

Reaching Everyone, Everywhere

**WaterAid India Country Strategy
2016-2021**

We are WaterAid

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

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
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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Introduction

While one billion people have escaped extreme poverty in the last 20 years, at least 10 per cent of the world's population still live without safe water to drink and one in three people live without a decent toilet and as a result, 1,000 children die every day¹.

This wholly unacceptable situation causes untold suffering, holding back human and sustainable development. It particularly affects the lives of women, who carry the burden of collecting water and caring for sick children, and the lives of girls who often fail to finish their education because of lack of toilets in schools (Water and sanitation underpin health, education and livelihoods).

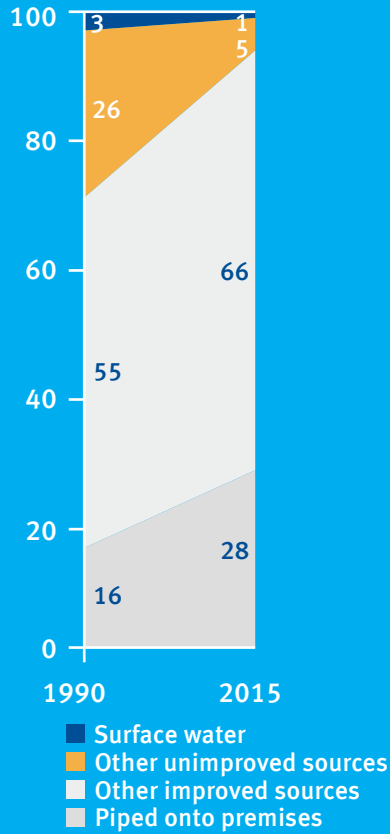
India, with a population of 1.2 billion, faces

immense challenges in providing and maintaining the two basic services of drinking water and sanitation. Successive schemes since India's first five year plan in the 1950's have tried to bridge the gap between demand and supply with partial success.

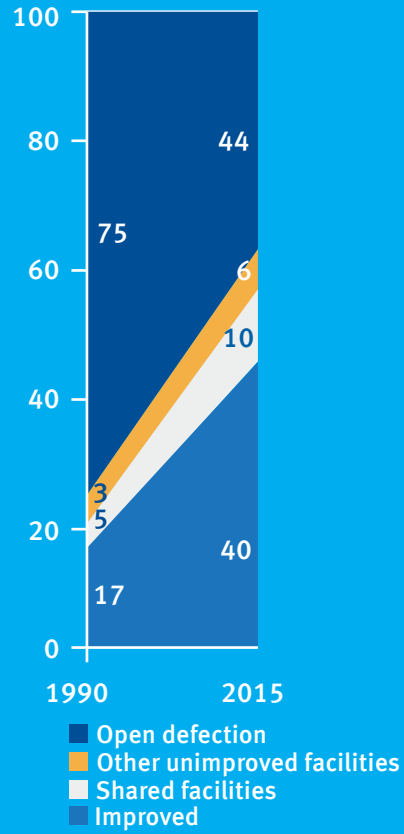
Using the Millennium Development Goals (MDGs) as a benchmark, the country has achieved the target for providing improved drinking water but has fallen short on improved sanitation. Now, 89 per cent of its population (up from 68 per cent in 1992) has access to an improved source of drinking water. In the same period, the number of people with access to sanitation has doubled from 26 per cent to 40 per cent.

¹ WHO/UNICEF Joint Monitoring Programme (JMP) Report 2015

Total drinking water trends, JMP 2015

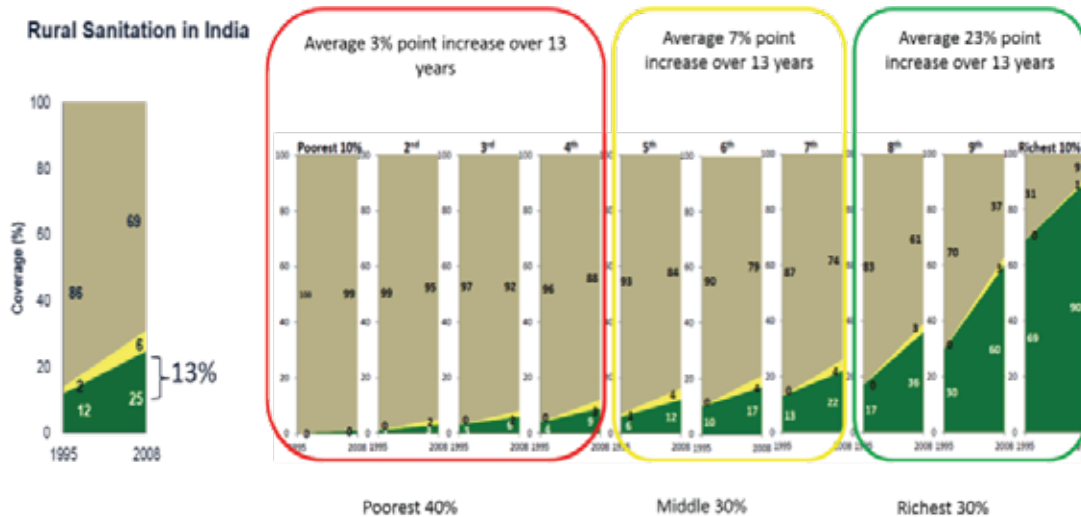


Total sanitation trends, JMP 2015



However, the above figures hide vast internal disparities. The economically poorer states of Rajasthan, Uttar Pradesh, Bihar, Jharkhand, Chhattisgarh, Madhya Pradesh and Odisha have fared worse than the national average.

Sanitation services are not reaching the rural poor



Source - WHO/UNICEF Joint Monitoring Program Report, 2015



Photo: WaterAid/Poulomi Basu

WaterAid India (WAI), since its inception in the country in 1986, has focused on water, sanitation and hygiene

Recently, the United Nations member states committed to the new Sustainable Development Goals or Global Goals which aim to end extreme poverty by 2030 and unite countries around the world in tackling inequality. We are committed to use this historic opportunity to accelerate change towards our vision of universal access to safe water, sanitation and hygiene.

WaterAid India (WAI), since its inception in the country in 1986, has focused on water, sanitation and hygiene (WASH), and has demonstrated scalable models of integrated WASH. We believe WASH is a human right. This approach contributes to increased access to WASH services and empowers the marginalised, leading to overall development.

The government has the mandate and resources to deliver sustainable and inclusive WASH services. WAI is a trusted and respected partner of choice for government and non-government actors. WAI has leveraged government resources by enabling marginalised people and local institutions to demand and lead the processes of change, and make government funds work on the ground.

Our country strategy based on WaterAid's global strategy builds on our previous five year strategy, niche, past achievements, and lessons learned, and will help us continue to play a critical role in the WASH sector in the country by enabling us to empower the poorest and most marginalised and be central to the universalisation of WASH services.

Opportunities and challenges

In rural India, 11 per cent do not have access to safe water. Many of the communities which are reported to have access face challenges of sustainability and water quality. The gap in access between the richest and the poorest continues to widen.

Climate change is adversely disturbing the quality and quantity of drinking water impacting drinking water security. Intensity of rainfall is increasing in geographies that were earlier not known to be rain surplus, and water scarcity is emerging in others. Unexpected and prolonged floods are witnessed in many parts of the country.

This highlights the need to integrate resilience within the development context, both in technologies and community preparedness.

India is home to nearly two thirds of the world's open defecators. 560 million people still defecate in the open in the country. The Global Goals cannot be met, unless progress is made in India. Every year more than 140,000 children under 5 years of age die from diarrhoeal diseases caused by dirty water and poor sanitation, that's 384 children per day, or 16 in the hour it takes you to read this strategy³.

774 million

people don't have access to safe, private toilets in India

76 million

people in India don't have access to safe water.

Over 140,000

children die every year from Diarrhoea caused by unsafe water and poor sanitation in India.

Hygiene sits with a multiplicity of ministries. The Ministry of Health and Family Welfare, Ministry of Women and Child Development, Ministry of Education and the Ministry of Drinking Water and Sanitation are mandated to integrate hygiene, however in reality, hygiene and behaviour change fall between the cracks and are treated as add on activities, rather than as core components, which are measured for performance outcomes.

Studies show hygiene practices including handwashing with soap or ash can reduce morbidity due to water-borne diseases by 47 per cent.

One estimate puts the positive impact that regular handwashing with soap can have on the reduction of pneumococcal disease in children as high as 50%.

Hygiene, as a key determinant of health outcomes and as an integral component of preventive and public health interventions, has to be mainstreamed in health planning and programming.

Our niche

In its past work, WAI has been able to promote integrated WASH through a rights-based approach including child rights in both rural and urban contexts. WAI has demonstrated designs that are resilient to disasters, address the special needs of people with disability, and integrate WASH in the health and nutrition outreach programmes. WaterAid India has nurtured leadership among individuals, civil society movements and organisations and has

inspired elected representatives and bureaucrats to prioritise WASH. We have made inroads into health, nutrition and education sectors, both at the national and state-levels. We are recognised for modelling rights-based participatory approaches, continuous research and analysis to derive critical insights and evidence, and persevere to find simple solutions to reach the poorest through innovation and adaptation.

Moving forward, WaterAid India will build on past gains to work with a large and diverse group of partners to contribute to its vision that everyone, everywhere has safe water, adequate sanitation and hygiene services that match its standards.



WaterAid India will facilitate and influence mainstreaming of WASH into other development sectors to maximise impact on overall social and health indicators. It will work across levels from the national to the local, to make this happen.

We will ensure hygiene is programmed as a key driver of community empowerment and sustainability of WASH. In the next five-year period, we will act as a catalyst to support the excluded and the marginalised gain their rightful access to WASH through people centric hygiene promotion and contribute to the systemic and systematic changes required to enable such access.

Making change happen

Universal access to safe water, sanitation and hygiene can only be achieved by understanding the underlying causes of WASH deprivation, identifying the conditions which should be in place to make the change happen, and by developing strategies that effectively contribute to these conditions.

With nearly three decades of experience working to ensure that water, sanitation and hygiene services are accessible to the poorest and most marginalised people, we will work to catalyse this change through the following:

Empowered and active communities

Marginalised and poor communities are aware and assertive of their entitlements and rights to WASH, actively participate in decision making and are responsible to adopt and promote hygiene behaviours.

Capable & accountable governments

Government institutions in all sectors and at all levels are committed to universal access that is demonstrated by transparent roadmaps, policies, plans, budgets and efficient systems.

Leadership

Political, administrative, and civil society leadership takes responsibility to track progress, address gaps, and take course corrective actions.

Hygiene

Hygiene behaviour change gains prominence and priority and is central to key sectors particularly health, nutrition and WASH, steering progress with clear benchmarks and indicators, performance against which is tracked.

WAI's strategic objectives will contribute to the above conditions and have been designed to effectively bring about impact on each of its four global aims.



Photo: WaterAid/Poulomi Basu



Photo: WaterAid/Poulomi Basu

Our strategic aims and objectives

WaterAid India's country strategy is built around the three pillars of water, sanitation, and hygiene, which are interlinked but at the same time have distinct individual complexities. The country strategic objectives build on the similarities, while factoring in the uniqueness of each pillar.





Aim

Reducing inequalities

We will catalyse change for the most marginalised communities enabling them to analyse causes of marginalisation and act on the knowledge to realise their right to WASH.

Strengthen sustainable services

We will influence government and leadership at all levels to strengthen systems to be more accountable, which will ensure robust performance tracking, and effective delivery of sustainable and inclusive WASH services.

What success will look like

Our project districts demonstrate empowered marginalised communities who lead the WASH agenda, assert and gain their right to WASH access and participation.

Knowledge and learning are synthesised from grassroots analyses and experiences of marginalised people's struggles and successes.

Key people's movements and civil society networks embed WASH as a major demand, amplifying the voices and safeguarding the rights of the marginalised.

Local governments demonstrate inclusive governance, leading and managing the planning processes with control over resources and their effective utilisation.

Robust performance tracking and course correction systems in place at state, district and local levels, ensuring progress against plans.

State and district planning institutions are active and promote convergent planning and review processes, ensuring adequate resource allocations to WASH.



Photo: WaterAid/Areeb Hashmi

Aim

Integration of WASH

We will establish WASH as an integral component for planning and action in health, nutrition and education sectors by evidence-based advocacy.

Improve hygiene behaviour

We will influence government and leadership at all levels to strengthen systems to be more accountable, which will ensure robust performance tracking, and effective delivery of sustainable and inclusive WASH services.

What success will look like

WASH is integrated in the standard operating procedures of all sector functionaries in states and districts, and institutional members at local level (including the frontline workers and teachers).

Evidence is generated on the wider impact of WASH in development, influencing greater integration.

National level alliances and coalitions jointly advocate and support government to promote integration and track performance.

The districts we work in demonstrate operationalisation of people-centric hygiene behaviour change communication, leading to collective behaviour change.

Hygiene behaviour change strategy is implemented across the country as an inter-sectoral mission.

National-level hygiene benchmarks embedding rights and equity are set and outcomes are monitored.

Our approach

Our programmatic approach includes continuous analysis of political, economic and social context, developing responsive programmes of people's empowerment, capacity development, research, advocacy and campaign which are designed to influence transformational change. We will build on lessons learnt during the last plan period. Our approach will include:

District/City-wide approach

Implement programme at district (city) scale, through the lens of equity and from location of marginalised communities, to demonstrate WASH as an integrated action steered through local leadership and active people's participation. We will engage with the district system to influence the planning, implementation and review processes. This will be achieved through

continuous analysis and advice and by influencing the plans and strategies.

Rights, equity and inclusion

Identify and work among the most marginalised, enabling them to organise, analyse and take action. At local, district, state and national levels we will mobilise people-based organisations, networks and movements to embed WASH in their agenda and to amplify the voice of the marginalised and secure their space in decision-making.

Improved governance and accountability

Strengthen decentralisation ensuring governance is closer to people and build the capacity of local government and other institutions to improve delivery, reach and quality of services that address WASH rights. Promote systems of accountability and transparency.

Knowledge synthesis, research and continuous analysis

Undertake research to gain critical insights for evidence-based advocacy to influence policy and practice and to improve programming. Synthesise lessons on what works and what does not from internal and external experiences and disseminate generated knowledge. Integrate the culture of review, reflection and learning and application in our regular working.

Partnerships and alliances

In alliance and coordination with government and non-government actors, develop WASH with particular focus on hygiene behaviour change as a well-designed and resourced programme, which is monitored for progress and results.



Photo: WaterAid/Poulomi Basu

Our programmatic approach is three-tiered and will be implemented as follows:

At the community level, we will design and implement innovative models of WASH service delivery and gather evidence of successful implementations to further legitimise and strengthen our advocacy work at the national level. This will be done through a rights-based approach that will empower communities to understand and demand their WASH rights and hold service providers accountable. These projects will be undertaken with NGO partners on a district-wide basis.

At the district/urban local bodies (ULB) level, we will aim to strengthen local government capacity to enable them in delivering ubiquitous and sustainable WASH services. This will be undertaken in conjunction with local governments at the city and ULB levels.

At the state and national level, we will aim to unblock bottlenecks for local governments to increase effectiveness through continuous analysis, research, documentation, and learning from grassroots models and demonstrations, allowing us to better influence national policy. These will be done on a sector-wide basis along with partners from WASH and non-WASH networks.



Photo: WaterAid/Sohrab Hura

Our interventions are organised under six thematic areas in an effort to be focussed and effective by aligning to the state institutional and decision making arrangements. State programmes will prioritise these themes depending on their context.

Rural sanitation

Accelerate rural sanitation, aligning to the national flagship programme of Swachh Bharat Mission, enabling people to realise their entitlements and influence governance to ensure effective and inclusive delivery.

Drinking water security

Promote sustainability of rural water supply service, based on clear operating, maintenance and management procedures including operation and maintenance (O&M), measurement for equitable distribution, and transparent arrangement for renewal, replacement and expansion of the source and/or the systems.

Urban WASH

Improving water, sanitation and hygiene services for the low-income urban areas is challenging and can be more effectively addressed by intervening at the level of city policy and planning. Urban WASH is about strengthening urban policies and plans with community participation to ensure equitable access and sustainable treatment of waste.

WASH in schools

WASH in schools promotes access to safe water, appropriate sanitation and hygiene systems and also supports and strengthens national and local institutions to sustain the progress and progressively improve the school environment under the broader rubric of Right to Education.

WASH in health and nutrition

Recognising the importance of WASH in health and nutrition, we combine WASH infrastructure and education with nutrition and health facilities; ensure safe drinking water, adequate sanitation, and hygiene necessities are accessible to pregnant and lactating women, and children under five years of age in all contexts including health care centres and Integrated Child Development Services (ICDS) centres.

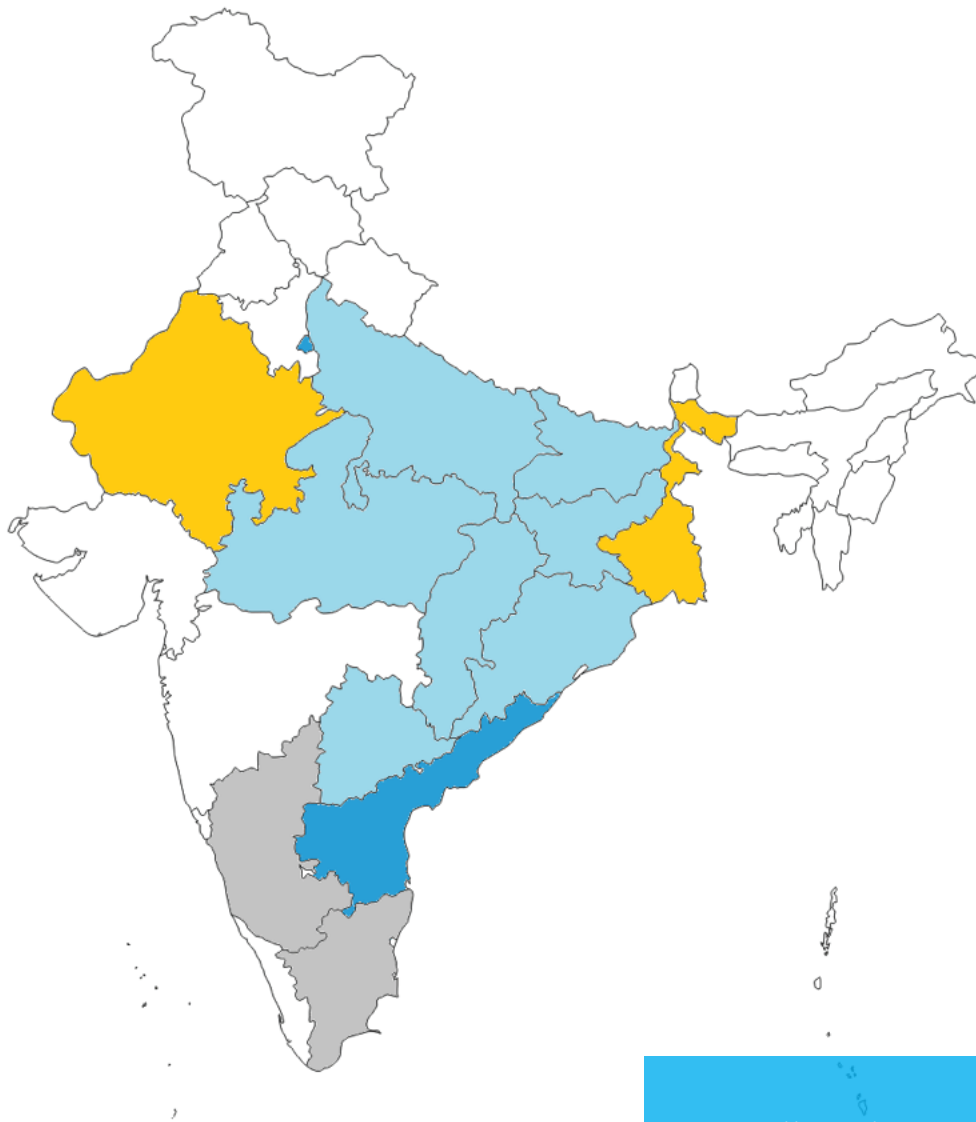
WASH in disaster risk reduction and climate change adaptation

Integrating WASH preparedness in states disaster risk reduction measures and promoting resilience measures both in technologies and community programmes as a regular part of WASH development work.

WASH in health and nutrition and WASH in climate change are emerging new areas of focus for WAI, we will include measures on research, documentation and learning to inform our programmes.

Where we work

We have identified the following states as our focus for strategic interventions:



 2 States WAI will review after three years	Andhra Pradesh; Delhi
 7 States - WAI will continue	Uttar Pradesh; Bihar; Jharkhand; Odisha; Madhya Pradesh; Chhattisgarh; Telangana
 2 States - WAI will initiate	Rajasthan; West Bengal
 2 States - WAI will exit	Tamil Nadu; Karnataka

We will work in nine states in the country by the end of the new strategy period (2016-2021). By choosing regions that have the worst indicators, as well as strong presence of other global WASH sector players, collective and collaborative efforts will lead to faster universalisation of WASH services in these areas.

A woman wearing a blue patterned sari and a light blue blouse stands in a narrow alleyway between brick walls. She is holding a long-handled broom. In the background, a brown dog is walking. The scene is set in a residential area with brick buildings.

The geographic areas that we will focus on are based on our strategic priorities, our niche, the regions that have the most WASH challenges, presence of other sector players and our current presence in the country.

Supporting our work & growth

WaterAid India is in the process of transitioning from a WaterAid country programme to an independent legal entity, governed by an Indian board. WaterAid India will become a “member” of the WaterAid federation.

We will transition to an Indian registered organisation Jal Seva Charitable Foundation during this strategy period in order to build the legitimacy, scope and scale of our work in India. An important milestone was reached in July 2015 when the WaterAid International Board approved WaterAid India – Jal Seva Charitable Foundation as an ‘Associate Member’ –which will come into effect in early 2016.

This will be made possible through the work of supporting functions such as resource mobilisation, communications and human resources.

Resource mobilisation

Our transition to an Indian entity requires the organisation to be supported largely by partnerships and funds raised locally. To attain the same, we will actively pursue and build fundraising partnerships within and for the country. Our endeavour would be to build a constituency amongst concerned individuals, institutions, bilateral and multilateral agencies, major international NGOs, foundations, and the private sector who are donors and our partners to deliver WASH for everyone, everywhere. We will aim to raise 80 per cent of our programme corpus from within the country by the end of this strategy period in 2021.

Communications

We will use the power of communications to effect change directly, which could be

through behaviour change, mobilising popular support, influencing government policies, building public pressure for change in policies and practices or driving organisational growth by attracting and retaining new donors and funds to support our work. In the present socio-political context where critical issues of water and sanitation remain grossly under-represented, WaterAid India will engage in strategic media advocacy using various channels, offline and online, to create greater awareness about the issues that affect over half the country’s population and help bring meaningful change, especially for the most vulnerable communities.

Human resource and organisational development

To enable the organisation to implement its work and grow in a sustainable manner, we will look at:

- deeper engagement in states
- innovative models of programme and policy interventions
- greater investments in newer functions like resource mobilisation, health expertise and state specific positions

In **learning & development**, our priority will be on developing the managerial and leadership capacities of staff and partners. We will continue to strengthen and introduce a range of participatory diagnostics to receive employee insights on creating a more sensitive and engaged workplace.

We will continue to build strong **organisational values** of Respect, Collaboration, Accountability, Innovation, Courage and Integrity and integrate them with managing performance in the organisation.



The transition to Jal Seva brings a fundamental change in the overall governance and identity, decision-making, and accountability of the organisation. We will invest in building our capacity to become a full member and contribute to global learning through our unique position of having travelled as a country programme and the first country to become a member with the potential to define a new category of role and functioning of members.

Assessing our performance

The pillars of our Planning, Monitoring, Evaluation and Learning (P,M, E & L) framework will be quality, accountability and learning and knowledge synthesis. We will build on the progress made on P, M, E & L systems to bring in increased qualitative aspects on all our key strategic objectives.

The systems and information will aim to improve informed decision making at all levels beginning from partners. An integrated performance monitoring and measurement plan, aligned to the strategy, will be developed and progress towards intermediate and annual outcomes will be tracked. Reviews will be structured to generate lessons and practical knowledge gained from our interventions and outcomes,

and for application in our future work. Studies and reviews will support programme quality and efficiency, and strengthen learning. Analysis and dissemination of monitoring findings will contribute to generating evidence for better policy and advocacy, our future interventions and enhance our credibility among donors and other supporters.



Photo: WaterAid/Poulomi Basu

In the year 2014-15,
we reached 6,81,564
people with water, 8,92,230
people with sanitation and
24,76,638 people
with hygiene

We work
across
11 states of
India

We currently
intervene in 58
districts and 1,954
gram panchayats

WaterAid
has been
working in India
since 1986

WaterAid transforms lives by improving access to safe water, hygiene and sanitation in the world's poorest communities. We work with local partners and influence decision-makers to maximise our impact.

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