

WATERAID NIGERIA

COUNTRY STRATEGY PAPER: 2016 -2021

OUR CONTEXT

With a population of over 180 million people and GDP of \$1.053 trillion¹, Nigeria is currently the largest economy in Africa and the 26th largest economy in the world. Despite this appreciable growth in GDP in the last one-decade, Nigeria's growth has been tainted by poverty, unemployment, escalating inequality and exclusion. Oil accounts for over 95% of foreign exchange earnings and about 80% of budgetary revenues². Nigeria's heavy dependence on oil makes the country's economy vulnerable to external shocks. With the collapse in the prices of crude oil since 2014, the country is currently going through a difficult economic period – the value of Naira has collapsed against major international currencies, leading to a liquidity crisis and a huge budget deficit. This of course has implication for the WASH sector service delivery. The country is also faced with unprecedented violence – particularly the Boko Haram insurgency that has displaced more than three million people and killed over 20,000³. This has exposed the country to a huge humanitarian situation in the north east of the country. These issues notwithstanding, Nigeria has strong political and economic potential that if properly harnessed could impact positively on the condition of the poor.

Although a country of cyclical political crisis, Nigeria's 2015 general elections appears to have been a major point of departure. Despite the almost universal apprehension about the outcome of the general elections, Nigeria managed to pull off a relatively peaceful political transition. The dynamism of the transition could be a major opportunity for policy change and strategic commitment citizens re-awakening for improved governance and accountability across various sectors including WASH. While politicians in Nigeria hardly show commitment to their campaign promises, civil society groups across the country are making renewed efforts to hold the new government to account on its "change" promises.

INSTITUTIONAL STRUCTURE AND SERVICE DELIVERY

Nigeria is a federation of 36 states and 774 Local Government Areas. Each of these component units constitutionally shares concurrent powers over water and sanitation with the central government. These governance units have disparate structures and agencies responsible for water supply and sanitation. This has historically created huge confusion and contention on different policy issues, frameworks, powers and the service delivery architecture in the

¹ . <https://www.cia.gov/library/publications/the-world-factbook/geos/ni.html>;

<http://sdwebx.worldbank.org/climateportal> Accessed .

² World Bank, Nigerian Economic Outlook, 2014.

³ UNOCHA, 2016, Nigeria Humanitarian Response Plan. For details see www.humanitarianresponse.info/en/operations/nigeria

sector. The challenge of coordination is not only between the tiers of government but also within each layer of government. This has not only affected policy making, it has significantly impacted on Nigeria's performance in the delivery of WASH services. State governments provide policy direction, establish institutions for oversight and monitoring of service provision and disburse funds to local government for development interventions, while the local governments have been constitutionally saddled with sanitation and hygiene provision responsibilities. The increasing erosion of local government autonomy due to excessive control by the state governments has undermined the local government's capacity to provide these services. This presents an important opportunity to work with others in advocating for local government autonomy.

WATER

The 2013 National Demographic and Health Survey (NDHS) report indicates that 61 percent of the households in Nigeria have access to an improved source of drinking water, with a much higher proportion among urban households (76 percent) than among rural households (49 percent). This shows an overall improvement in access to improved sources of water in Nigeria from 56 percent in 2008. The most common source of improved drinking water in Nigeria is tube well or borehole water, used by 44 percent of urban and 32 percent of rural households.

Across the six geopolitical zones, there are considerable disparities in access to clean water. While the South East geopolitical zone has almost achieved the national target with 71.0% of inhabitants having access to clean water, in the North East only 38.0% of the population has access to clean water. This geographical disparity directly corresponds to the gross disparity in other development indicators.

Some of the major challenges of water services in the country are centered on poor policy frameworks, industrial and urban pollution, decaying infrastructure, poor power supply, underfunding, urbanisation and other demographic changes.

SANITATION AND HYGIENE

The 2013 NDHS shows that 3 in 10 households in Nigeria use improved toilet facilities that are not shared with other households (37 percent in urban areas and 25 percent in rural areas). Twenty-five percent (25%) of households (40 percent in urban areas and 13 percent in rural areas) use shared toilet facilities, while 45 percent use non-improved facilities (62 percent in rural areas and 23 percent in urban areas).

Demand for sanitation and hygiene have generally been weaker than demand for water. Current institutional frameworks for sanitation do not provide a clear institutional "home". In most cases it is shared amongst a number of ministries at the federal level and it is the responsibility of a number of different authorities at the state and local levels.

Across the country and levels of government, there are appreciable gaps between sanitation as an expressed priority of policy makers and politicians and actual changes in budget allocation and disbursement. Translating political or policy statements into budget commitments has therefore been a huge challenge.

The last few years have seen increasing interest in Public Private Partnerships (PPP). The participation of private vendors has also increased within this period. Generally, the poor have continued to pay for these services despite the strain on their resources. Private sector engagement largely appears to favour the high income against the poor for two major reasons – affordability and accessibility. The rich are able to pay and have the infrastructure to support access to their locations and enhance easy revenue collection.

Poverty, cultural beliefs and illiteracy are major drivers of improper waste management and unhygienic practices in most communities in Nigeria. While there are strong cultural and historical practices that support sanitation and hygiene across the country, there are yet other practices that inhibit sanitation and hygiene. In some parts of the country culture and beliefs affect behaviours on sanitation and hygiene irrespective of social status or educational background. Whereas, in other parts levels of exposure including education status has an impact on perceptions about proper sanitation and hygiene behaviours e.g. latrine use. This will therefore have an implication on the behavioural change strategy which WANG will employ.

INEQUALITY AND EXCLUSION

Inequality in Nigeria is both vertical and horizontal – meaning inequality between individuals and groups. Inequality has gender, disability, ethnic, regional income and even age characters. Inequality breeds exclusion and determines peoples' and communities' access to WASH services. Inequality and exclusion are political and sensitive issues in the country. Since inequality in the country intersects with regional, ethnic and gender issues, the discourse and policy responses are often politicized.

The Nigeria poverty profile suggests an increase in inequality that could have offset the poverty-reducing benefits from sustained growth. According to the World Bank, the Gini index, increased from 39 to 41 percent, a jump of 3 percentage points – equivalent to about 8 percent increase in inequality in 6 years. Other inequality indices are consistent in indicating an increase in inequality both at national but also at urban and rural levels.

Gender inequality in particular, has been a major issue. Roles, responsibilities, and access to resources are highly differentiated both in men and women and even amongst the women themselves, due to differences in socio-economic status. Social arrangements, age and generation are some of the factors known to show differentiation in the role of women in water management. Social hierarchy influences women's role; for example the burden of fetching water or providing household water for the family increases as one moves down the hierarchy.

Continuing discrimination in political leadership, education, health care, employment, and control of property – inevitably makes women and girls more vulnerable to different shocks and stresses in the country.

CORRUPTION AND SERVICE DELIVERY

Nigeria has been variously rated as one of the most corrupt countries in the world. Although there is a renewed interest in fighting corruption by the new leadership in the country, it is still safe to argue that corruption permeates virtually all the segments of the country. It is more pronounced in the public sector, particularly among agencies responsible for service delivery. Consequently, corruption has distorted government expenditure and reduced the quality of a wide variety of government services, including WASH, health care, education, tax revenue and environmental control.

In many cases, public services such as basic education, health, sanitation and hygiene, which directly benefit the poor, are given lower priority than capital-intensive programmes because the latter offer added opportunities for high-level rent taking. As a result, lower income groups lose access to those services.

Corruption has made citizens engagement associated right-based (RBA) work even more difficult because people have lost faith and trust in public service. Corruption also introduces incentives and tactics which leads to 'divide and rule' and translates into distortion of communal sense of priorities in engaging with duty bearers. The people therefore look towards NGOs to provide these services. However, rights-based approaches still retain the strongest potential in our context to empower citizens to demand for increased accountability in public service provision.

COMMUNITY STRUCTURE AND POWER RELATIONS

Nigeria's diversity is reflected in the differences in cultural practices, beliefs and related identities. There is therefore no single overarching cultural practice that encapsulates the whole country. Regional, ethnic, religious and cultural differences impact significantly on the political landscape and the power structure of communities.

Traditional institutions, religious institutions, community groups, women and young people are important community stakeholders and could represent an important entry point for any community intervention and policy change.

CHANGE DRIVERS

There are three broad categories of drivers of the demand for improved WASH services in the country - agents, institutions and structures. Agents include individuals and sector specific actors including donors, CSOs and government agencies; Institutions include policies, laws, and belief system, political and economic processes that sustain the sector while structures have to do with the macro-economic, political and social structure – including community and traditional institutions.

Some of the key agents of change therefore include civil society organisation, religious groups, women's groups, community associations, politicians, and others. Nigeria has a history of vibrant civil society consisting of CBOs, NGOs, networks, labour and industrial unions, media and youth organizations. This has however had limited impact due to the long years of military authoritarian rule and the almost the unaccountable dispositions of some politicians since the return to civil rule in 1999. With the relative stability in the last 16 years, these Civil Society organizations and movements have been gaining space and making appreciable impact in demanding for improved governance and accountability in service provision including WASH.

One of the challenges responsible for low access to WASH in Nigeria is the low capacity level of the major change drivers - including federal, state and local institutions, CSO networks, the communities, environmental health officers and sanitary inspectors, the private sector and other institutions/organizations that are involved in advocating for the provision of water, sanitation and hygiene services.

NIGERIA AND WEST AFRICA

Nigeria's role in driving the water, sanitation and hygiene issues in West Africa is both strategic and historical. It is strategic because improving Nigeria's performance in the WASH sector will impact positively and significantly on the regional performance. Nigeria's sheer number and her current poor performance has been a major drawback for the region. Nigeria's role is also historical in the sense that it has always been a leader in the socio, economic and political development of the region.

As the host of very important regional institutions, particularly the ECOWAS secretariat and the parliament, these institutions appear available to Nigerian civil society groups for influencing. It is therefore not surprising that the most important West African civil society platform, West African Civil Society Forum (WASCOF) is located in Nigeria. Beyond the sub regional institutions, Nigeria also hosts the African Ministers Council on Water (AMCOW). These are important institutions that can be used to influence the regional and Pan-African WASH policy direction.

WANG CHALLENGES OF EFFECTIVE DELIVERY

During the last strategy period, WANG recorded achievements and impacted positively in the WASH sector in Nigeria. Despite its successes, there were challenges in its effective delivery of WASH services and influencing for change. Considering the size of the country and the resources available to the autonomous federating units (states), it appears WANG's concentration on traditional programme approaches of service delivery and counting user numbers over the years has been a drawback. Although, WANG invested in developing rights based programming and policy influencing but its programme activities were still service-delivery focused. Also, WANG partnerships have been deeply traditional, working largely through government institutions including local government authorities, WASH specific CSOs and in some cases responding to donor interests. This approach is

considered restrictive and does not allow for a sector wide engagement on policy influencing. WANG's limited investment and focus on knowledge management, documentation and sharing to reflect the country programme gains contributed to some of the challenges of its effective delivery..

Geographically, WANG's current national spread appears to be self-limiting and could be a major drawback to its influence in the country. WANG is currently in only 6 states out of thirty-six. While that may not be viewed as inadequate, its failure to achieve substantial national cover could be a disservice if considered within Nigeria's geo-politics.

As a programme in the biggest economy and the most influential country in Africa, WANG is expected to play a correspondingly influential role in the Pan African and West African programmes. WANG has strong potential to be a major player in West Africa and Pan-Africa. It is therefore important for WANG to engage the different regional and African institutions in the country and make effective use of the power and influence of Nigeria to shape the sector in Africa.

OUR ROLE AND NICHE

WANG has over the last two decades grown from a small organisation located in a state to an attractive national brand. The international character of WaterAid and its global reach has allowed for cross learning, deep internal expertise and extensive knowledge of the sector in Nigeria. It has also developed a strong reputation as a community focused and pro-poor organisation. This has contributed to building community acceptability, legitimacy and influence.

The programme delivery capacity of WANG has been appreciably good. With innovative and internationally tested programme delivery approaches, WANG has developed a strategic interface between the demand and supply side of equitable and sustainable WASH services in Nigeria. In the last few years, WANG has built extensive relationship with governments at all levels. This has contributed to its policy advocacy and influencing capacity. It has been able to navigate the complex contours of Nigeria's federal structure and provide different strands of interventions at the national, state and local government levels.

Despite some of its challenges and strong potential to do better than it is currently doing, WANG is undeniably the leading mono-focused international non-governmental organisation in the sector. WANG remains a major point of call on national WASH issues and its views on the sector are respected and influential.

Based on internal and external SWOT analysis, WANG's key areas of strength within the WASH sector in Nigeria are:

1. WANG is seen as a *trusted and respected stakeholder* in Nigeria's WASH sector. It has cultivated good relationships across different

- government agencies – (at federal, state and local government levels) donor agencies and other development partners in the country.
2. WANG has a *good national network* and knowledge of the sector.
 3. WANG's inclusive WASH facilities serve as models for improved equitable and sustainable WASH service by other stakeholders
 4. As one of the very few WASH focused international organisations, it has *real potential to influence the sector*.
 5. Nigeria is recognized as a key player and leader in the region and across the continent presenting WANG with *real opportunity to influence Pan African and Regional programmes*.

Therefore, WANG will consolidate on these strengths to build its niche as being a *catalyst for the change* that will result in more effective policies, stronger coordination, increased funding, deeper accountability and the expansion of citizens' voice and engagement.

To fulfil this niche, WANG will particularly ensure institutional efficiency, entrench a values-driven approach to its work, strengthen its community presence and enhance its local legitimacy.

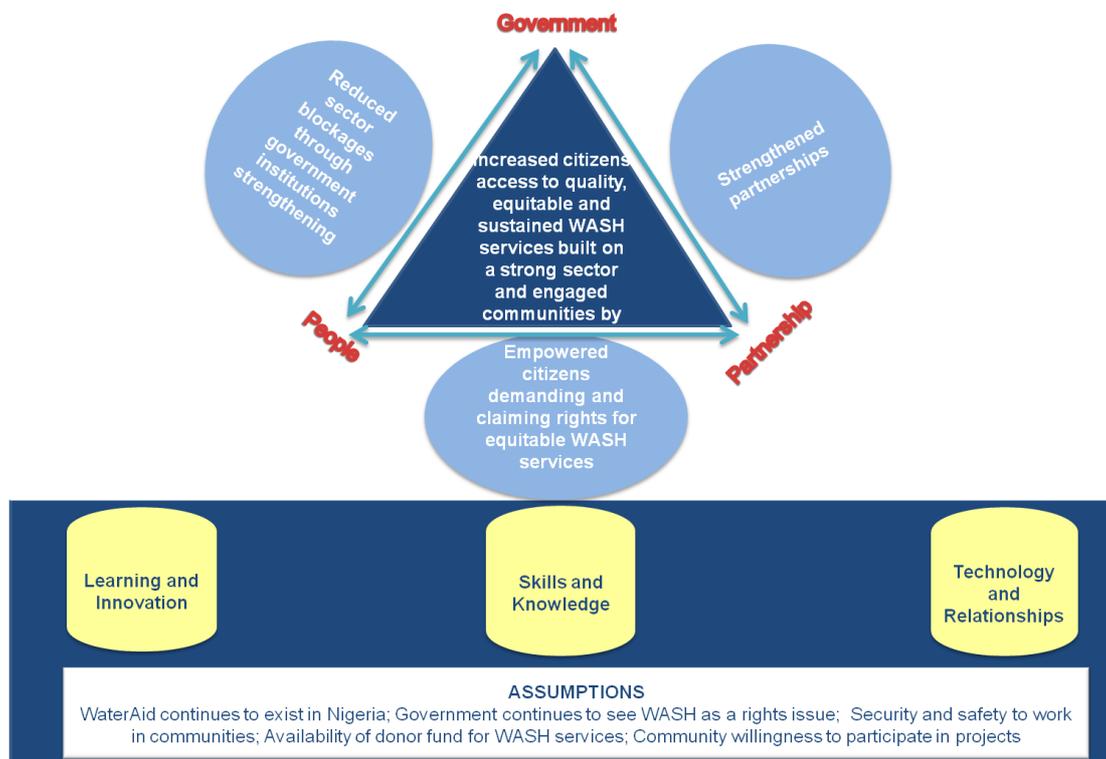
HOW CHANGE WILL HAPPEN

THE CHANGE WE WANT TO SEE

Over the next five years, WANG will work to catalyze a turnaround in the current situation to ensure ***increased citizens' access to high quality, equitable and sustained water, sanitation and hygiene services built on a strong sector and engaged communities.***

OUR THEORY OF CHANGE

WANG's theory of change is illustrated below:



We believe that increased access to sustained water, sanitation and hygiene services will be achieved in Nigeria when government institutions are strengthened and coordinated to deliver effectively and people and organizations work in partnership and build their skills, space and power to negotiate and claim their rights to progressively improved WASH services.

WANG will contribute to a sustainable and equitable WASH sector, putting people at the centre of the development agenda. We will support empowerment of communities individually and collectively to demand and attain their rights to universal access to water, hygiene and sanitation services, and to demand for effectiveness, accountability and transparency of the WASH sector through context appropriate approaches to service delivery, accountability mechanisms and the creation of new approaches to equitable and renewable use of WASH resources.

The uniqueness of our theory of change is hinged on a **tri-pod** of strengthened government institutions providing sector leadership, enabling people-centric responses where people negotiate and claim their rights, and sector actors working in partnership to ensure better access to sustainable WASH services.

WANG will contribute to the global WaterAid goal of universal access by 2030. Our work over the next 5 years will centre on pushing for increased citizens' access to high quality, equitable and sustainable WASH services

built on a strong sector and engaged communities. Change in our context will happen through:

Progressive reduction in sector blockages in planning, financing, coordination, monitoring and evaluation: Change will happen when government takes leadership of the sector, ensuring that all actors are effectively coordinated to develop and implement context specific plans and strategies, harness resources, and galvanise support for a joint sector performance monitoring mechanism. WANG will support government to focus on strategic institutional reforms, which will result in implementation of realistic plans and strategies that will ensure that the sector has appropriately targeted funding and its performance is effectively monitored.

Strengthened partnerships to influence WASH sector and facilitate citizens' rights to WASH services: Change will happen when sector stakeholders across civil society, private sector and government work together through diverse types of partnership to make impact. The collaboration among the stakeholders will ensure that there is an improved focus and coordination of resources, which will lead to positive impact on the lives of people through increased access to WASH services.

WANG will serve as a catalyst and champion engagement with this range of stakeholders across all levels. We will work in partnerships that will complement our strengths and balance our weaknesses in key areas of focus particularly around addressing issues in political economy, inequalities, humanitarian responses and conflict programming. WANG will support strengthening capacity of local partners while being more pragmatic in our types of partnerships and approach.

Empowered citizens demanding and claiming rights to equitable WASH services and development: Active participation of communities and individuals is central to achieving universal access to WASH. We will support empowerment of communities and individuals to have a voice in decision-making processes and claim their rights to sustainable WASH services. WANG will support key actors in the sector and in complementary sectors to design, plan and implement sustainable WASH services to meet the needs of the people. Through our advocacy, evidence from research and campaigns, we will work to promote accountability by service providers.

Overall, we will strengthen our skills and knowledge; focus on learning and innovations; and improve our technological and partnership approaches to build pillars that will support the implementation of our theory of change.

The theory of change is based on the assumptions that WaterAid will continue to exist in Nigeria; that government will continue to see WASH as a rights issue; that there will be security and safety in the communities where we work; that donor funds for WASH services will continue to be available; and that communities will be willing to participate in projects.

Conditions for Change to Happen

1. **Government leadership:** Change will happen when government takes leadership of the sector, ensuring that all actors including the private sector are effectively coordinated to develop and implement context specific plans and strategies, harness resources, and galvanize support for a joint sector performance monitoring mechanism.
2. **Effective and collaborative partnerships:** Change will happen when sector stakeholders across civil society, private sector and government work together through diverse types of partnership for sustained impact.
3. **Active and empowered communities and citizens:** Change will happen when communities and individuals are empowered and are actively participating in decision making process in WASH and demanding for sustainable WASH services for themselves and as representatives.
4. **Innovations and knowledge management:** We believe that change will happen when innovations, sharing and learning are influencing programmes and policies which facilitate peoples' access to sustainable WASH services. Education and knowledge will play a crucial role in the behaviours and attitudes of the people.

To support our transition towards the change we seek and to strengthen our niche, we intend to open *new frontiers* that will contribute to strengthening our position and relevance in the country and within the global organisation. These new frontiers will contribute to the delivery of our strategic objectives in the following way:

PROGRESSIVE REDUCTION IN SECTOR BLOCKAGES THROUGH MORE EFFICIENT STATE INSTITUTIONS

- **SECTOR FINANCING:** We will work to increase investment in the sector through our engagement with the private sector, government, local philanthropies and development partners and promote individual support for WASH services. We will work with our civil society partners to monitor budget, ensure public accountability and institute a sustainable sector funding mechanism.
- **HUMANITARIAN RESPONSE:** The increasing violence in most parts of the country has created a huge humanitarian situation. We will apply programmatic approach which addresses and respond to conflict context for rights and access to sustainable and quality services. We will work to ensure effective state coordination, resourcing and management of humanitarian issues by i) supporting coping mechanisms of communities living in emergency prone areas, ii) facilitating access and right to these services, iii) supporting management of WASH services within the wider development.
- **INCREASE NATIONAL SPREAD AND INFLUENCE:** We hope to expand our national horizon. We will therefore ensure presence in more states for increased influence, income and impact.

EMPOWERED CITIZENRY TO MAKE DEMANDS AND HOLD THE GOVERNMENT TO ACCOUNT

- **MARKET BASED APPROACHES** – We will build on our small town programme experience to develop programmes to generate more knowledge and models on pro-poor market based approaches that can work in our context. We will use this to generate more knowledge and models. Nigeria has a lot to share being the biggest market in the continent and one of the most urbanised contexts in the region.
- **EXTRACTIVE INDUSTRIES AND WASH** – Nigeria is an extractive country. Petroleum products have been the major contributor to the nation's foreign exchange and budgetary revenue. The sector also contributes to the degradation of the environment, polluting public water and compounding the sanitation and hygiene crisis especially in the Niger Delta region and in solid mineral mining hubs across the country. We will encourage corporate social responsibility and work with different agencies to hold the industry to account.

INNOVATIVE PARTNERSHIPS TO ENSURE BETTER ACCESS TO SUSTAINABLE WASH SERVICES

- **BUILD RESEARCH AND DOCUMENTATION CAPACITY:** We will work to become a big knowledge production and learning hub for the sector and development actors in Nigeria, West Africa, Pan Africa and within the global WaterAid family. In doing this, we will increase our knowledge management capacity and cultivate relationship with relevant departments of universities and research institutions to provide groundbreaking and experience sharing research and documentation.
- **ENGAGEMENT WITH REGIONAL AND PAN AFRICAN PROCESSES** – Conscious of Nigeria's power and influence in the West African sub region, the regional institutional infrastructure and Africa Union, WANG will seek much stronger engagement with the regional institutions in the country. We will work with the ECOWAS Secretariat and Parliament, the African Inter-Ministerial Council on Water (AMCOW) as well as the West African Civil Society Forum (WASOF) to influence regional policy direction on WASH. We will further engage and support influencing at the Pan-Africa level in decisions that have an impact on WASH and the wider poverty agenda. We will institute a strong governance and policy team with the right level of in-country capacity that will work with WaterAid globally to provide vibrant policy and leadership.

OUR AIM AND STRATEGIC OBJECTIVES

AIM

Increased access to high quality, equitable and sustainable water, sanitation and hygiene services built on a strong sector and engaged communities by 2021

STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVE 1: To strengthen systems to reduce WASH sector blockages.

Sector coordination, blockages, and poor system are the major bane of Nigeria's WASH sector. Poor management of the Nigeria's federal structure has created an enormous coordination gap in the sector and rendered policy-making difficult. These gaps in coordination at the governmental level have significantly impacted on the state capacity to coordinate donors and other development partners. In most cases, across the country and levels of government, there are appreciable gaps between WASH as an expressed priority of policy makers and politicians and actual changes in budget allocation and disbursement. Translating political or policy statements into budget commitments has therefore been a huge challenge. All these have significantly impacted on sector capacity. The capacity level of the major WASH actors including federal, state and local institutions, CSO networks, the communities, environmental health officers and sanitary inspectors, the private sector and other institutions/organizations involved with the provision of sustainable water, sanitation and hygiene services are observed to be low.

We will work to strengthen the sector and reduce the blockages that undermine efficiency and effective delivery of the WASH service. Through evidence from our service delivery in local communities, our advocacy and influencing will focus on increasing government and development partners' investment in WASH services by government at all levels. The marketing of our integrated service delivery approaches will target government institutions and other stakeholders with the aim of increasing provision of equitable and sustainable WASH services through replications and scale-up. We will advocate for strengthened stewardship for effective WASH sector response by the Federal, State and Local governments. Working with different stakeholders in the sector, we will work to harmonize M&E system for increased sector performance management. To enhance effective coordination between and within the different layers of government, we will work to ensure a clear policy direction that defines role and responsibility for each layer or institution of government. We will work with our partners to support capacity building initiatives that will strengthen the sector capacity to engage and respond to citizens' demands.

KEY OUTCOMES:

1. ***Improved sector financing, coordination and effective programme performance and management:*** Increased institutional investment for

WASH at all levels to finance the sector infrastructures, engage communities and ensure sustainability. There will be harmonized plans at all levels of governments, with deeper coordination, Monitoring and evaluation system and effective system for tracking sector budget. Policies and systems developed to define roles and responsibility for ensuring coordinated WASH services. Strengthened sector capacity to provide equitable and sustainable WASH services and respond to citizens' demands. Through effective monitoring and evaluation, new knowledge is developed and innovations shared between different state and local governments.

2. ***Hygiene prioritized as an important integrating component for sustainable WASH services:*** Hygiene is recognized as an important and integrating component of WASH service. National hygiene improvement policy is developed with clear strategy and costed plans. Special attention is provided for hygiene and specific budget lines developed to deal with hygiene specific issues, including menstrual hygiene. Existing coordination platforms for sanitation at all levels prioritised hygiene.

STRATEGIC OBJECTIVE 2: To empower citizens to demand their rights and participate in WASH decision making

Citizen's capacity to engage and demand for their rights is an important element of sustainability and one of the pillars of our theory of change. In the last few years, Nigerian citizens have become more active, the growing youth population is engaging deeply in governance processes and the social media is becoming a major instrument of public accountability. The dynamics of the recent political transition provides a huge window of opportunity for citizens' engagement and policy influencing.

We will contribute to a sustainable and equitable WASH sector by putting people at the centre of the WASH sector development agenda. We will empower communities individually and collectively to demand and attain their rights to universal access to water, hygiene and sanitation services. We will demand for effectiveness, accountability and transparency of the sector through better-fit approaches to service delivery, accountability mechanism and creating new approaches to equitable and renewable use of WASH resources. We will strengthen our internal capacity for Rights Based Approach and ensure communities are better organised, engaged to demand for equitable WASH services.

KEY OUTCOMES:

1. ***Empowered citizens claiming rights and participating in WASH decision-making:*** Citizens are able to participate in WASH decision-making process. They are engaged, consulted and participate in the sector activities, making demands on the governments at all levels. In attaining this, citizens are properly organised through different

platforms, networks and movements and engage government at all levels. They have a better appreciation of their rights and responsibilities in relations to the duty bearers.

2. ***Hygiene and Sanitation prioritized as key components of behaviours change:*** People and communities appreciate and prioritised hygiene as an important component of their development and a major behavioral change issue. They therefore take hygiene as major issue in their daily activities. Sector programming on menstrual hygiene is strong and silence is broken on MHM issues. People and communities imbibed sanitation as a major issue and invest time and resources in sanitation.

STRATEGIC OBJECTIVE 3: To strengthen partnerships to influence the WASH sector and increase access to sustainable WASH services

To increase citizen's access and sustainability of WASH service, we will strengthen our partnership across the sector focusing more on integrated sector wide approach. We will therefore take on the WASH sector within the larger development environment of the country and contribute to engaging the blockages, ensure effective coordination among stakeholders as well as the several agencies and tiers of government. We will work very closely with civil society organisations, social movements, youth, research institutions, universities and the media, expand our partnership model to reflect much larger and mutually reinforcing interventions that will ultimately open up the WASH sector to other development sectors and ensure improved access and quality of WASH service delivery. We will therefore invest in capacity building of partners, promote mutual accountability and build strategic relationships with governments, private sector and development partners. We will also strengthen our relationship with regional institutions like ECOWAS and Africa Ministers' Council on Water. A strengthened partnership will deepen citizens' capacity to engage, hold government to account and demand for services. It will also increase citizens' policy advocacy and influencing capacity.

Key Outcomes

1. ***Strengthened partnerships to influence the WASH sector and increase access to sustainable WASH services:*** Improved ownership and effectiveness of CSOs and Media and through structured capacity building to deliver sustainable and inclusive WASH services. Increased knowledge generation, dissemination and feedback on WASH and WASH products/ models through existing interactive platforms, institutions and frameworks. Media paying more attention to WASH issues, reporting community concerns and demands and contributing to strengthening public accountability. Private sector becomes an integral part of the sector, making philanthropic resource contributions through corporate social responsibility and providing pro-poor WASH service. Universities and research institutions in collaborating with other stakeholders in the

sector making groundbreaking researches and knowledge driven documentations.

2. **Increased engagement with regional and international bodies:** Partnership and collaborative engagement with ECOWAS, AMCOW, WACSO and other regional bodies to influence on WASH strengthened. Increased participation in Regional and international Conferences, conventions, workshops and seminars. Joint programmes implementation with ECOWAS, regional institutions and other organizations

ALIGNMENT WITH GLOBAL AIMS

Strategic Objectives	Contribution to Global Aims statements	Performance measures
<p>To strengthen systems and reduce WASH sector blockages</p> <ul style="list-style-type: none"> • Improved sector financing, coordination and effective programme performance and management. • Hygiene prioritized as an important integrating component for sustainable WASH services 	<p><i>Contributes to Global Aim on:</i></p> <ul style="list-style-type: none"> ➤ <i>Strengthening Sustainable Services</i> ➤ <i>Improve hygiene behaviour</i> 	<ul style="list-style-type: none"> • Evidence of government at all levels showing allocation of resources for water services. • Number of government entities able to provide detailed WASH expenditure at National, state and local government levels. • Evidence of Government taking lead in sector coordination • Number of relevant MDAs proactively involving CSOs/communities in planning and budgeting process. • Number of states using National M & E framework. • Availability of adequate skills and human resource capacity to support sector strengthening in line with WA values
<p>To empower citizens to demand their rights and participate in WASH decision making</p> <ul style="list-style-type: none"> • Hygiene prioritized as 	<p><i>Contributes to Global Aim on:</i></p> <ul style="list-style-type: none"> ➤ <i>Reduce inequality</i> ➤ <i>Strengthening Sustainable</i> 	<ul style="list-style-type: none"> • Number of communities participating in planning, implementation,

<p>an integrating component for sustainable WASH services.</p> <ul style="list-style-type: none"> Hygiene and Sanitation prioritized as key components of behaviour change 	<ul style="list-style-type: none"> <i>Services</i> ➤ <i>Improve hygiene behaviour</i> 	<p>monitoring and maintenance of WASH facilities.</p> <ul style="list-style-type: none"> Evidence of increased participation by most marginalized and excluded groups in decision-making processes Number of CSOs successfully engaging citizens to demand their rights to WASH Number of communities who feel govt adequately responds to their WASH rights
<p>To strengthen partnerships to influence the WASH sector and increase access to sustainable WASH services</p> <ul style="list-style-type: none"> Strengthened partnerships to influence the WASH sector and increase access to sustainable WASH services. Increased engagement with regional and international bodies 	<p><i>Contributes to Global Aim on:</i></p> <ul style="list-style-type: none"> ➤ <i>Integrate into sustainable development</i> ➤ <i>Reduce inequality</i> ➤ <i>Strengthening Sustainable Services</i> ➤ <i>Improve hygiene behaviour</i> 	<ul style="list-style-type: none"> CSO collaborating to advocate for transparency and accountability in WASH governance. WANG signed and committed to partnership with expanded sector stakeholders. Knowledge generation, dissemination and feedback on WASH and WASH products/ models through existing interactive platforms, institutions and frameworks. WANG investment in partners provide relevant skills, capacities and systems for sustainable services. Evidence of open and transparent process of partnership engagement and exit (As outlined in partnership framework). WaterAid staff demonstrate capacity in partnership management (As outlined in global partnership process)

		<p>training).</p> <ul style="list-style-type: none"> • Evidence of WANG engaging with ECOWAS, AMCOW, WACSO and other regional bodies to influence on WASH. • Participation in Regional and international Conferences, conventions, workshops & seminars. • Joint programmes implementation with ECOWAS, regional institutions and other organizations. •
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OUR PROGRAMMATIC APPROACH

Our programmatic approach will be guided by the global policies, frameworks and guidelines. We will particularly show commitments to equity and inclusion, rights based approaches, district wide approach, transparency, disaster risk reduction, partnerships and sustainability.

In our build up to achieving universal access by 2030, WaterAid Nigeria, will over the next five years focus on increasing citizens' access to quality, equitable and sustainable water, sanitation and hygiene services built on strong sector performance and engaged communities.

This will be achieved using service delivery, influencing, coordination and partnership as our primary models of operation/intervention. We will influence government accountability by implementing programmes focused on strengthening government institutions to remove sector blockages in planning, financing, coordination, monitoring and evaluation. We will continue to provide equitable and sustainable WASH services through programmatic approaches that will show evidence from our work in the local communities. We will catalyze community action, increase citizens' participation in decision-making and support their action claim their rights to sustainable WASH services. Our partnerships will support strengthening capacity of local partners while being more pragmatic in our types of partnerships and approach. We will collaborate with other stakeholders to improve focus and coordination of resources to increase WASH access to the people.

While we will continue to directly support the provision of equitable and sustainable WASH services that will provide evidence from our work, this will not be the driver of our intervention. Our service delivery interventions will

provide opportunity for greater community engagement, rigorous testing of new models, innovations that will generate evidence of what works well, what does not work well and what should be scaled up within the Nigerian context.

Our research, learning and knowledge management will be further strengthened through deep political economy analysis across all intervention levels. This will project WANG as a sector-leader and knowledge hub thereby providing a bedrock for influencing at local, state, national and regional levels.

Key new components that will drive our WASH agenda for the next five-years comprise of:

INFLUENCING THROUGH INTEGRATED SECTOR STRENGTHENING

We will develop and institute a sector wide system strengthening through support for capacity building, development and implementation of frameworks and policies to support the sector.

To achieve this, we will strengthen our partnerships through targeted capacity building on WASH sector issues, increase our collaboration and networking with other development organizations, ensure approaches on equity and inclusion, rights based approach, sustainability are mainstreamed in our programme development and implementation.

In addition, we will work to facilitate an increased investment in the sector through our engagement with the private sector, government, local philanthropies and development partners. We will work with our civil society partners to monitor budget, ensure public accountability and institute a sustainable sector funding mechanism.

In implementing this, we will adopt the Capability, Accountability and Responsiveness (CAR) framework. This will be based on the capacity of partners to implement WASH, citizens demanding for government accountability and government responsiveness to WASH issues. WaterAid will play the role of a facilitator and supporter in all these partnerships.

SERVICE DELIVERY

Our service delivery will take a shift from the community based service provision. We will develop and pilot more strategic, higher level interventions focusing on the whole local government (i.e. Local Government Wide Approach). The LGA wide interventions will cover urban, small towns and rural areas within the LGA. Deepening this approach will contribute to learning from the six (6) geo-political zones in Nigeria.

RIGHT BASED APPROACH

In the last strategic period, WANG had attempted to evolve from a needs based programming to a right-based programming. We will now specifically strengthen internal capacity for rights based programming and support our partners to deliver. Our work will provide a good interface between right holders and duty bearers. This will mean working to strengthen relationship and accountability of duty bearers and rights holders.

EQUITY AND INCLUSION

The mainstreaming of equity and inclusion (E & I) will continue to be the bedrock of all our programmes. We will seek to improve staff and partner capacity and knowledge of our E & I framework and its application to ensure that socially excluded and marginalised groups and individuals based on factors such as disability, gender, age are prioritised in WASH service delivery.

RESEARCH AND KNOWLEDGE MANAGEMENT

Part of our knowledge management approach will be to build on existing research and knowledge from WaterAid's long history in Nigeria. We will keep abreast of changes related to WASH, harness and share learning by conducting new research to continuously analyze and understand blockages and opportunities and use the research findings to improve understanding of our context which will further provide evidence for programming and for influencing the sector.

MONITORING AND EVALUATION IN A TECH-ENABLED WORLD

The success of any programme is hinged on the establishment of a good quality, well-functioning monitoring and evaluation system. To develop a user-friendly and effective system, it is necessary to assess the opportunities and tools that are critical building blocks for the success of such a system.

Over the strategic period, we will develop and adopt a result based monitoring and evaluation system. This will involve developing and adopting a multi-layered system of indicators for all project inputs, outputs and outcomes to monitor programme efficiency. At the next level, we will track the impact and sustainability level indicators to ascertain effectiveness of our WASH interventions.

We will use technology to collect, collate and analyze the data and information and engage all stakeholders from the community to the national level to link these data with national standardized indicators to sector decision making. Roles and responsibilities will be assigned and adequate follow up and oversight will be provided to ensure that information generated through the monitoring and evaluation system can be used for influencing and advocacy for improved WASH service provision.

KEY SHIFTS

LOCAL GOVERNMENT WIDE APPROACH (OR DISTRICT WIDE APPROACH)

While the LGA will continue to be the smallest unit for all our intervention, we will take a shift from our current community centered programme delivery to a Local Government wide engagement, where we will be concerned about the totality of the Local Government Area (LGA).

Our work at the local government level will be used to influence policies and practices at the state and national levels. We will use our policy influencing and advocacy at the State level to make maximum impact at the LGA and

community. This will be informed by local level political economy analysis before our entry and the systematic analysis and understanding will drive our intervention and engagement with the communities. This will determine what we do and how we do it.

MARKET-BASED APPROACHES (MBA)

We will strengthen our engagement with private sector service providers, and with public private partnerships, and work with them to develop pro-poor social entrepreneurship models for WASH service delivery.

Market-based approaches to WASH services are premised on the realization that the poorest in rural and urban settings are already exposed to an unregulated and unstructured market and are being compelled to pay disproportionately more for lower quality service. Engaging with government to improve regulation and supporting local markets to offer increased choice and lower cost options to citizens is likely to deliver services at the scale required to support government efforts in our context to ensure universal access to services by 2030.

CONFLICT SENSITIVE PROGRAMMING AND HUMANITARIAN RESPONSES

Nigeria presents a context of widespread conflict humanitarian need. WANG recognizes that its investment and partnership can only be sustained in an environment where the communities continue to enjoy unhindered access to WASH services. The provision of these services can also be used as a platform to promote dialogue, peace building and inclusion.

In view of this, we will be building our capacity and that of our partners to develop a common understanding of the concept, approach and applicability of conflict sensitive programming using “Do No Harm (DNH) framework” to analyze and understand how aid in conflict setting can increase or reduce inter-group tension.

Humanitarian crises can affect women, men, girls and boys in radically different ways, changing social and cultural structures, and redefining women and men’s statuses – positively and negatively.

To address the different impacts of conflict and disasters on men, women, boys and girls and promote the potential for positive transformation, WANG will analyze, plan, and contribute to response to crises in ways that address practical WASH needs, promotes people’s rights to basic WASH services and tackles exclusion.

ENGAGING WITH THE EXTRACTIVE INDUSTRY

Petroleum and solid mineral prospecting and extraction have contributed to the degradation of the environment, polluting public waters and compounding the sanitation and hygiene crisis in many parts of the country and especially in the Niger Delta region. We will work collaboratively with other stakeholders to build learning within Nigerian context on the impact of extractives on WASH, and support the extractive industries in refining and developing their approach to corporate social responsibility.

WHAT OUR PROGRAMME WILL LOOK LIKE

Nigeria, as the most populous country in Africa with a mix of different dynamics, cultures and environment creates a unique opportunity for WaterAid Nigeria to capitalize on the natural diversity of the country context. The varied WASH peculiarities of the different regions provide potential to expand our scope and learning.

Therefore, within this strategy period, our programme structure will be geographically based. We will have three (3) main broad programmes – National, State (multiple) and organizational development.

Our national programme will focus on national government influencing to set a strategic vision and direction for increased access to equitable WASH services in the country. The programme will focus on issues such as engagement with national government on strategic plans and budgets, legislation (including constitutional reviews), implementation of Goal 6 and related Global Goals, national level campaigns - especially Healthy Start and coordination of learning and knowledge management across all our focal states.

The state programmes will focus on working with state level governments for policy influencing. Through our service delivery, we will demonstrate in local government areas within the States the evidence for influencing at the state and national levels. Depending on prevailing contexts, each state programme will have water, sanitation and hygiene components and a mix of rural, urban and small town interventions. Some state programmes will use the district wide approach for effective sector strengthening. Other key principles and approaches such as RBA, E&I, MBA, conflict sensitive programming will also be mainstreamed in our programme delivery.

Over the course of the strategic period, we will phase out of some of our current focal states and take on new ones. Our selection of intervention states will be determined by:

- Needs (choosing regions with the worst WASH/Health Indicators)
- Availability of resources
- Presence of partners with shared vision and the right capacity and skills
- Space for implementation/intervention
- Responsive government
- Opportunity for learning and innovation

Our organizational development programme will focus on strengthening WANG staff and partner capacity, skills and knowledge to deliver the programme.

PARTNERSHIPS WE WILL ENGAGE IN

We will continue to work with and through partners. Our partnership framework will change from the predetermined traditional or restricted partners groups. It will be broadened to include a wider range of agencies and stakeholders in the sector. The ideal partners will be determined by political economy analysis and a rigorous partners’ selection process. Through our reviewed partnership engagement approach, we will develop our positioning as a partner and change agent with the ultimate aim of creating stronger stakeholders within the sector.

In addition we aim to create strategic alliances and partnerships with both WASH and non-WASH players particularly to shape the policy and practice discourse to prioritize sanitation and hygiene along water on the national and state agenda.

Our partnerships will be wide-based to include but not limited to the following;

- Community Based Organizations
- Ward Development Committees
- Local Government Associations and Organizations’
- Statutory Government Ministries, Departments and Agencies
- Academic and Research Institutions
- Private Sectors and Individuals
- Religious Bodies
- Media
- Youth groups
- Disability Rights groups
- Other Non State actors
- Local, State and National Governments
- International Organizations/NGOs/Institutions

s/n	Approaches	Partnerships	Organization
1	Influencing through Integrated Sector Strengthening	<ul style="list-style-type: none"> • Statutory Government Ministries, Departments and Agencies • Development partners • CSOs 	<ul style="list-style-type: none"> • Local, State and National Government • International Organizations • CSOs
2	Local Government Wide Approach	<ul style="list-style-type: none"> • Community Based Organizations • Ward Development Committees • Local Government Associations and Organizations’ 	<ul style="list-style-type: none"> • Community, CBOs, • NGOs • WDCs • Other International Organizations • Private sector

		<ul style="list-style-type: none"> • Statutory Government Ministries, Departments and Agencies • Development partners • Private sector 	Organizations
3	Research, development and Knowledge Management	<ul style="list-style-type: none"> • Academic and Research Institutions • Development partners 	<ul style="list-style-type: none"> • National Universities, Polytechnics • Federal Parastatals and Agencies e.g. National Water Resource institute • Private, Regional Research Institutions • International Organisations
4	Market Based Approach	<ul style="list-style-type: none"> • Private Sector Organizations and Individuals • CSOs • Development Partners • Media 	<ul style="list-style-type: none"> • Federal Parastatals and Agencies i.e. National Water Resource institute • Private sector (Business development)
5	Engaging with Extractive Industries	<ul style="list-style-type: none"> • Statutory Government Ministries, Departments and Agencies • Private Sector (Oil& Gas and mining) • CSOs 	<ul style="list-style-type: none"> • Oil and Gas Companies • Mining Companies • CSOs
6	Conflict Programming and Humanitarian Responses	<ul style="list-style-type: none"> • Statutory Government Agencies • International Organisations • CSOs 	<ul style="list-style-type: none"> • Government Agencies e.g. NEMA and SEMA • Humanitarian Agencies and Organizations • Community Based Organisations •

WHAT THE PROGRAMME WILL ACHIEVE

We will draw on the innovations generated from all our approaches and interventions detailed above and share our experiences and sustainable

models widely to influence the sector over the next five (5) years. This will increase WANG's sphere of influence as a knowledge and learning hub on WASH issues in Nigeria, thereby being the "go to place" for technical expertise and solutions for WASH challenges in Nigeria and across the region. In addition, it will lay the foundation for the fifteen (15) year trajectory to everyone everywhere in Nigeria having access to water, sanitation and hygiene by 2030.

WHAT OUR SUCCESS WILL LOOK LIKE

See Appendix 1 (excel Spreadsheet) for the detailed Logical Framework.

RESOURCING AND DEVELOPING OUR ORGANISATION

Nigeria has been experiencing growing entrance of bigger international aid organizations and the emergence of relatively strong indigenous NGOs and Foundations set up by high net worth nationals. This creates an observable imbalance between the supply for specialized development sector expertise in relations to the demand for such capacities. WANG is thus challenged to promote a reputation as an employer brand of choice that is able to attract, motivate and retain high performing people.

The key shifts in programme approach will help us to remain relevant and create impact. Achieving these key shifts will require the acquisition and/or development of internal capacities to design and implement novel programming with stronger bias towards influencing and advocacy alongside service delivery, Rights based approaches, humanitarian and disaster relief, market based approaches to sanitation, addressing inequalities, hygiene promotion, stronger research into use and documentation, and innovative thinking around the partnerships required to implement qualitative and sustainable programming beyond current scope and depth of partnership options.

A detailed analysis to balance staffing needs requirement (number, quality and diversity) in close alignment with other considerations will inform a more broad based approach taken to identify the right mix and quality of staffing. Linked to the understanding of limitations on numbers of WANG staff, we will explore institutional collaboration with organizations that share WaterAid's vision and are able to support WANG in achieving its strategy goals.

Thus, a dual track approach of investing in growing internal capacity while simultaneously complementing this with recruitment of persons with high skills and expertise in the new areas of intervention is considered an immediate to short term imperative. A systematic approach anchored on the full implementation of the WaterAid potential management and performance management systems will drive human resources capacity strengthening investments over the strategy period.

We will restructure to create an enabling structure that will allow for effective implementation of the CP strategy. The appropriate CP structure will be

informed by outcomes of a careful interrogation and analysis of the current structure in relation to the past.

The implementation of this strategic plan will be preceded and guided by strategic change management process to minimize unintended outcomes emanating from the change process. This is important to ensuring that our ways of working do not remain nuanced by current and more familiar ways but rather, be shaped by new strategy focus and direction

As a demonstration that the value of collaboration through partnerships is central to the achievement of WaterAid’s vision, the CP will continue to invest in strengthening capacity of partners with an overarching focus on achieving broader sector strengthening outcomes.

The financial resource strategy will focus on fund mobilization that will enhance the current fund base and help increase and sustain high quality, equitable WASH services. To support our strategic intention to transition to a WaterAid Member country and the fundraising capacities required for that transition, WANG will invest in resource mobilization. WANG will target institutional donors, the private sector, Foundations, high net worth philanthropists, Nigerians in the Diaspora, and individuals through mass engagement to raise funds that will expand and diversify our funding base, and support the delivery of this strategy.

We will adopt a programmatic approach to proposal development, which will reflect costing of projects integrating service delivery, influencing, advocacy, and capacity development. Restricted funding will continue to contribute significantly to our funding base. Our funding strategy for the period will be based on an overall contribution of 70% - 80% from restricted grants and no more than 30% from unrestricted funds. As we move towards the end of the strategic period and with in-country registration in place, WANG expects to be raising 20% of country programme funding requirements from in-country sources mainly through mass engagement and from the private and corporate sectors.

	Budget in £ millions)					Total for 5 years
	Year 1	Year 2	Year 3	Year 4	Year 5	
Conservative	3.00	3.75	4.60	6.40	8.50	26.25
Realistic	3.34	4.20	5.70	7.85	10.00	31.09
Ambitious	3.72	5.14	6.83	10.10	13.50	39.29

We will prioritize our value of accountability in financial management; be prudent, strengthen our value for money (VFM) approach and ensure statutory compliance in executing our financial plan during the strategy period. In our drive to mobilize restricted funding, we will pursue full cost coverage in our proposal development and ensure effective management of donor funding. To ensure effective financial management system, WANG will continue to use the Global Accounting System (GAS) and apply all WaterAid

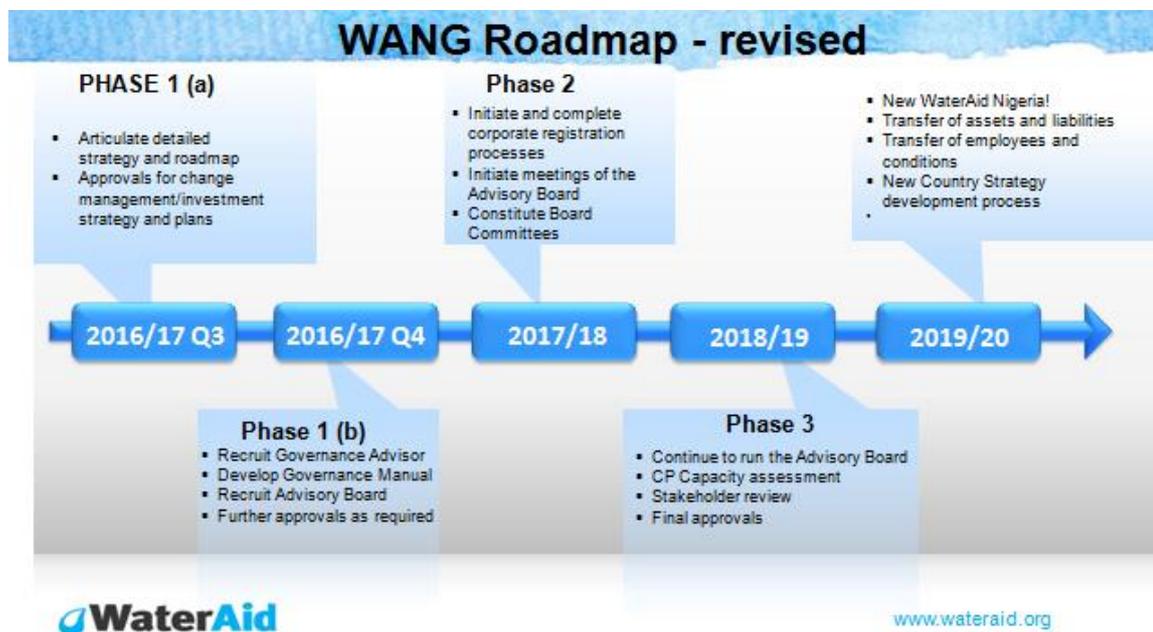
global policies, procedures and tools in accounting and reporting internally and to donors.

TRANSITION TO A SELF-GOVERNING ENTITY

WaterAid Nigeria will in the course on this strategy transition into a self-governing entity and seek to qualify for membership of WaterAid International by the end of Year 3 of the new strategic period. WANG’s aspirations for member country status is premised on our conviction that dual identity as an indigenous entity with strong international affiliations will more strongly support and give legitimacy to our country level influencing as well the sector strengthening objectives of our new CPS.

There are a number of opportunities that the country programme seeks to exploit through operating as a national entity. As WANG has articulated a strategy that will enable the country programme to more strongly challenge duty bearers within our context to accelerate the facilitation of access to equitable and sustainable services, member status will ensure WANG is in turn more accountable to national stakeholders. It will also increase the programme’s scope for growth and expansion and consequently increase the organisation’s profile and capacity to influence national and state level policy.

In terms of a roadmap, the transition will proceed as a series of Phases as depicted in the graphic below:



Annexes:

Table 1: Nigeria: Country Statistics

Aspect		Nigeria	Ref
Geography	Total area (sq km)	923,768	1
	Average annual temperature	25°C – 30°C	2
	Average annual rainfall	1,145mm	2
	Lowest point	Atlantic Ocean 0 m	1
	Highest point	Chappal Waddi 2,419 m	1
Demography	Population – Total (2015 est.)	181,562,056	1
	Population – Urban	47.8%	1
	Population growth rate (2015 est.)	2.45%	1
	Annual rate of urbanisation (2010-15 est.)	4.66%	1
	Population aged 0-14	43.01%	1
	Population aged 15-64	53.88%	1
	HIV / AIDS prevalence rate (2014 est.)	3.17%	1
	People living with HIV / AIDS (2014 est.)	3,391,600	1
Survival	Infant mortality rate (deaths/1,000 live births)	72.7	1
	Life expectancy	53.02 years	1
Education	Adult literacy – males (2015 est.)	69.2%	1
	Adult literacy – females (2015 est.)	49.7%	1
	School life expectancy (primary to tertiary)	9 years	1
Economy	GDP (PPP, US Dollars, 2014 est.)	\$1.053 trillion	1
	GDP Per Capita (PPP, US Dollars 2014 est.)	\$6,100	1
	GDP real growth rate (2012, 2013, 2014 est.)	4.3%, 5.4%, 6.3%	1
	Inflation (Consumer Prices), 2014 est.	8.1%	1
	Population living in extreme poverty (2010 est.)	62%	1

Source; WANG CP Evaluation Report, 2016