aims of WaterAid.

1. influence both the policies and stakeholders for fulfilling the rights of the poorest and most marginalised people to hygiene, water and sanitation
2. develop integrated work to change hygiene behaviours and optimize impact/benefit of safe water and sanitation on health;
3. contribute to sustainable WASH delivery for the poor and marginalized people in Burkina
4. develop innovative approaches and technologies to accelerate universal access to WASH;
5. contribute to improving the sector governance

Annex 1 provides the details on expected outcomes, sources, verification means and success factors.



Table 2: WABF strategic objectives and performance indicators for 2016/2021

Strategic Objectives	Contribution to Global Aims	Performance indicators
We will influence both the policies and stakeholders for fulfilling the rights to access of the poorest and most marginalised people to hygiene, water and sanitation.	Global Aim on reducing inequality of access, in allocation of resources, equity and inclusion.	Gradual improvement of inequality in access between regions, provinces and LGs; W&S policies and programmes are developed and implemented using the human rights based approaches; Surveys show that communities know their rights.
We will develop integrated work to change hygiene behaviours and optimize impact/benefit of safe water and sanitation on health.	Global Aim on hygiene and the role of WASH in wider development.	Hygiene promotion is given a greater priority in sector budgets, programmes / projects and strategies; Health indicators improve gradually –water borne diseases; Less and less girls drop out from schools because hygiene facilities now available in schools
We will contribute to sustainable WASH delivery for the poor and marginalized people in Burkina.	Global Aim on sustainability of WASH services.	Gradual improvement in the access to W&S; Gradual improvement in the quality of facilities and customer services –compliance with standards.
We will develop innovative approaches and support technologies that accelerates universal access to WASH.	Global Aims on sustainability of WASH services; sector strengthening and role of WASH in wider development.	Progressive improvement of performance indicators of service operators -network performance, services not charged; Monitoring data show that facilities and equipment resist cope with disasters; Gradual improvement of facility/equipment functionality rate; Sector performance data show that practices have improved as a result of research –addressing pollutions.
We will contribute to improving water and sanitation sector governance .	Global Aim on sector strengthening and the role of WASH in wider development.	Data from the performance monitoring show improved leadership of government – sector coordination; Surveys show that people are gradually happy about service delivered; Data on policies and public action show the leadership of monitoring instrument - SPONG, CNEau and parliament.

1. WaterAid Burkina approaches

a. Principles

To achieve its strategic objectives, WABF has decided to influence stakeholders at all levels through lobbying/advocacy while supporting them to mobilise resources and develop their capacities. Implementation of the 2016/2021 strategy will follow principles including: non-discrimination in service delivery, sustainability, participation of all in developing public policies, accountability to communities and alignment with national policies and strategies.

b. Strategy implementation approaches

For a significant contribution to universal access to WASH by 2030, WABF will apply proven approaches –and sometimes combine some to achieve a greater impact.

1st pillar: Lobbying and advocacy for leadership and policy influencing

To deliver basic WASH services, it is essential to link service delivery to advocacy and policy influencing. Depending on the context (power dynamics) and actual advocacy objectives (policy influencing, projects/programmes implementation), WABF will adapt its approaches to achieve wider impacts.

Lobbying will be used for reaching parliamentarians to effectively control government action, ensure budget increase and equitable distribution of resources for the sector. Community leaders and diaspora will also be targeted to facilitate/boost social mobilisation, promote behaviour change and contribute to financing of activities.

Information and awareness campaigns will be conducted through: sport (cycling); arts and culture (drama, cinema, festivals) and media (print media, audio visual and online). In rural, preference will go to community radios and cultural festivals against social networks in cities.

In some cases, it may be more relevant for WABF to organise or support advocacy work with support from organisations protecting the human rights and youth/women movements.

All advocacy work will be informed by the rights based approach and supported by evidence on communities' lives or implementation of public policies.

2nd pillar: stakeholders' capacity building for quality service delivery

Quality and sustainable services requires building the capacity of local stakeholders such as LGs and service operators. For improved local project ownership, the CP will use the approach of 'pulling and sharing resources' of LGs, set up and support LG water and sanitation technical services. To 'vocationalise' the local service operators such as masons, pumps mechanics, slab builders, managers of safe water networks and sanitation shops, stand pipe managers, WABF will advocate for local regulations but also support creation of groups -associations, economic interest groups, businesses, etc. WABF will sign agreements with training centres such as CMEAU to propose training offers in line with the needs and capacity of stakeholders.

3rd pillar: targeted partnerships to conduct added value work/initiatives

WaterAid Burkina will work with various partners with proven expertise in their areas: state bodies, private sector, research institutions, etc. This targeted partnership based on each specific objective will be result oriented. The key added value expected is the replication, scale up and learning from these models and good practices. A partnership strategy

document will be developed to clarify the terms for starting, breaking and ending partnership between WABF and its partners.

4th pillar: quality, equitable and sustainable services

WABF service delivery will contribute to making the right of access to water and sanitation a reality. It will be based on approaches such as HRBA, service approach, cross community approach, public private partnership (delegating of service delivery) and disaster risk reduction.

Unlike the facility-based approach, the “services-based” one focused on the entire chain of the service to include, planning, facility building, management of the service, advise to users, etc. This approach which builds on standards, performance criteria and indicators supports sustainability and quality of services delivered to people.

WABF will go through the multi village mechanisms to make the approach called “pulling and joint management LGs resources” a reality. This mechanism aims to provide services to several communities using shared infrastructures - water catchment, treatment, supply, etc.

For continuous and quality service delivery, WABF will create sustainable units for social intermediation at LG level to promote the public private partnership whereby the LGs invest a lot but assigns the water and sanitation management to private operators through a contract. The CP is piloting this approach in the informal settlements of Ouagadougou (for water + sanitation) and in 14 rural LGs (for sanitation only) and outcomes are rewarding. On sanitation promotion, the key approaches will be CLTS/LLTS and sanitation marketing.

Finally, all WABF programmes will include disaster risk reduction in both the design and management of their services.

5th pillar: local financing to ensure cost recovery

Resource mobilisation will be based on the needs under each strategic objective to address a priority issue. To avoid wasting energy, our efforts will focus on raising funds to fill the gaps to be used for achieving our strategic objectives and not for catching funds for different objectives or not aligning with global aims. A particular focus will be placed on local fundraising through leaders, diaspora, and bilateral cooperation, building on WABF solid experience so far with LLTS and SaniThon. The CP will also support community initiatives seeking to raise funds to fulfill their rights of access to water and sanitation

c. The 5 programmes of the CP 2016/2021 strategy

Five programmes will support the implementation of the programmatic approach. These programmes will individually contribute to achieving the five strategic objectives towards universal access to water and sanitation by 2030 in Burkina Faso.

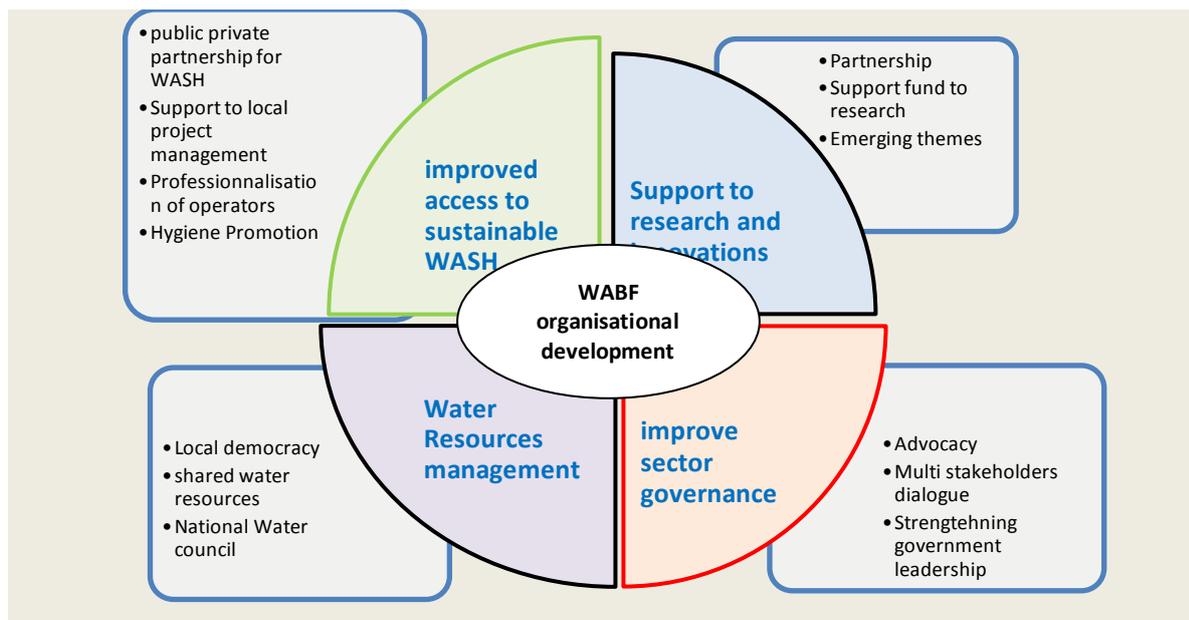


Diagramme 3: WABF Programmes

- **Improving sector governance programme** will focus on a) public policy influencing and advocacy and b) strengthening government leadership in water and sanitation.
- **Access to sustainable WASH services** will deal with a) building LGs operators' capacity to deliver services and b) develop and support management of facilities to meet the water and sanitation needs in peri urban and rural areas.
- Under the research and innovation programme, the CP intends to support the youth in developing innovative approaches and technologies through FONRID – support funds to research and innovation. Documentation and experience sharing through publications and workshops and conferences will help to disseminate the research findings. WABF will complete the development cycle of its innovations to be later replicated and scaled up by sector stakeholders. An evaluation of CP 2010-2015 innovations - Sanithon, LLTS, water security, etc. will help mainstream these into the 2015-2020 projects and programmes.
- In the **water resource management programme** WABF will support stakeholders in a water basin to create appropriate consultation mechanisms to ensure shared and good management of water resources. The CP will also develop a cross boundary project involving WA Niger, Mali or Ghana (Niger or Volta river basins).
- **CP organisational development** to create a pleasant and enabling work environment for WABF and partners.

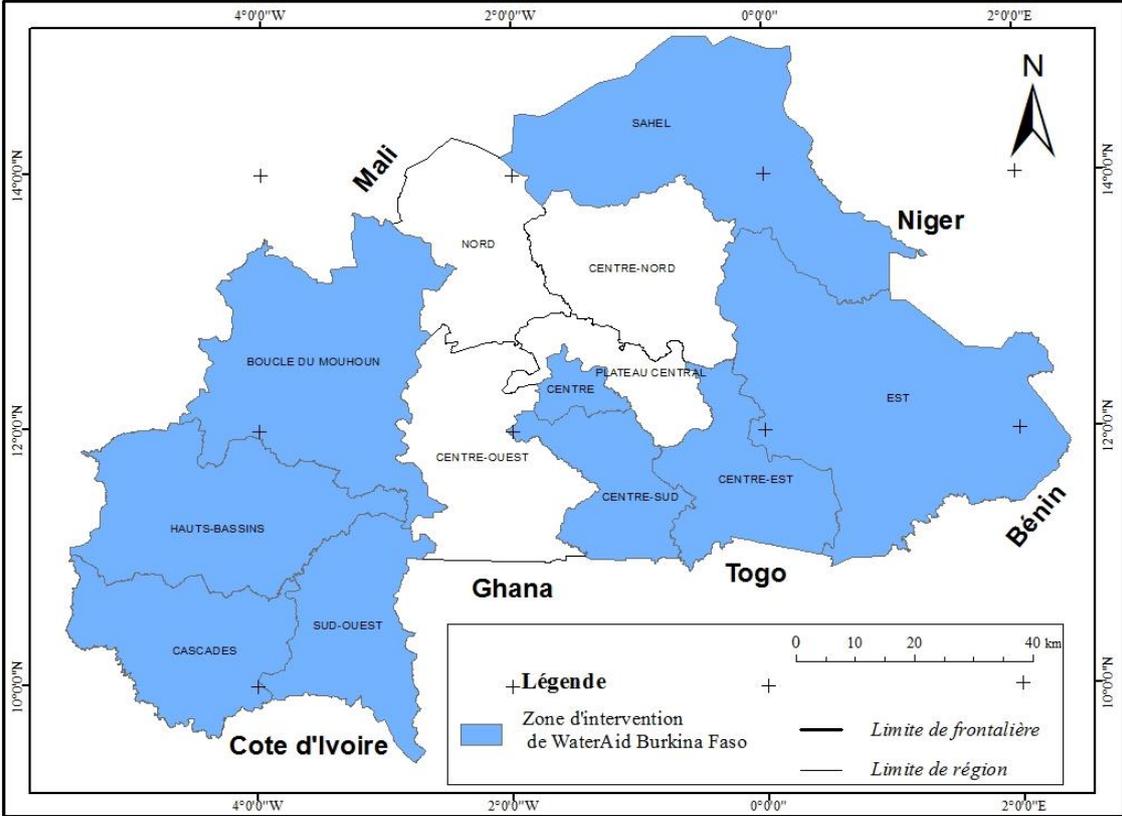
d. Areas where WaterAid Burkina Faso works

The poorest and most marginalised people living in the peri urban and informal areas of cities are the target groups of WaterAid Burkina interventions. To identify those, WABF will be using the strategy and data base created by the government and which is available in all LGs of the country.

The following four major criteria were applied to select the areas where WABF will work during its 2016/2021 country strategy: poverty level, access rate to water and sanitation, added value potential for WaterAid, ongoing engagements –i.e., areas with projects funded).

Based on these criteria, 9 on the 13 regions of the country will be the potential intervention areas of WABF –see map below. The final selection of LGs where to work will consider the determinants like: “District Wide Approach”; the trend of context – e.g., resource mobilisation, work opportunities with other NGOs, willingness of the local authorities to be elected.

Map 1: Intervention areas of WaterAid Burkina Faso



2. Success indicators and measures

The ultimate objective of WaterAid Burkina country strategy efforts is universal access to sustainable WASH services as well as improved health of communities by 2030. This objective will be gradually achieved over a 15 year period but from 2016/2021, the Country Programme has set five strategic objectives.

To measure the extent to which their 2016/2021 strategy is successful, WABF has set indicators for each strategic objective building on the national and global M&E system –see table below.

Table3 : evaluation framework of the CP 2016/2021 strategy

Expected outcomes	Indicators
Specific objective 1: We will influence both the policies and stakeholders for fulfilling the rights of access of the poorest and most marginalised people to hygiene, water and sanitation.	
Gradually improve the indicators on the disparity of access between regions, provinces and LGs	Disparity of access to water between regions Disparity of access to water between LGs Disparity of access to sanitation between regions
Increase the government budget to W&S on average by 2% annually	Annual increase level of government budget to WASH
WASH policies and programmes and designed and implemented on the basis of HRBA principles.	Number of policies and programmes which consider HRBA.
A data base on the human rights-based approach is developed and agreed on by all stakeholders.	Availability of the data base on the approach
75% Burkinabe are aware of their rights to WASH.	Proportion of people who know/aware of rights of access to WASH Number of inquiries/questions from communities
Recognition of the right of access to W&S in the constitution of Burkina Faso	The right of access to W&S is recognized in the constitution of Burkina
Strategic objective 2: We will develop integrated work to change hygiene behaviours and optimize impact/benefit of safe water and sanitation on health.	
Sector budgets, programmes/projects and strategies give high priority to hygiene promotion	Proportion of budget from national programmes/projects to promote hygiene Number of projects /programmes integrating the hygiene promotion
A partnership model is developed and implemented with health and education	Availability of an MoU signed with each of these Health and education workers participate in WABF programmes
National hygiene policy is known to CSO stakeholders.	Number of CSO aware of the national hygiene policy
Gradual improvement of health indicators –water borne diseases	Prevalence of hygiene related diseases. Prevalence of water borne diseases Child mortality rate

Gradual fall of number of girls dropping from schools for lack of separate hygiene facilities.	% of 'drop out in schools'
	% of schools with a hand washing facility
A pilot project on improving menstrual hygiene in schools is implemented with other partners	% of schools with menstrual hygiene management facility
A platform for promoting hygiene service delivery operators- (soap making, arts and crafts) is created and functional	Availability of a functional platform to promote hygiene operators
100% of large restaurants in areas where WABF works show good hygiene practices	Proportion of large restaurants with good hygiene practices

Strategic objective 3 : We will contribute to sustainable WASH delivery for the poor and marginalised people in Burkina

Gradual improvement of the access indicators to water and sanitation	% of communities in BF which ended open defecation practices
	Access rate of people to sanitation
	Access rate of people to safe water
	Number of people supported to access to W&S
	% of schools with water facilities
	% of health centres with a safe water source
	% of schools with sanitation facilities
Gradual improvement in the quality of facilities and service delivered to users (compliance with standards.	Annual increase of functional water points
	Proportion of sanitation facilities in condition after 5 years of use
A sanitation service delivery model in informal settlement is implemented and documented	The model is available
An integrated sanitation model in rural areas is implemented and documented	The model is available
Un plan d'appui à la professionnalisation des petits opérateurs de services est mis en œuvre	A support plan is available.
	Number of small operators who become professional in the sector

Strategic objective 4 : We will develop innovative approaches and support technologies that accelerates universal access to WASH.

Gradual improvement of service operators' performance indicators- network performance, unbilled services?	Less leakages in the safe water supply network
	Increased number of 'unbilled' services

A support fund to research is created for use by students and young researchers	Number of funded research project
A sanitation management model is designed and implemented in a small town of Burkina Faso	Model is available
A strategy on water conservation is developed and documented in a small town	Strategy is available
A model on improved quality of safe water service in rural areas is implemented and documented	A model is available
A continuous water quality approach is developed and implemented	Taux d'amélioration de la qualité de l'eau dans les communautés où l'approche est mise en œuvre
A water service management model using ICT is developed and implemented	A model is available Availability of the data base
Monitoring data show that equipment and facilities withstand disasters	Number of communities with improved resilience to climate change and variability

Strategic Objective 5: We will contribute to improving water and sanitation sector governance.

Creation and operation of a multidimensional platform on monitoring sector performance	The platform is in place.
Publication by CSO of an annual report on W&S users' satisfaction level	Number of reports disseminated.
National Water Council can influence sector policies	Number of policies influenced by the council.
All LGs of the country have five year sector plans which are funded	Number of LGs with funded W&S plans.
Creation and operation of a parliamentarians' network for the sector	Number of influencing work carried by the network
Creation of a ministry dedicated to WASH	Existence of a sector ministry
SPONG has capacities to influence public policies on water and sanitation	Number of influencing work carried out by SPONG Number of public policies influenced by SPONG
A platform is created to specialise journalists on W&S	Availability of the platform Number of WASH related published
Develop & implement a governance system within a water basin context	A model is available



3. Resource plan and organisational development

a. Organisational development

To achieve its objectives, WaterAid Burkina will use human resources who are motivated, skilled, engaged human resources who value integrity, professionalism and hold a sense of common interest. To this effect, an enabling environment will be created by streamlining systems and processes, regularly reviewing reward package, providing modern communication equipment and ensuring continuous skills development.

Assessment of the skills required to ensure successful implementation of the strategy and those available in the CP show the need to get some new competences especially in the area of hygiene promotion and rights of access to water and sanitation.

Implementation of desired changes in the country WASH sector requires a robust, efficient and performing organisational structure in WABF. In support of this organisational development throughout FY 2016/2017, the CP will develop a change management plan.

At all times, the CP staff behaviours and activities will align with WaterAid values. WABF will develop partnerships with some institutions and organisations to work on specific strategic objectives and promote learning of staff.

We will work to confirm our leadership and catalyst role through innovation and creativity in our approaches, methods and technologies. In 2019/2020, some reflections will be undertaken to assess the potential for WaterAid Burkina becoming a member i.e., a self-governed entity. This membership project will heed some opportunities and constraints emerging from the national and global context.

b. Our ways of working

Successful implementation of the 2016/2021 strategy towards universal access requires shifts in our ways of working. These shifts lie not only in our mindset, staff and partner behaviours but also in the systems and processes.

A particular emphasis will be placed on creating an enabling environment to first and foremost enable us to live WA values and secondly, to build the sense of belonging to a family sharing the same vision. This requires preparing our minds for collaboration between the CP departments, receiving feedback and keeping open to innovations. It also involves compliance with the defined and agreed rules as well as WaterAid organisational culture.

Given the urgent need to provide WASH services to our communities, WaterAid global and the Country Programme need to review their systems and processes to be more efficient and effective. To do this, the CP will consider establishing regional offices to meet the need of being closer to its intervention areas and local partners.

In this regards, WABF will make efforts to streamline the administrative and financial processes while keeping strictly complying with the good governance core principles. Ultimately, the shift is to move from people serving processes to processes serving the needs of people.

c. People and financial resources

The implementation of this 2016/2021 country strategy will require 13 billion XOF, of which 40% are already secured through WA core funds and grants from donors including the EU and foundations such as Conrad Hilton and Margaret A. Cargill.

The part of budget to WASH services will be 55% against 20% for sector governance, 5% on research and innovations and 20% for organisational effectiveness. For our work to be more effective and efficient, we will invest in organisational development and people management.

To meet our strategic objectives over the 2016/2021 period, focus will be given to local fundraising efforts through innovative approaches such as SaniThons, mobile phone companies, reality shows, etc. The successful experience with SaniThon (which consists in mobilising the community leaders around sanitation promotion and financing) will continue and taken to a national scale. The CP will also approach the Burkinabè living in West Africa, Europe and the world to help households get sanitation facilities and equipment. WaterAid Burkina will not spare any internal funding opportunity, in particularly for promoting the rights of access to WASH, developing sustainable services and strengthening systems, but also empowering sector stakeholders. WABF will also approach all multilateral and bilateral agencies, development banks.

To facilitate spending process, optimise resources and increase effectiveness programme implementation, the CP will streamline accounts procedures while strengthening internal control and audits. We will also review our decision making around staff management in view of increasing collaboration with partners and strengthening synergies across individual members of staff and departments.

Table 4 : Summary of financial resources required to implement the CP 2016/2021 strategy (in XOF)

Year	2016-17	2017-18	2018-19	2019-20	2020-21
Budget LOW case scenario	2 082 957 975	2 225 690 787	2 448 259 866	2 693 085 852	2 962 394 437
Contracted funding, secured	1 778 361 355	1 662 103 967	489 651 973	538 617 170	592 478 887
Budget HIGH case scenario	2 400 000 000	2 700 000 000	2 900 000 000	3 000 000 000	3 500 000 000

