



WaterAid East Africa Regional Strategy

2019/20 - 2022/23

***IMPACTING LIVES THROUGH SUSTAINABLE
WASH GOVERNANCE***



A close-up photograph of a young girl with a bright smile, wearing a blue headwrap and a blue t-shirt. She is outdoors, with a blurred background of green foliage and a wooden fence.

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WASH GOVERNANCE***

Neny, a pupil of Tsarafangitra Primary School, Moramanga District, at the hand-washing station of their sanitation block.

Acronyms

AFDB	African Development Bank
AMCOW	African Ministers Council on Water
ANEW	African Civil Society Network on Water and Sanitation
AFWA	African Water Association
COMESA	Common Market for Eastern and Southern Africa
CRS	Catholic Relief Services
EA	East Africa
EAC	East Africa Community
EACSO	East Africa Civil Society Organizations' Forum
ECCAS	Economic Community of Central African States
EU	European Union
EWP	End Water Poverty
FSM	Faecal Sludge Management
GLAAS	Global Analysis and Assessment of Sanitation and Drinking-water
GWP	Global Water Partnership
IGAD	Intergovernmental Authority on Development
JMP	Joint Monitoring Programme (UNICEF/WHO)
LVBC	Lake Victoria Basin Commission
MWA	Millennium Water Alliance
NEPAD	New Partnership for Africa's Development
ODF	Open defecation free
O&M	Operation and Maintenance
PMER	Planning, Monitoring, Evaluation and Reporting
RECs	Regional Economic Communities of the African Union
SADC	Southern African Development Community
SNV	Stichting Nederlandse Vrijwilligers SNV Netherlands Development Organisation
SWA	Sanitation and Water for All
UNICEF	United Nations International Children's Emergency Fund
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization

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Foreword



I am delighted to present to you the first WaterAid East Africa Regional Strategy 2019/20–2022/23, which outlines the strategic vision and goals through which we will ensure that clean water, decent toilets and good hygiene become normal for everyone, everywhere. East Africa is Africa’s fastest growing region. Nearly all countries in the region have highlighted in their national development plans a drive to attain middle income status.

For WaterAid East Africa, not only does this economic growth present several opportunities to influence the growing economy towards fair access to clean water and decent toilets, it also calls for cross-sectoral collaboration and integration of WASH across sectors to improve development outcomes.

Our vision in East Africa is to see “a region that is well governed, sustainable and contributing to everyone, everywhere having clean water, sanitation and hygiene by 2030”. This bold, exciting statement about our future is supported by the optimistic spirit found throughout the East African team and the incredible work in our four country programmes¹ in the past 30 years and more.

Building this regional strategy has given us the opportunity to reflect and take stock of successes and failures within our country programmes. It enabled us to analyse the political–economic context in which we operate to determine our vision and future goals, in light of challenges ahead and the region’s dynamic and ever-changing context.

We developed this strategy in consultation with colleagues in East Africa country programme, colleagues in other WaterAid regions, WaterAid UK special units and departments and colleagues from the wider WaterAid federation. I offer my deepest gratitude to all who worked incredibly hard to make this regional strategy a reality. I particularly acknowledge the leadership of the Regional Advocacy Manager and the hard work of all East Africa regional staff.

Through our strategy, with our partners we will make a positive and lasting contribution to the region making clean water, decent toilets and good hygiene normal for marginalised people. We will continue to build connections and trust with stakeholders, undertake research into specific solutions and create platforms for engagement and sharing best practice for advocacy, learning and capacity building. We will impact positively on both rights holders and duty bearers, driving progress towards Sustainable Development Goal 6.

This strategy describes a roadmap through four priority goals. We ask for your support in accompanying us on this journey towards reaching everyone, everywhere within a generation in East Africa

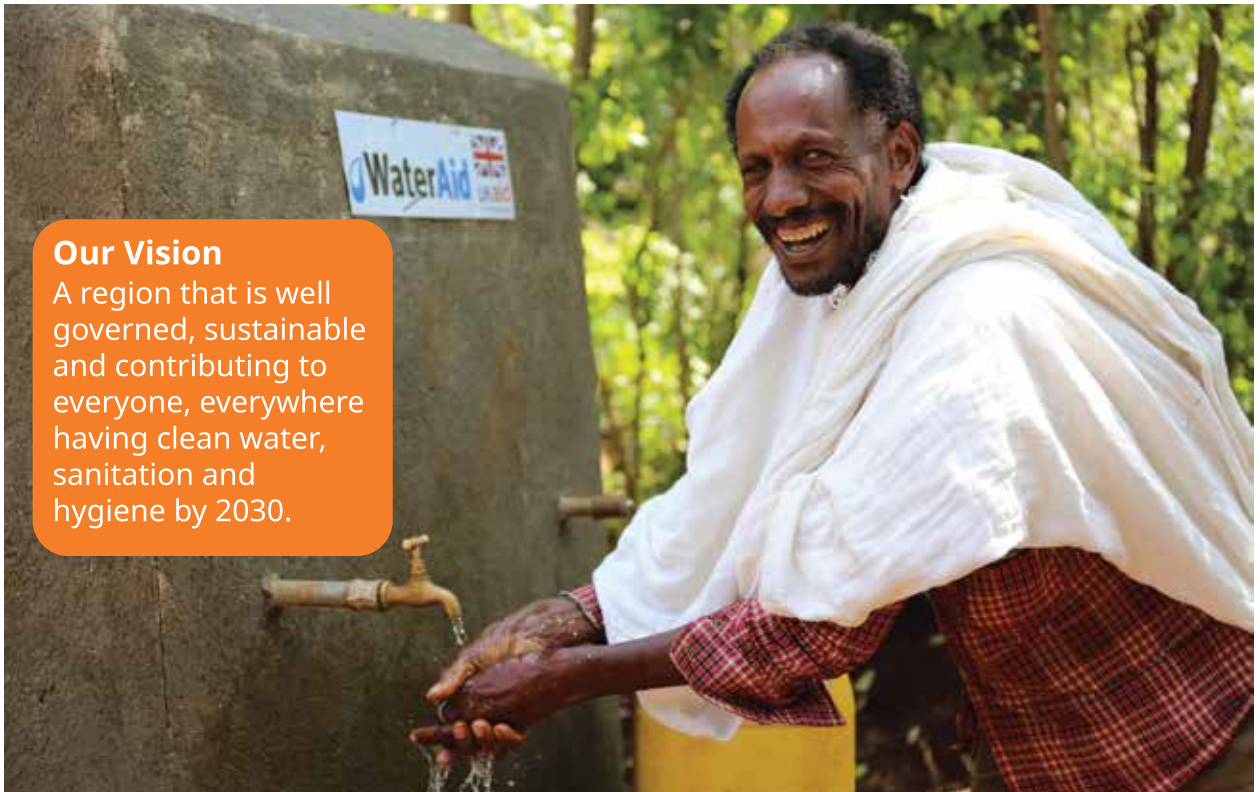
Olutayo Bankole-Bolawole
Regional Director, East Africa

¹ WaterAid East Africa four country programmes are: WaterAid Uganda, WaterAid Ethiopia, WaterAid Rwanda and WaterAid Tanzania.

Executive summary

In the East Africa region, WaterAid is the only organisation that focuses exclusively on water, sanitation and hygiene (WASH) and has an explicit ambition to reach the most vulnerable and excluded people.

This is our first regional strategy in East Africa, and it is poised to influence support across the region and beyond to make clean water, decent toilets and good hygiene normal for everyone, everywhere in the region.



Our Vision

A region that is well governed, sustainable and contributing to everyone, everywhere having clean water, sanitation and hygiene by 2030.

Bekele a priest in Ethiopia is happy to finally be able to collect water near his house

Our Purpose

To leverage existing work and experience in WaterAid East Africa country programmes, and extend influence and thought leadership at the regional level. We will also prioritise opportunities for potential engagement in new countries, so that we can make an even bigger difference towards Sustainable Development Goal 6 (SDG6).

This strategy will use experience and lessons from country programmes to bring about change in policy and practice at the regional level. It will also foster cross-learning among WaterAid country programmes and non-WaterAid countries within the region and beyond. In developing the strategy, a number of internal processes and consultations were undertaken, complemented by a political economy analysis at the regional level. Key among the findings from the political and economic analysis are the following factors that influence development programmes in the region:

- Commitment to Sustainable Development Agenda:** Clear exhibits of commitment by East Africa community member states: Kenya, Burundi, Rwanda, South Sudan, Tanzania and Uganda to the sustainable development goals and in particular SDG 6.

This is evidently reflected in each member state's respective National Development Plans. Whilst water stress rating is averaging low across member states, significant investments are still required among other WASH related deliverables to address for example low percentage of households without access to clean water closer home currently averaging at 73% in the region. Kenya-70%, Rwanda -85%, Tanzania -67% and Uganda -70%. WaterAid will continue to collaborate with key stakeholders within East Africa region in pursuit of further improving WASH services in the region.

- 💧 **Economics and poverty:** East Africa is seeing tremendous economic growth², with many countries progressively moving towards the middle-income status, as most of their national development plans had promised. However, poverty levels remain high, and the gap between rich people and poor and excluded people is widening. The prevailing economic growth presents several opportunities for WaterAid to influence the growing economy towards safe and improved WASH services in East Africa.
- 💧 **Inequalities in WASH:** Economic growth and the inequalities growing between rich and poor are mirrored in access to WASH. Inequalities in access to sanitation are greater than in access to clean water, and more so in rural than urban areas³. In some countries, this is because systems are not sustainable, and because the progress has been limited to easily reached communities and people. Most of the poor have been left behind because they cannot pay for WASH services– only those able to pay for these services can access them. For WaterAid to reach our goal of reaching everyone, everywhere specific focus and innovation on addressing inequalities will be made in partnerships with Governments, regional intergovernmental body, civil society and private sector
- 💧 **Urbanisation:** Urbanisation is happening rapidly within the region. Not only are large cities growing, but huge growth is also happening in small towns. ⁴Unfortunately, urban planning is not keeping pace with the growth, and informal and unplanned settlements are a consistent pattern in cities across the region. These settlements are where poor people live, often without access to WASH services. WaterAid East Africa has urban WASH programmes in all countries where we work, which support sustainable services by demonstrating effective systems and building capacity of governments, utilities and other service providers to provide lasting access to WASH. In this strategic period, WaterAid East Africa Regional Team shall share best practices and encourage learning and dialogue among countries to address the challenge of urbanisation.
- 💧 **Governance:** Despite economic developments, governance and accountability systems need to be further strengthened to address aspects such as corruption.as Efforts to reach poor people are truncated, slowing down progress towards our vision.
- 💧 **Peace and Stability:** Linked to governance is the issue of peace and security in the region. At the continental level many instruments and processes have been developed to promote democracy, good governance and peace and stability. Yet many challenges remain: corruption, weak public services, ⁵ poor service delivery linked to weak local governance and instability in some countries This poses a challenge to our vision of reaching everyone, everywhere with WASH services. Most WASH programmes in fragile areas operate on an emergency response basis. However, through transfer of knowledge from more politically stable areas, WaterAid East Africa could begin to balance emergency response with medium- and long-term solutions, and programmes of systems building and capacity strengthening.

² <https://www.uneca.org/oria/pages/eca-country-profiles>

³ https://www.afdb.org/fileadmin/uploads/afdb/Documents/Generic-Documents/RWSSI-2nd_Forum_Report-EN.pdf

⁴ <https://www.brookings.edu/blog/africa-in-focus/2017/09/01/figure-of-the-week-urbanization-poverty-and-social-protection-in-east-africa/>

⁵ <https://au.int/en/au/priorities/peace-and-stability>

- 💧 **Civic space:** Civil society organizations (CSOs) in East Africa have been instrumental in the actualisation of major policy shifts at national and regional levels. The impact of a strong civil society in development cannot be underestimated, and there is no development sector in which the role of civil society is more critical than in water and sanitation. WaterAid East Africa Regional Team has a key role to play in supporting, strengthening and empowering WASH networks (Kewasnet, Tawasnet, Uwasnet and other relevant organisations) to continue undertaking effective WASH-related advocacy at all levels.
- 💧 **Sustainability of services:** A lack of focus on sustainability means that the gains made in WASH over the past 20 years are in danger of being lost, and, in many countries, are slipping backwards. Too much emphasis has been placed on access, and not enough on operations and maintenance and the requisite governance to ensure developments last. Sustainability of services is a significant bottleneck to everyone, everywhere having access to WASH. WaterAid's regional experience provides key insights and solutions to WASH sustainability problems. In other words, this strategy will leverage WaterAid's work in country programmes and influence to play a key role in sharing learning and knowledge on pro-poor solutions to WASH sustainability issues.
- 💧 **Integration of WASH with other sectors:** Linked to sustainability is the need for WASH (and especially hygiene practices) to be integrated better into other sectors including education, environment, health and economic development. As a key pillar of WaterAid's global strategy to work with others to develop plans and activities that accelerate change by integrating WASH into sustainable development, WaterAid East Africa will use our reputation as a trusted sector actor to lead in providing evidence to make the case for WASH integration, and to aid cross-sector learning and coordination.
- 💧 **Climate change and WASH:** East Africa is extremely vulnerable to climate-related disasters and emergencies. All countries are rated as moderate or high risk. Climate-related disasters and emergencies impact on governance, economic growth, exacerbate inequalities, undermine sustainability and deepen fragility. There are already several initiatives in the region that are looking at climate change. However, in light of the above, the WaterAid East Africa Regional Team will work with country programmes to integrate climate resilience in national WASH strategies and plans, play a role in curating and supplementing existing knowledge on climate resilient WASH within the region, and work with others to ensure a coherent and harmonised approach to climate change preparedness and resilience.

To mitigate some of the bottlenecks above, the WaterAid East Africa Regional Team has identified four strategic priorities (thematic areas) to which it can meaningfully contribute. Under each priority focus, strategic directions have been crafted to bring about better, sustainable change within the region. We will focus on the following priorities:

i. Climate change resilient WASH: Under this strategic priority, the WaterAid East Africa Regional Team will aim to strengthen adaptive and transformative capacities of vulnerable communities in East Africa accessing sustainable climate resilient WASH services by 2022/23. The strategic direction to be pursued is:

- a. Incorporated threats to water security into programmatic work and its potential climate impacts.
- b. Integrated climate resilience in national WASH strategies and plans.
- c. Strengthened multi-stakeholder fora that promote learning and best practices in climate resilient WASH development.



Asia sits with buckets at a privately owned shallow well on the edge of Nyarugusu. This is the closest water source to Nyarugusu Dispensary, a 15-min drive away; the well runs low in the dry season and is subject to contamination in the rainy season.

Nyarugusu, Geita District, Tanzania, September 2017

The WaterAid East Africa Regional Team will place more attention on climate resilient WASH development and build adaptive and transformative capacities of stakeholders through knowledge sharing and sound evidence, based on effective adaptations, resilience and sustainability. We will also create greater awareness of and interest in climate change WASH-related issues, and show how WASH builds resilience to climate change. In addition, we will also place emphasis on advocating integration of climate resilience in policies and strategies, and on strengthening the resilience of WASH systems. The WaterAid East Africa Regional Team will work collaboratively with national governments, regional networks and structures due to the key role they play in sharing information, and in fostering the scaling up and scaling out of good practices and policies throughout the region.

ii. Integrated WASH: With this priority, focus will be mainly on WASH in healthcare facilities and WASH in wider development. The overall intended goal is to foster integrated WASH in health and wider economic development policies and practice by 2022/23. The strategic directions to be pursued are:

- a. Improved evidence to inform advocacy and support investments and implementation of WASH in healthcare facilities within the region.
- b. Improved engagement of a broad coalition of allies to promote integrated WASH policies.
- c. Increased understanding of the importance of integrated WASH among key stakeholders.
- d. Increased funding for integrated WASH through the communication and modelling of the added value of cross-sector approaches.

The WaterAid East Africa Regional Team will channel most of its efforts in ensuring that WASH in healthcare facilities is prioritised as a necessary input to achieving national, regional and global goals, especially those linked to universal health coverage. Country programmes within the region, especially where we have presence, will have national standards and policies on WASH in healthcare facilities plus dedicated budgets to improving and maintaining WASH services. The WaterAid East Africa Regional Team will also strengthen efforts to engage a broad coalition of allies at different levels to promote enabling policies and front integrated WASH in health programming.

With regards to WASH in wider development, the WaterAid East Africa Regional Team will promote a WASH approach integrated with other essential areas of development in realising SDG 6. The WaterAid East Africa Regional Team will work with strategic partners at the

regional level, looking at how increased access can be addressed through channels such as national and regional policy frameworks, advocacy and governance.

iii. Civil society strengthening: The intended goal for this priority is to contribute to a strong and vibrant civil society Network that is empowered to influence policies, budgetary allocations and decision-making processes around inclusive, sustainable WASH within the region by 2022/23. Key areas of strategic direction to be pursued are:

- a. Empowered civil society networks advocating for the realisation of SDG 6.
- b. Strengthened civil society and NGO advocacy capacity to influence policies and legislative frameworks at national, regional, and international levels, promoting WASH rights for the most marginalised and vulnerable groups⁶ (people living with disabilities, women, girls, young children and the elderly in the region).

We will work with both regional and national WASH and non-WASH actors such as women's rights organisations, human rights networks, youth groups, media, government at all levels and regional economic commissions to put WASH at the centre of development.

iv. Institutional development, programme support and capacity building: The overall goal is to lead, support and maximise the potential of WaterAid East Africa systems and processes to realize quality programming, build a diversified sustainable funding portfolio, and attract and retain the best people by 2022/23.

The strategic directions to be undertaken are:

- a. Improved quality programming and implementation in country programmes
- b. Strengthened institutional and human resource capacities to optimise performance.
- c. Increased restricted and un-restricted fund portfolio within the region.

Under this broad priority, initiatives will be geared at promoting strategic thinking, strengthening and using the internal existing systems, structures and processes within the organisation to create an enabling environment for results. Efforts will also be put in promoting knowledge production and management to influence policy and practice, improving programme quality within the Country Programmes, resource mobilization and building an organization culture that promotes continuous learning and innovation within the East Africa region. WaterAid East Africa Regional Team will also ensure that cost recovery is attained as required by the organization.

Partnerships.

WaterAid East Africa Regional Team's commitment is to work with key players within the region to ensure we jointly deliver to our strengths as we utilise an integrated approach to WASH access in east Africa towards SDGs. Key among these stakeholders are East Africa Community (EAC), AMCOW, Africa Development Bank (AfDB), Africa Population Health and research Council (APHRC), Africa Women Development and communication Network (FEMNET), World Agroforestry Centre (ICRAF), Governments of East Africa community member states, Development Partners and the Private sector.

Underpinning all the strategic priorities are the five programmatic principles:

- ▲ Efficiency
- ▲ Effectiveness
- ▲ Reducing Inequalities
- ▲ Contributing across SDGs
- ▲ Sustainability

⁶ By WaterAid's definition Marginalized and Vulnerable groups relates to people living with disabilities, women, girls, young children and the elderly.

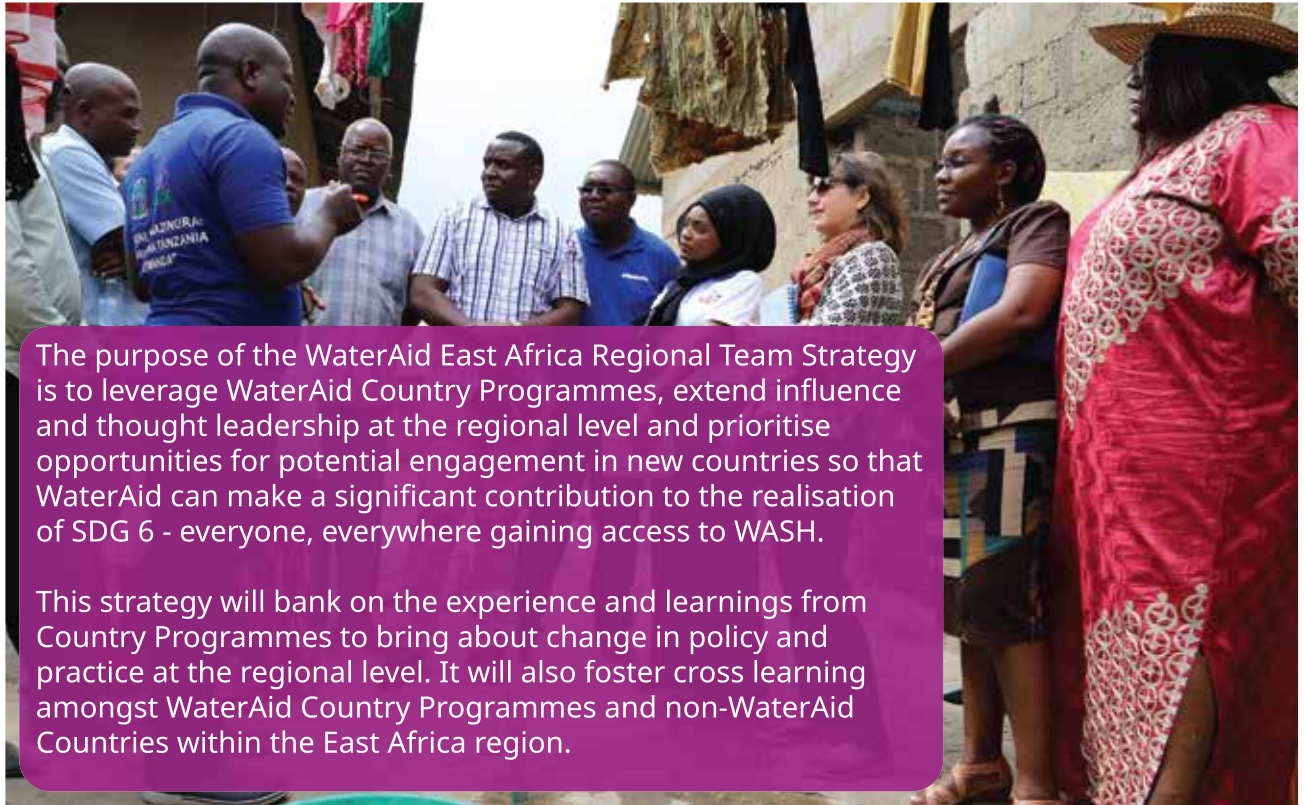
1.0 Introduction

The East Africa region⁷, is an area full of opportunities and contradictions. As one of the fastest growing economic regions within Africa and globally, and with a drive by many countries in the region to achieve middle-income status; some of the pre-requisites for change and eradication of poverty are established. Nearly all countries have recognised WASH⁸ as one of the key fundamentals that needs to be strengthened to harness the abundant opportunities in the region. However, poor governance, fragility, power struggles and inequities slow progress in many of these countries albeit at varying degrees.

Our vision as WaterAid East Africa Regional Team is to see, “a region that is well-governed, sustainable and contributing to everyone, everywhere having safe water, sanitation and hygiene by 2030”.

In recognition of the dynamic nature of the WASH rights landscape in the East Africa region and its relative challenges, WaterAid East Africa Regional Team intends this strategic plan to be an evolving, working document that possesses the necessary flexibility to respond to the environment within which it is operating. The strategy identifies, addresses and seeks to overcome some of these challenges in the full implementation of the strategy.

1.1 Purpose of the strategic plan



The purpose of the WaterAid East Africa Regional Team Strategy is to leverage WaterAid Country Programmes, extend influence and thought leadership at the regional level and prioritise opportunities for potential engagement in new countries so that WaterAid can make a significant contribution to the realisation of SDG 6 - everyone, everywhere gaining access to WASH.

This strategy will bank on the experience and learnings from Country Programmes to bring about change in policy and practice at the regional level. It will also foster cross learning amongst WaterAid Country Programmes and non-WaterAid Countries within the East Africa region.

⁷ According to WaterAid classification, East Africa region comprises WaterAid Rwanda, WaterAid Tanzania, WaterAid Ethiopia and WaterAid Uganda.

⁸ Uganda Vision 2040 & National Development Plan Two -2019/20; Rwanda Vision 2020 and & both the Economic Development & Poverty Strategy Two; Tanzania Water Sector Development Plan and Development Vision 2025; Ethiopia Growth and Transformation Plan Two and the One WASH National Program (OWNP).



Edison, head of the Nzangwa Health Centre, shows the newly built medical waste disposal site, which also has a bottle crusher

Nzangwa, Kintambwe, Rweru, Bugesera, Rwanda

2.0 Regional political economic analysis

An analysis of the political economy at the regional level identified the key political and economic factors that influence or affect development programmes in the East Africa region. It is important to help identify alternative ways forward to reach programme goals given the existing political and economic contexts.

Economics and poverty

The East Africa region is one of the fastest growing regions in sub-Saharan Africa, with an average GDP growth of 6.2% in 2015.⁹ Economic growth of the East Africa Community (EAC) region has been faster than in the rest of sub-Saharan Africa, almost doubling the rates achieved in the previous 15 years.¹⁰ However, economic growth and increasing national GDPs have not been equitably distributed across the population. Poverty, hunger and malnutrition in the region remain high and inequality is increasing in virtually all countries. Over 50% of the population is living below the poverty line (less than US\$1 a day).¹¹ However, the economic growth in the region presents several opportunities for WaterAid to influence the growing economy towards equitable improved water and sanitation services. Further, in a region where inequality is increasing despite economic growth, WaterAid's global objective to challenge the inequalities that prevent the poorest and most marginalised people from accessing clean water, decent toilets and good hygiene is of paramount importance.

Urbanisation

East Africa is also experiencing rapid urbanisation across all countries in the region, with Tanzania being the most urbanised (28.1% in 2015).¹² Regionally, Rwanda has seen the highest rates of urbanisation since 1990, while Burundi has the lowest (6% in 1990 and 11.8% in 2015). By 2030, a projected 73 million East Africans will be living in urban areas (30%).¹³ Urbanisation is creating demand for more and better infrastructure and services, including WASH services, within and around cities. Not only are large cities growing, but huge growth is also happening in small towns. Urban planning is not keeping up with the pace of this growth, so informal and unplanned settlements are a consistent pattern in cities across the region. These settlements are where poor, marginalised and excluded people live, often without access to water or sanitation.

WaterAid East Africa has urban WASH programmes in all countries in the region, which support sustainable services by demonstrating effective systems and building capacity of utilities and other service providers to provide lasting access to WASH. In this strategic period, WaterAid East Africa Regional Team shall encourage learning and dialogue between countries to address the challenge of growing urban centres.

Membership of economic communities

Nearly all the countries in the WaterAid East Africa region are members of four (EAC, COMESA, SADC and IGAD) of the eight African regional economic communities (RECs) and intergovernmental organisations (IGOs). The East African Community includes Kenya, Tanzania, Uganda, Rwanda, Burundi and South Sudan. The regional co-operation and integration envisaged in the EAC are wide ranging, involving co-operation in political,

⁹ EAC Facts & Figures Report (2015)

¹⁰ East African Community 2015, EAC Vision 2050, Regional Vision for Socio-Economic Transformation and Development. August 2015 Arusha Tanzania

¹¹ African Development Bank (ADB), 2011, Eastern Africa Regional Integration Strategy Paper 2011- 2015, Regional Departments – EAST I & EAST II, (OREA/OREB), September 2011

¹² The State of East Africa Report, 2012

¹³ Note: While high, East Africa urbanization rate is significantly lower than the Sub-Saharan Africa average of 37% in 2015 (projected 50% by 2030).

economic, social and cultural fields; research, technology and skills development; defence and security; and legal affairs for mutual and equitable development in the region.

Other entities include: The Common Market for Eastern and Southern Africa (COMESA), Economic Community of Central African States (ECCAS), Indian Ocean Commission (IOC) and Inter-Governmental Authority on Development (IGAD). In addition, countries are also members of development finance institutions that span different regional groupings, including the PTA Bank and East African Development Bank. Agreements also exist between RECs. Most countries belong to at least two RECs while some belong to up to four RECs/IGOs.¹⁴ However, membership of multiple RECs often results in duplication of resources and conflicting goals and policies. Prioritisation by RECs in infrastructure development over social development often means that poor people are excluded from the benefits of membership. However, despite the evident duplication of roles and resources, the various RECs provide opportunities for cross-sectoral collaborations in the region.

OVERLAPPING REGIONAL ECONOMIC COMMUNITIES MEMBERSHIP IN EAST AFRICA

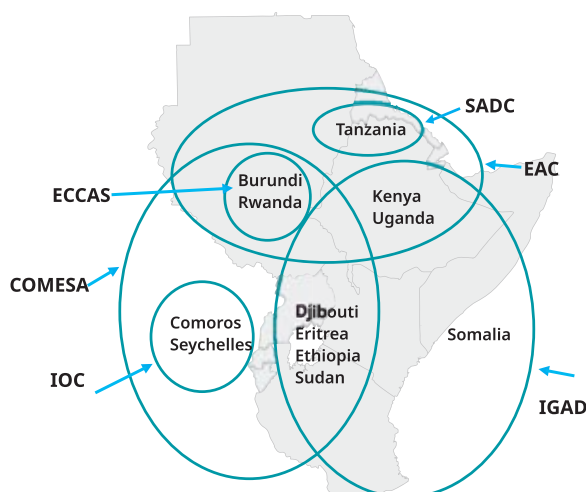


Figure One – Matrix of Economic Communities within East Africa

Governance

Corruption and poor governance remain perhaps the largest and most daunting issues to East African economic development. The problem is widespread and severe such that it is derailing investment initiatives and hindering growth. Apart from Rwanda, all countries in the region rank poorly on the Transparency International Corruption Index, 2018 (Tanzania #99/180, Ethiopia #114/180, Uganda #149/180, Rwanda #48/180 and Kenya 144/180).¹⁵

2018 Rating on
**Transparency
International
Corruption
Index**

**All except Rwanda
Bottom 100**

Rwanda 48/180

Tanzania 99/180
Ethiopia 114/180
Kenya 144/180
Uganda 149/180

¹⁴African Development Bank (ADB), 2011, Eastern Africa Regional Integration Strategy Paper 2011 – 2015, Regional Departments – EAST I & EAST II, (OREA/OREB), September 2011.

¹⁵ More information about Governance of countries can also be found in the Ibrahim Mo Governance Index at <http://mo.ibrahim.foundation/iig/> and the Trace Bribery Index at <https://www.traceinternational.org/trace-matrix>

Fragility

Although the region has made significant strides in strengthening political stability, civil liberties and openness, democratic systems remain fragile. For instance, much as electoral processes have been reinforced, credibility of political institutions and election outcomes need to be enhanced. Additionally, the situation can change very quickly, as was the case recently in Oromia and Amhara regions in Ethiopia, which led to declaration of a six-month state of emergency.

However, in April 2018, Ethiopia elected a new Prime Minister, Dr Abiy Ahmed. The new Prime Minister has made a number of major announcements and changes including: freeing of political prisoners, negotiating peace with neighbouring countries (for example Eritrea) and reviewing existing laws such as the Anti-Terrorism Law, Charities and Societies Law etc. In addition, Parliament elected Sahle-Work Zewde as Ethiopia's first woman president in October 2018. All these changes provide potential opportunity for WaterAid East Africa Regional Team to engage more effectively. Firstly, the potential opening of NGO space may enable WaterAid to strengthen our advocacy focus and become more assertive, including supporting citizens' participation and voice. Secondly, the Government's new emphasis on strengthening governance and accountability could lead to efforts to improve data on WASH, thereby allowing more effective sector monitoring. The Government is currently undertaking the national WASH inventory phase Two with support of DFID and new data from this will be published in 2019.

Climate change and WASH

The East Africa region is extremely vulnerable to climate upheavals and all countries are rated from moderate to high risk.¹⁶ Climate change threatens the region at all levels.

Climate-related emergencies and incidents impact on governance and economic growth, exacerbate inequalities, undermine sustainability and deepen fragility. They can also impact significantly on the sustainability of WASH services through several mechanisms:

- **Drought:** as water points dry up or aquifers are not recharged, East Africans will have to travel greater distances and spend longer time collecting water. The reduced number of functioning water points will become damaged or breakdown due to overuse, or inappropriate use such as using drinking water sources for watering livestock.
- **Conflict:** competition over water sources and the potential for water conflicts.
- **Damage to infrastructure:** intense rainfall and flooding damages infrastructure, blocking and overflowing drainage systems or collapsing latrines.

WASH service sustainability cannot be achieved without a focus on climate-resilient WASH; gains in coverage will be lost unless technology is climate proof. Secondly, the effects of climate change will have the greatest impact on groups that are already vulnerable or marginalised, for example women and children, who bear the brunt of water collection and pastoralist communities. National governments need to integrate climate change adaptation strategies into their policies, strategies and plans. Governments and other WASH stakeholders should aim to build their capacity to assess vulnerability and to adapt management strategies to respond to expected climate change impacts.

¹⁶ Refer to the Climate Change Performance Index 2018 at: <https://www.climate-change-performance-index.org/>



Moustapha posing with a record book next to a rain gauge nearby his compound, showing us his volunteer work as a water monitor, in the village of Sablogo

ICT transformation

Technological innovations have penetrated East Africa and are influencing economic growth and development in various sectors, including communication, infrastructure, trade and industry, energy, agriculture, healthcare and education. The installation of broadband ICT infrastructure connecting the region to the rest of the world has remarkably increased ICT penetration. ICT has not only transformed the communication sector but also enhanced trade through access to information on better production and market information, selling of products across large geographic areas, reaching new consumers and providing mobile payment systems.

2.1 Specific WASH contextual analysis in the region

Access to water and sanitation remains a challenge in East Africa. Despite countries such as Ethiopia, Rwanda and Uganda making significant progress, the region missed its Millennium Development Goal targets.

East Africa has a relatively strong enabling environment for WASH compared with other regions in Africa. Service delivery pathways for water in both urban and rural areas are well developed in politically stable countries in the region.¹⁷ For sanitation, the service delivery pathway is less developed and several monitoring processes have identified the lack of adequate financing for the sector to be a major bottleneck.¹⁸

Inequalities in WASH

Across the region, for both water and sanitation, there remains a significant number of people who do not have access to improved services. In some countries, it is because of the weakness of the systems in place to reach everyone. However, in most cases, it is because progress has been limited to reaching the easily achievable goals whilst the harder to reach groups (such as extremely poor; vulnerable and marginalised people) have been excluded when services have been prioritised. All countries in East Africa, except for Tanzania, have specific policies that focus on universal access for water and sanitation for disadvantaged groups. However, only Ethiopia and Rwanda have nationally agreed criteria ensuring that funds for WASH are distributed equitably among rural and urban communities. Only Rwanda has developed national strategies that include specific provisions for people in slums and informal settlements.¹⁹

Urban/rural disparities

For both water and sanitation, in most countries there is an urban versus rural gap in access coverage. For the most part, rural areas have not caught up with urban areas over the MDG period and, in some countries (Somalia and Djibouti), the gap is widening. In Tanzania, the overall increase in access to sanitation masks the fact that the rural areas have been left behind. Notable exceptions to this trend are Ethiopia and Rwanda, which have managed significant acceleration in rural sanitation coverage to eliminate the gap between urban and rural. With rapid urbanisation across the region there is a risk that populations moving to informal settlements will be excluded from services.

Rich/Poor Disparities

Breaking down access by wealth quintile shows that across all countries in East Africa, poorer people have less access to water and sanitation services in both urban and rural areas. Only Ethiopia and Rwanda have been successful in reducing inequalities by accelerating access among the disadvantaged groups.²⁰ In countries such as Tanzania, the richest people in the population have gained access to services at a faster rate than have the poorest people. Targeting and implementation is clearly not meeting the needs of the poorest people, who end up being excluded.

Disparities between pastoralist and sedentary communities

Pastoralist populations living across East Africa are among the poorest, hardest to reach populations. Pastoralist data is weak as they are rarely captured in national databases and censuses, leaving them under-represented in national development and social service planning (HPG, 2010). Thus, pastoralists are often excluded from service provision, which

¹⁷ According to AMCOW Country Status Overview reports (2010), which are available for Ethiopia, Kenya, Rwanda, Uganda and Tanzania.

¹⁸ See AMCOW CSO (2010), eThekwini monitoring (2010), WASHwatch.org, GLAAS (2012 & 2014)

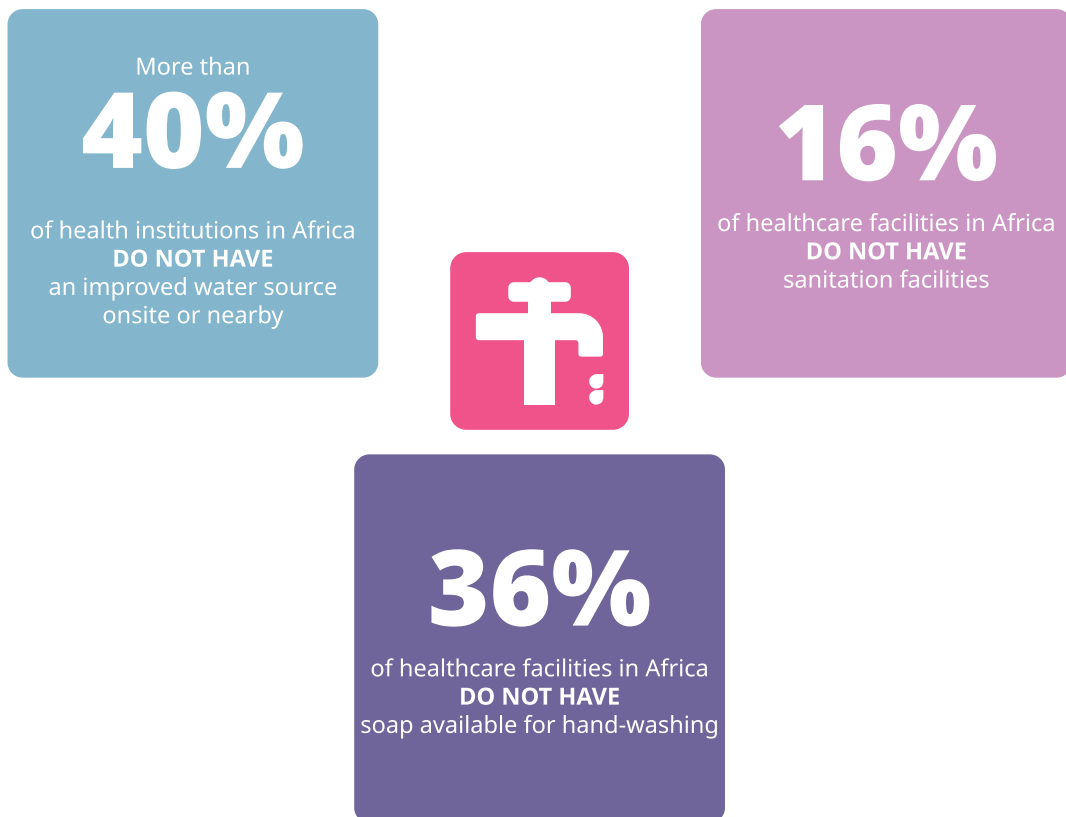
¹⁹ For sanitation and Hygiene

²⁰ WASH Data at: <https://washdata.org/>

typically targets sedentary populations. Policies put in place to meet the needs of pastoralists have often been inappropriately targeted, left unimplemented, or subsumed into other policies (HPG, 2010).

Integration of WASH with other development sectors

A key pillar of WaterAid's global strategy is to work with others to develop plans and activities that accelerate change by integrating WASH into sustainable development. A key challenge to address is the lack of data available for local government planning and a lack of evidence and detailed cost-analysis targeting non-WASH actors. In the East Africa region, some countries, such as Ethiopia, Kenya and Rwanda are making progress towards integrating hygiene activities in primary and secondary schools, as well as healthcare centres and hospitals (GLAAS 2012). However, results of a recent UNICEF and WHO study showed that Africa has the lowest coverage of water facilities in health institutions globally, with more than 40% not having an improved water source onsite or nearby. The same study found that, in Africa, 16% of healthcare facilities had no sanitation facilities and 36% had no soap available for hand-washing. Of five East African countries that responded to the GLAAS survey in 2012, none could provide full data on institutional WASH coverage, indicating a severe gap.



Hygiene behaviours

Improving hygiene behaviour is critical to maximising benefits of water and sanitation services. Studies have shown the potential for large reductions in childhood disease incidence and infant mortality rates through proper hand hygiene. ²¹ National and sub-national MICS data from Kenya, Somalia, Sudan and South Sudan show that 5-25% of households have a hand-washing station with water and soap.

²¹Incidence of >U5 diarrhoea reduced by almost 50%, RTIs 25%. Birth attendants hand hygiene reduced mortality rates by 19%, mothers hand hygiene 44% reduction in risk of new-born death. Hutton 2013 Global costs and benefits of drinking-water supply and sanitation interventions to reach the MDG target and universal coverage, World Health Organisation

Sustainability of services

Sustainability of drinking water and sanitation services in East Africa threatens to undermine the modest gains made. Despite most countries having O&M systems in place, rural water point failure in East Africa is high. Studies in the region have estimated that 36% of hand pumps are non-operational at any given time, with breakdown rates as high as 60%.²² A notable weakness in the sector across the region is the lack of policy implementation for water safety plans. Sustainability monitoring is limited – in most countries, water point mapping data for functionality and water safety is not maintained (GLAAS, 2012). For urban water supply, most urban utilities have adequate user fee collection, which contributes to the financial viability of a system. However, non-revenue water is a significant challenge for utilities and inhibits the operational sustainability of systems. Innovative and integrated management solutions are required to address this challenge.

Recent gains in sanitation

Recent gains in rural sanitation made through the adoption of community-led total sanitation and similar non-subsidised, community approaches to sanitation, will not be sustained without a focus on preventing the post-open defecation free slippage that is a significant issue. One study in Kenya found slippage rates as high as 23% in some areas.²³ Private sector engagement is required to provide affordable products and services to meet demand for rural households to move up the sanitation ladder and acquire better quality and more sustainable latrines. Several countries in the region are starting to address this, notably Rwanda, which has established a national programme for participation of private sector in sanitation.



One of the toilet blocks WaterAid built at Babich Elementary School.



Oromia-Ethiopia

Urban areas

In urban areas sanitation is mostly limited to non-networked, on-site options with access to a sewerage system low or non-existent in many towns and cities. The high proportion of the population reliant on non-networked systems places the responsibility of access to effective faecal sludge management services as an important component of sustainable urban sanitation. Faecal sludge management needs to be part of national policies and be well regulated along the service delivery chain.

²² Sustainable Rural Water Supplies. Rural Water Supply Network (RWSN), 2008.

²³ UNICEF KCO 2015 ODF sustainability Study



Eric 23, who used to be a water collector, but now a full-time janitor at Nzangwa Health Centre shows one of the sanitation facilities built at the Health Centre in Nzangwa, Kintambwe, Rweru, Bugesera, Rwanda, February 2018

A model Sanitation facility for people living with disability

3.0 Strategic Focus and Direction of Wateraid East Africa Regional Team

The niche for WaterAid East Africa Regional Team has been developed from a political economy analysis and an inquiry of the nexus between:

- Adding value at the regional level by addressing some of the key themes or challenges faced in terms of the political economy and WASH context.
- Building on what the four country programmes in the region are doing to contribute to the global strategy of everyone, everywhere having access to WASH, but also being cognisant of opportunities for engagement with countries where there is no programme.
- Providing a unique contribution to the global strategy that is more than the sum of the parts of the country contributions.
- Considering the available resources (financial, manpower and time) for the regional team to deliver and what other partners are doing in the region.



Figure Two – Finding the niche for WaterAid regionally

WaterAid East Africa Regional Team has identified four strategic areas of focus in this strategic period 2019/20-2022/23.

3.1 Strategic Priorities, Goals and Specific Outcomes

3.1.1 Priority Area 1: Climate Change Resilient WASH

Overall strategic goal: Strengthened adaptive and trans-formative capacities of vulnerable communities in East Africa accessing sustainable climate resilient WASH services by 2022/23.

Specific outcomes:

- Incorporated threats to water security into programmatic work, taking into account potential climate impacts.
- Integrated climate resilience in national WASH strategies and plans.
- Strengthened multi-stakeholder fora that promote learning and best practices in Climate Resilient WASH Development.

Climate variability and change have the capacity to reverse major achievements in human development across a range of sectors if not addressed properly and managed well. In East Africa for instance, climate change has had a huge impact on several countries, with Burundi the second most climate-vulnerable country in the world, Uganda 8th, Rwanda 12th, Tanzania 33rd, Ethiopia 35th and Kenya 37th.²⁴ This changing climate brings with it uncertainties that compound those that are already considerations in the WASH sector, such as more frequent and unpredictable flooding, droughts and extreme weather conditions, which further exacerbate water stress, damage water and sanitation infrastructure and potentially increase incidents of diseases such as cholera.²⁵ These impacts, due to future climatic changes, are expected to escalate further²⁶ with the poorest and most vulnerable communities affected most.

Given the negative impacts climate change can have on the sustainability of WASH services and behaviours we will work with communities and delivery partners on the ground to assess threats to water security, including the potential impacts of climate change such as increased instances of flooding. We will take appropriate action through our programs to build resilience against these threats and strengthen WASH services. As an organization on the front line of these serious climate impacts, we will work with governments, utilities and donors to raise awareness of these emerging threats and demand the allocation of appropriate resource to mitigate them.

3.1.2 Priority Area 2: Integration of WASH in Other Sectors

Overall Strategic Goal: Integrated WASH in health and wider economic development policies and practice by 2022/23.

Specific Outcomes:

- Improved evidence to inform advocacy, support investments and implementation of WASH in Health Care Facilities within the region.
- Improved engagement of a broad coalition of allies to promote integrated WASH policies and integrated WASH programming.
- Increased understanding of the importance of integrated WASH among key stakeholders
- Increased funding for integrated WASH through the communication and modeling of the added value of cross sector approaches.

WASH has a critical role to play in reaching targets beyond its own sector. For example, health institutions cannot provide safe, good quality services without adequate water supply for hygiene and hand-washing. Additionally, provision of WASH services are key elements of both the prevention of and response to a number of water related diseases such as Cholera and diarrhoea. For many countries within the region, there is an aspiration to reach middle income status by 2020/25. WASH has been recognized as one of the key fundamentals that needs to be strengthened to harness the abundant opportunities within the region.²⁷ For instance, for sustainable development in the agriculture and industry sector, actors must be aware of the potential impact of their decisions on WASH resources and how effective joint planning can avoid potential conflicts.²⁸ Thus, in this strategic period, focus will be mainly on WASH in HealthCare Facilities (HCFs) and WASH in wider development.

²⁴ ND-Gain Country Index at: <http://gain.nd.edu/our-work/country-index/>

²⁵ Climate Change Assessment for Kampala, Uganda:

http://unfccc.int/files/adaptation/knowledge_resources/databases/partners_action_pledges/application/pdf/un-hhabitat_furtherinfo5_060511.pdf

²⁶ IPCC, 2014. Climate Change 2014: Impacts, Adaptation, and Vulnerability. IPCC Working Group II Contribution to AR5.

²⁷ Uganda Vision 2040 & National Development Plan Two -2019/20; Rwanda Vision 2020 and & both the Economic Development & Poverty Strategy Two; Tanzania Water Sector Development Plan and Development Vision 2025; Ethiopia Growth and Transformation Plan Two and the One WASH National Program (OWNP).

²⁸ WaterAid Ethiopia Country Program Strategy, 2016.

With regards to WASH in HCFs, WaterAid East Africa Regional Team will channel most of its efforts to ensuring that WASH in HCFs is prioritized as a necessary input to achieving national, regional and global goals, especially those linked to Universal Health Coverage.



Grace Nabenga Lufu, 31, a nurse, is very happy that the labour room at Kakora Dispensary is connected with tap water and that she can wash her hands any time she wants.

Kakora Dispensary, Nyanghwale District, Tanzania, June 2018

Country Programmes within the region, especially where we have presence, have national standards and policies on WASH in HCFs and dedicated budgets to improving and maintaining services, documentation of national case studies including processes and change mechanisms aimed at informing advocacy at all levels and supporting increased funding and quality improvements in service provision. WaterAid East Africa Regional Team will also strengthen efforts to engage a broad coalition of allies at different levels to promote enabling policies and front integrated WASH in health programming.

With reference to WASH in wider development, the global community has publicly acknowledged that universal access to water and sanitation is vital for eradicating poverty and fundamental to sustainable development.²⁹ It is also agreed that successful realisation of SDG 6 will underpin progress across many other goals, including SDGs. Therefore, the WASH sector must work effectively with other sectors.

²⁹ The Sustainable Development Goals and WaterAid, Australia

In this regard, WaterAid East Africa Regional Team will promote an integrated WASH approach with other essential areas of development in realizing SDG 6. WaterAid East Africa Regional Team will work with strategic partners at the regional level, looking at how increased access can be addressed through channels such as national and regional policy frameworks, advocacy and governance.

3.1.3 Priority Area 3: Civil Society Strengthening

Overall Strategic Goal: Contribute to a strong and vibrant Civil Society movement empowered to influence policies, budgetary allocations and decision-making processes promoting inclusive sustainable WASH within the East Africa Region by 2022/23.

Specific Outcomes:

- Empowered civil society networks advocating for the realization of SDG 6
- Strengthened civil society and NGO advocacy capacity to influence policies and legislative frameworks at national, regional, and international levels promoting WASH Rights for the most marginalized and vulnerable groups in the region.

Civil Society Organizations within East Africa have been quite instrumental in the actualization of major policy shifts at the national and regional levels. Many have played a major role in water development through their direct involvement in water supply and sanitation, water resources management, campaigns for national legislation, public awareness, increases in budget allocations and empowerment of individuals and communities. Coordination of efforts increased with the establishment of networks/coalitions of organizations focused on advocacy for WASH. These WASH Advocacy Coalitions have become partners of choice for many international development agencies seeking to maximize the reach and impacts of their programs. And with the launch of the Sustainable Development Goals (SDGs) in 2015, many of these WASH Networks and coalitions at different levels are now looking towards the next steps in achieving sustainable and universal coverage of WASH.

But despite the successful and even spectacular results achieved in advocacy and other kinds of social change by most of these civil society networks, many are still marred with lots of internal challenges such as weak governance issues, budget cuts affecting advocacy program effectiveness, personalization of the network for individual gains with very little consultations from their constituents.

Majority have been accused of working in silos, neglecting other sectoral actors and yet WASH is an integrated thematic area vital in achieving other sectoral goals and outcomes. More so the capacity of these networks to engage with governments at the policy level, as well as mobilizing the public on WASH issues, has a mixed record within the region and also varies from one country to another.

The impact of a strong civil society in development cannot be underestimated and there is no development sector where the role of civil society is more critical than in water and sanitation. It is therefore important to establish effective civil society entities and networks that are well informed, with a knowledge base that is strengthened and supported on an on-going basis and with capacities to act as watchdogs as well as to carry out effective WASH-related advocacy at all levels. Additionally, civil society must play a leadership role to show it's not going to be business as usual in realizing the SDGs specifically SDG 6 as it juggles its role as an active participant and partner for the implementation of SDG 6.

WaterAid East Africa Regional Team will work with both regional and national WASH and non-WASH networks such as women's rights organisations, human rights networks, youth groups, Media, and any other regional networks to put WASH at the centre of development. WaterAid East Africa Regional Team will support WASH regional platforms to share experiences and best practices with an aim of promoting learning and modeling WASH innovations; build capacity of networks in advocacy programming; strategy development and messaging; support civil society institutional strengthening to maximize their ability to contribute to WASH Advocacy and improvements in WASH service delivery. Efforts will also be made in mobilizing WASH Advocacy Coalitions and non-WASH civil society organisations to reinforce the voice, value and capacity in promoting WASH Rights.



The Executive Director of the Foundation for Human Rights Initiative, Uganda, Livinstone Sewanyana, making a presentation on the role of civil society in Uganda in promoting WASH during the Regional Advocacy Convention held in January, 2018.

Entebbe, Uganda

3.1.4 Priority Area 4: Institutional Development, Program Support and Capacity Building

Overall Strategic Goal: Lead, support and maximize the potential of WaterAid systems and processes to realize quality programming, to build a diversified sustainable funding portfolio, attract and retain the best people by 2022/23.

Specific Outcomes:

- Improved quality programming and implementation in Country Programmes
- Strengthened institutional and human resource capacities to optimize performance and promote efficient operation that is effective in achieving the desired strategic goals.
- Increased restricted and un-restricted fund portfolio within the region

Under this broad priority, initiatives will be geared at promoting strategic thinking; strengthening and utilizing the internal existing systems, structures and processes within the organization to create an enabling environment for results; promoting knowledge production and management to influence policy and practice; improving program quality within the Country Programmes; resource mobilization and building an organization culture that promotes continuous learning and innovation within the East Africa region.

Lots of emphasis will be put on improving program quality and implementation within the Country Programmes. WaterAid East Africa Regional Team will support Country Programmes in designing projects that respond to the needs of the target communities, paying particular attention to the most marginalized in the communities, to ensure “no one is left behind”. WaterAid East Africa Regional Team will promote the use of the accountability framework, quality program standards as well as country specific standards to ensure that implementation is of high quality. Programs and projects with red flags will be given priority and necessary support will be provided. In collaboration with WaterAid UK (WAUK) and other members of the WaterAid federation, specific Country Programmes within the region, where necessary, will be given special attention in areas where they require more support. For Countries that currently exude reasonably well governed structures and systems at state level, with high potential to meet the SDGs, these will be used as models to inform our programming, learning and research efforts.

This strategy will also work towards ensuring that the region realizes maximum impact and leverages on the work of the country teams. East Africa countries have almost similar programs or projects focusing on climate change resilience, urban and rural WASH, WASH and Health and hygiene. Efforts will be made to improve synergy between the Country Programmes, transfer skills within the region and contribute to a body of knowledge across the federation and beyond.

With regards to knowledge generation and management, WaterAid East Africa Regional Team will conduct researches and provide support to Country Programmes thereby contributing to a body of knowledge across the federation and beyond. Knowledge generated will be customized in a manner that it is understood by stakeholders within the region and will also be used to develop policy briefs that can be used to support and inform our influencing and programmatic work. Additionally, evidence-based learning will be enhanced within the

Country Programmes and cross learning encouraged. Additionally, evidence-based learning will be enhanced within the Country Programmes and cross learning encouraged. This will enhance knowledge within the region and WaterAid as a whole. We will also promote external learning involving other stakeholders within East Africa and other regions.

In terms of effective financial management, budgeting and cost recovery, emphasis will be put in ensuring that both restricted and unrestricted funds are utilized as planned and justification is provided for any variations. WaterAid East Africa Regional Team will also ensure that cost recovery is attained as required by the organization.

On Resource Mobilisation, WaterAid East Africa Regional Team expects to lead and support Country Programmes to timely respond to funding opportunities as they arise, deepen donor relationships to ensure that the Country Programmes are ahead of the bid calls and gather enough intelligence necessary to be well prepared to respond to bid calls. Focus will also be put on donor scoping and strategic relationship building as an avenue to gather donor intelligence in a timely manner. The WaterAid East Africa Regional Team will support linkages between WaterAid Units across the federation towards design of restricted programs/bids especially around strategic, high value multi-country opportunities. We will identify grants that will be put on a track towards development of papers both for conferences and academic journals, and it is expected that this will further attract donor funds. Advocacy efforts and fora will be used as targeted opportunities for donor engagements.

WaterAid East Africa Regional Team will endeavour to attract and retain skilled staff. The region will create a favourable environment that will promote staff growth and creativity.

4.0 Monitoring and Evaluation

In assessing our contribution towards ensuring everyone everywhere has access to safe Water, sanitation and improved hygiene, WaterAid East Africa Regional Team will track the change created through use of already established organisational tools including digital tools. In addition, the team shall adopt innovative approaches that will enable capturing and communicating our impact in several fora across all platforms. WaterAid East Africa Regional Team will work with the indicators that have been set by WaterAid and will be conscious in ensuring that JMP standards inform the choices of indicators considered by WaterAid East Africa Regional Team and Country Programmes within the region. Accountability and feedback from our stakeholders, partners, communities, rights holders and wider WaterAid federation, will be regarded as strong tenets for our engagement. To assess progress towards the strategic targets, we shall conduct annual reflections, mid-way the strategy and final evaluation. We will also write annual reports to our global office in UK. All efforts will also be put in documenting and sharing of our learning as a way of influencing within the region and at global level.



Mary in Uganda collects water from one of the water pumps set up by WaterAid in Ariamaoi village, Nakapiripirit district, Karamoja, Uganda.



Zara 40, is one of the water kiosk operators, earning an income from this facility and also ensuring that the infrastructure is well maintained, Tanzania.

5.0 Ways of Working and Operationalising the Strategy

It is at the country level that “everyone everywhere” gains access; therefore, the countries (WaterAid focus and non-focus) are the building blocks of this regional strategy. However, to contribute to the global vision of “everyone everywhere” having safe water, sanitation and hygiene by 2030, WaterAid East Africa Regional Team will support and work with Country Programmes in specific areas to ensure maximum impact. Emphasis will be given to strategic and high potential Country Programmes and WaterAid East Africa Regional Team will leverage on the work of its four Country Programmes to influence regional agendas, extend thought leadership, while prioritizing opportunities for potential engagement in new countries to make a significant contribution in the realization of SDG 6. Bearing in mind that in this dispensation, some Country Programmes have reasonably well governed structures and systems at state level with high potential to meet the SDGs, best practice and case stories shall be drawn from them to inform our programming, learning and research efforts. WaterAid East Africa Regional Team will work with other strategic partners and allies that have a presence in non-WaterAid focus countries and where necessary, support work conducted by regional and continental coalitions/networks that promote the realization of WASH Rights.

This regional strategy will not only contribute to the Country Program strategies, but it will also endeavour to feed into the Pan-Africa and global strategies. The Pan-African strategy goal is that of an influencing platform, which draws on evidence from WaterAid East Africa Programs. And the global strategy has four main aims: Addressing Inequalities, Sustainable Services, Hygiene and Integration which, with some cut across the regional strategy and others are underpinning principles both in our strategic priority goals and directions.

From the analysis of the countries in which WaterAid currently does not have a platform (mostly the fragile states), the most pressing problem is the issue of systems building and sustainability. Most WASH programs in fragile states are focused on emergency response. The fragile states in the region are also those most affected by the impacts of climate change and climatic events. Analysis has shown that most WASH partners have an emergency response to climate incidences, with few involved in longer term planning and mitigation strategies. Issues of equity and a lack of hygiene promotion are also prominent in these countries. WaterAid East Africa Regional Team has an opportunity to share their learning on longer-term sustainable WASH implementation in these fragile states through regional platforms, partnerships and regional networks.

A history and reputation as an exclusively WASH-focused partner with access to regional platforms as well as a strong country sector engagement at all levels, makes WaterAid East Africa Regional Team well suited to the niche of a Knowledge Broker. The role will build on gaps identified in the region and needs in terms of WASH context and political economy.

As a knowledge broker the regional team can play three distinct roles: knowledge producer, knowledge customizer and knowledge connector.

As a producer - WaterAid East Africa Regional Team can distill knowledge and look at commonalities across countries (both WaterAid focus and non-focus) and use the insights for advocacy at national, regional and global levels

As a customizer - WaterAid East Africa Regional Team can take global knowledge and customise it to the specific needs of the region or countries within to build capacity and strengthen systems

As a connector - WaterAid East Africa Regional Team has an extensive network and long years of in-country engagement coupled with the capability to facilitate knowledge-sharing forums including south-south exchanges for governments and other partners and between WaterAid focus and non-focus countries.

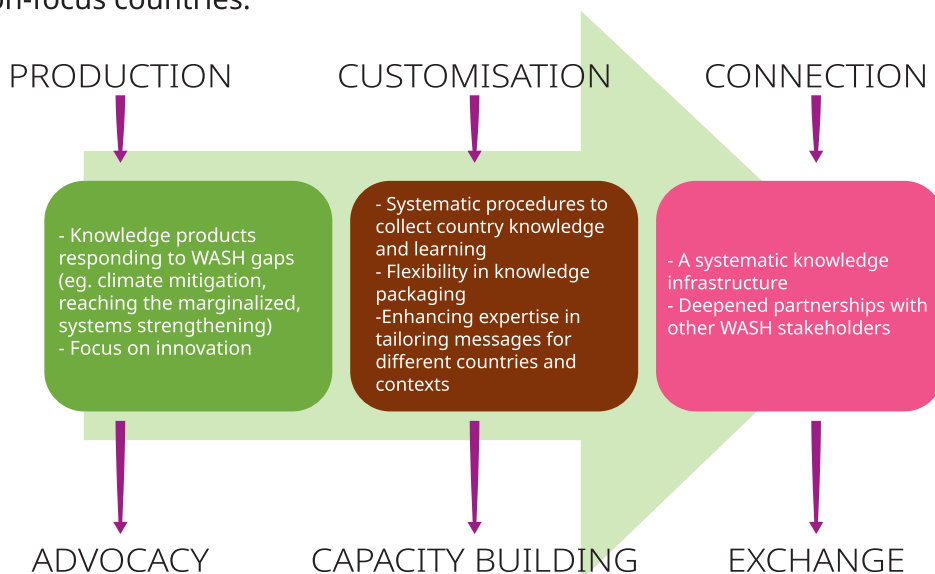


Figure Three – WaterAid East Africa Regional Team Niche as a knowledge broker

At Country Programme level, WaterAid has been implementing its programmes through various programmatic approaches mainly: advocacy, quality service delivery, citizen empowerment and sector strengthening, and using a range of activities such as: capacity building, research, learning, influencing, innovative/ demonstrative service delivery, communication etc. done in partnership with other actors. Most of these approaches will be taken on at the regional level and applied accordingly where need be as WaterAid East Africa Regional Team executes its role of knowledge broker. In addition, WaterAid has developed Quality Programme Standards that guide implementation of our programmatic and influencing work aimed at ensuring whatever we do is results-oriented and of utmost quality.

As the WaterAid East Africa Regional Team operationalises this strategy, capacity building will be integral to its efforts in ensuring everyone everywhere has access to safe WASH by 2030. Engagement with international, regional and pan-African organisations and institutions will be prioritised, collaborating with other actors on a few initiatives and finding innovative ways of fundraising for this strategy.

6.0 Resourcing and Organisational Effectiveness

Over the strategic period, WaterAid East Africa Regional Team envisages a steady budget of £1 million per annum complimented by innovative fundraising to effectively implement the strategy. Relationships with non-traditional WASH partners will also be instrumental in accessing funds structured within the wider development and not specific to WASH alone. WaterAid East Africa Regional Team will support linkages amongst WaterAid Units across the federation towards design of programmes/bids specifically around strategic, high value, multi-country opportunities, and advocacy efforts and fora will also be used as targeted opportunities for donor engagements

Projected budget in the next five years (in UK Pounds)

Country Programme (GBP, Millions)	FY 2019/2020	FY 2020/2021	FY 2021/2022	FY 2022/2023
Regional Office	1.09	1.00	1.10	1.21
Ethiopia	1.94	3.22	3.36	3.49
Rwanda	1.80	2.00	2.14	2.22
Tanzania	3.60	2.51	2.18	2.26
Uganda	1.00	1.41	1.50	1.56
TOTAL	9.42	10.13	10.27	10.75

Currently, WaterAid East Africa Regional Team is resourced with most of the needed skills and expertise in place. It is hoped however, once it is financially viable to do so, the team will grow slightly to include a communications person who will be responsible for pulling together the lessons from the countries for dissemination; support our campaign and advocacy work within the region and beyond and continue to build capacities in communications within the country teams. However, WaterAid East Africa Regional Team will continue to review its organisational structure and human resources capacities as necessary to remain agile and deliver on the new strategic commitments. With our global commitment of ensuring that everyone everywhere has access to safe WASH by 2030, efforts will be made by the people and organisational development unit towards building and maximising staff engagement; improve ways of working and ensure that the right skill are in place year after year. Much focus will be on strengthening leadership and accountability at all levels in the region through the WaterAid talent and performance improvement workstream and therefore embedding the intended strategic objectives of the strategy.

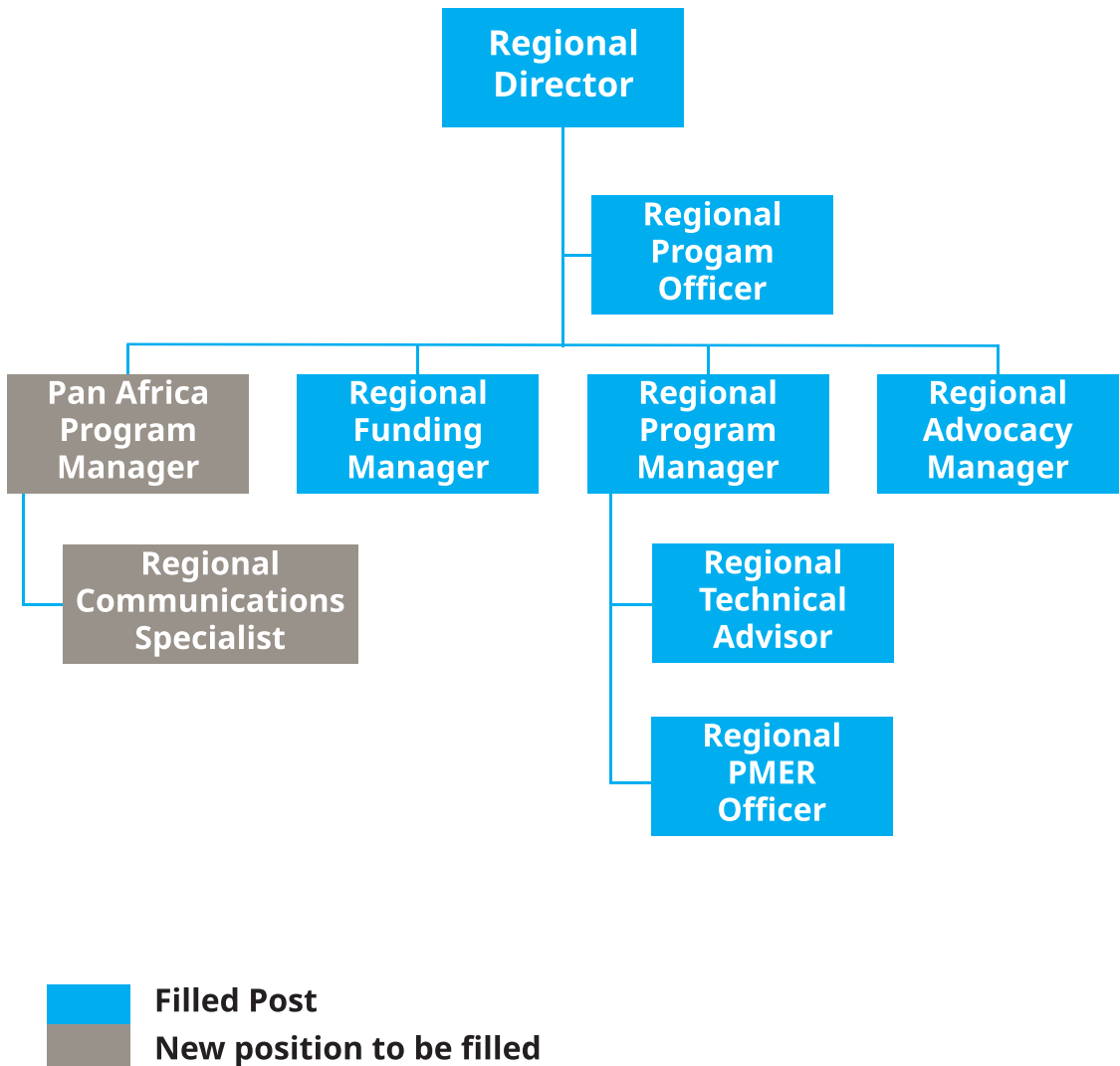


Figure Four – Current East Africa Regional Team Organogram

7.0 Stakeholder Analysis and Partner Resources

Linked to this, is a consideration of what other partners and stakeholders are working on across the region. The WaterAid East Africa Regional Team needs to be able to augment the efforts of other regional actors especially in countries where there is no WaterAid physical presence.

An analysis of other partners' work in the region has yielded the following at regional level:

- Several INGOs have key focus on equity expanding this to include WASH is critical for WaterAid and the sector at large in realising the SDG targets.
- Currently no partner has a strong focus on hygiene but there is the recognition that the gains made in water and sanitation will be sustained by investments in hygiene behaviour change.
- A few organisations focus on sustainability.
- A number of organisations focus on climate resilience but very few focuses on climate resilient WASH, particularly in the absence of humanitarian emergencies.
- At regional level, we have identified partners focused on sector commitments and monitoring progress towards 2030.

WaterAid East Africa Regional Team's commitment is to work with key players within the region to ensure we jointly deliver to our strengths as we utilise an integrated approach to WASH access in east Africa towards SDGs.



Eric 23, a full-time janitor at Nzangwa Health Centre shows how waste is discarded using the newly renovated burner done by WaterAid.

8.0 Programming Principles

Five principles will guide our efforts in delivering this strategy and contributing to the realization of SDG6:

- ◆ Efficiency
- ◆ Effectiveness
- ◆ Reducing Inequalities
- ◆ Contributing across SDGs
- ◆ Sustainability



One of the reservoirs WaterAid Rwanda built has an aeration and filtering facility built into it.

Rweru, Bugesera, Rwanda, February 2018



A solar powered water and sanitation facility constructed by waterAid in Tanzania.



PESIMTANKA

PESIMTANKA

Mradi huu wa Ukarabii wa hospitali ya wilaya ya
Kionba Undelezewa kwa uchiukwaji wa halmukazi ya wilaya
Irabinzi na shirika la SEMA kwa Uhisani wa WaterAid
Tanzania.



WaterAid

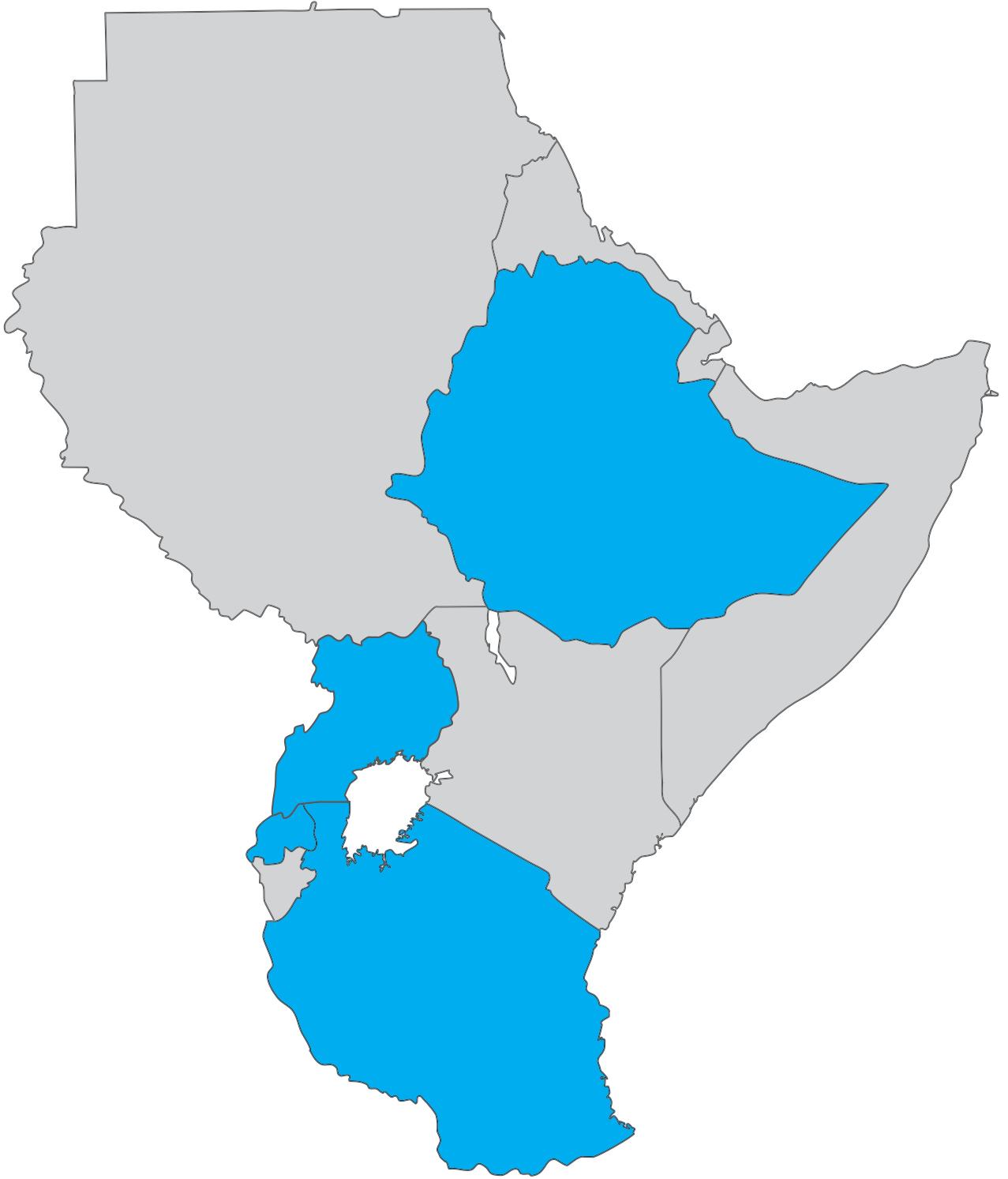




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Pre-KG student, Mahlet Tsegaye, 6, is happy that she can access clean water in her school as the new 14-faucet water point enters service the year she joins Ras Ze Sillassie Elementary and Junior School.

Ethiopia