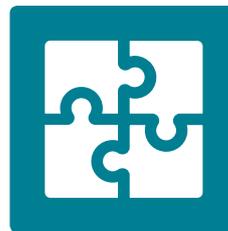


# Quality programme standards

2018 edition



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WaterAid/ Chileshe Chanda



## 1. Risk-critical minimum standards

These standards are absolutely essential. Failing to meet them could endanger lives or seriously damage WaterAid's reputation.



## 2. Minimum quality programme standards

We should design all WaterAid programmes to meet at least these minimum standards.

## 3. Full quality programme standards

These are the standards we are working towards to improve the quality of our strategies, programmes and projects. They are derived from WaterAid frameworks, and divided into three levels (**strategy**, **programme** and **project**).



Strategy



Programme



Project

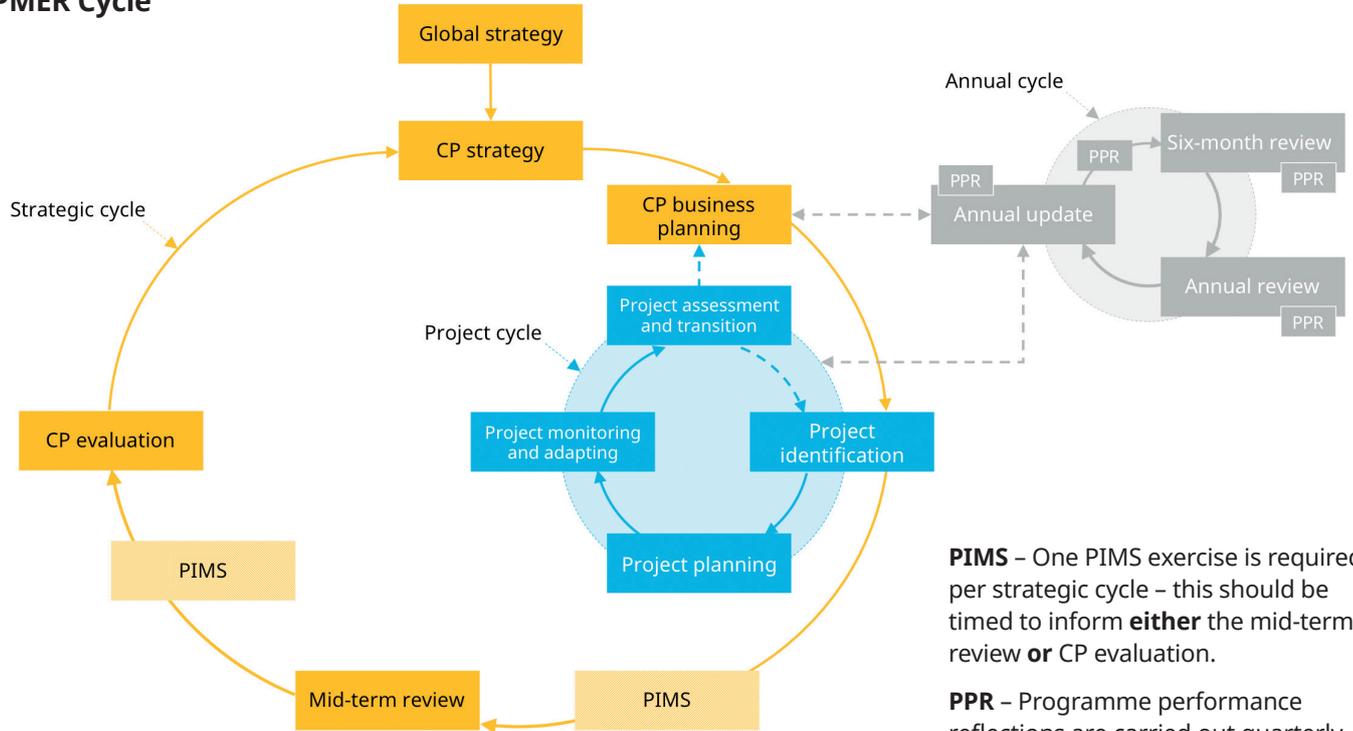
## Using the standards in planning, monitoring, evaluating and reporting (PMER)

The quality programme standards can be used at every stage of the PMER cycle (see diagram).

You can use the standards both during the design process and when reviewing plans. The **most important** time to refer to them is when you are **developing programmes and projects**.

Another key opportunity is during **programme performance reflection in quarter 3**, which informs the annual update. This is a chance to reflect on how the standards are being applied in current programmes and projects, and how this can be strengthened.

## PMER Cycle



**PIMS** – One PIMS exercise is required per strategic cycle – this should be timed to inform **either** the mid-term review **or** CP evaluation.

**PPR** – Programme performance reflections are carried out quarterly – the first is standalone (Q1) the other three are included in the six-month review (Q2) annual update (Q3) and annual review (Q4).

# Testing and feedback

- This is a living document, which is likely to be updated annually.
- People in regional and country teams have started to use the standards as part of PMER, and will continue to **discuss, unpack and test** the standards to see how they can be applied in different situations.
- Feedback is encouraged and appreciated – please contact [psusupport@wateraid.org](mailto:psusupport@wateraid.org)
- You can adapt the standards to **different national contexts**, taking into account national standards.



**If you have any  
questions or feedback  
please contact:**

[psusupport@wateraid.org](mailto:psusupport@wateraid.org)



**Risk-critical  
minimum  
standards**



## Risk-critical minimum standards

All funded service-delivery projects must meet the following standards. If we do not meet them, we could create high-risk situations that endanger lives or seriously damage WaterAid's reputation.

- R1.** We must implement projects to a high standard, meeting **national standards as a basic minimum** – unless there is a good reason not to conform to these standards, which should be documented – and taking into account international design standards. We must **adequately supervise and monitor partners** to ensure they also meet quality standards. We must also ensure partners adequately supervise any private contractors used.
- R2.** Water supply interventions must conform to WaterAid's **water quality policy** – water must not pose any significant risk to health, and we

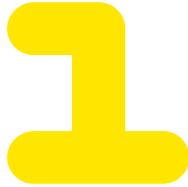
must test the quality of all new and rehabilitated water sources before public use. Follow-up testing will be carried out on a sample basis.

- R3.** We must share our water quality data and other implementation information with **government** and others working to improve water, sanitation and hygiene (WASH) services.
- R4.** We must ensure sanitation facilities are **hygienically and technically safe** to use.
- R5.** We must ensure **WASH services are gender-sensitive and inclusive and meet the needs of everyone at each stage of life**. Facilities in public institutions must be designed for universal access.
- R6.** In hygiene interventions we must focus on **behaviour change**, and expose the target population multiple times.



## Minimum quality programme standards

WaterAid's service-delivery and influencing work should meet the following standards as a minimum.



## Strengthen the sector for sustainable services and reduce inequalities

### M1.1

We will build on and support in-country institutions, processes and networks that are aiming to achieve **universal access** to WASH by 2030.

### M1.2

We will influence and help develop **national policies and systemic changes** to promote sustainable and inclusive WASH services.

### M1.3

We will **improve integration and alliance-building** with other sectors.

### M1.4

We will design programmes that promote **non-discrimination and equality, sustainability, accountability, participation** and **access to information**.

### M1.5

We will promote services that are **available, adequate, accessible, affordable, culturally acceptable and safe**.



In WaterAid projects:

### M1.6

We and partners must implement service-delivery projects to a **high standard**, adhering to national standards as a basic minimum – unless there is a good reason not to conform to these standards, which should be documented

### M1.7

Water supply interventions must conform to WaterAid's **water quality policy** – water must not pose any significant risk to health.

### M1.8

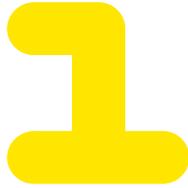
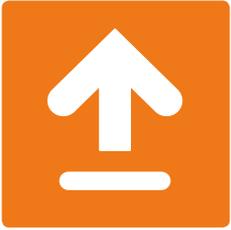
Water and sanitation facilities must be **hygienically and technically safe** to use.

### M1.9

Service-delivery projects **must be gender-sensitive, inclusive and meet the needs of everyone** at each stage of life. All facilities in public institutions such as schools and healthcare facilities must be designed for universal access.

### M1.9 A disability-friendly latrine.





### M1.10

We and partners **must ensure adequate levels of supervision and monitoring** to ensure partners meet quality standards. We will ensure partners adequately supervise any private contractors used.



**M1.10 Ensure contractors are supervised.**

# Empower people to claim their rights



## M2.1

We will **empower citizens, strengthen their voices and increase their participation** in development of WASH policy and services. We will increase their ability to hold duty-bearers to account.

## M2.2

We will encourage and support the **active and meaningful participation of people** who are marginalised and excluded.

## M2.3

We will promote **women's rights and gender equality** in our programmes.

**M2.2 Encourage active participation of people who are marginalised.**





## Hygiene

### M3.1

We will **research the determinants of hygiene behaviours and social norms**, and use creative processes to develop context-relevant, attractive and engaging hygiene-promotion packages.

### M3.2

We will focus on behaviour change, and target people in **household, community and institutional settings**.

### M3.3

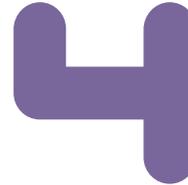
We will **expose target populations multiple times to different components** of the behaviour-change package.

### M3.4

We will prioritise the following **key hygiene behaviours, as appropriate in the context**:

- **Handwashing with soap** at critical moments.
- Safe **management or disposal of human excreta** (including child faeces).
- Safe domestic **water storage**.
- **Food hygiene**.
- **Menstrual hygiene** and its management.
- We will address other **context-specific hygiene behaviours**.

# Sanitation



## M4.1

We will consider **sanitation as a service along the whole chain**, from toilets to safe disposal and, where appropriate, reuse of waste.

## M4.2

We will use behaviour-change methods to **end open defecation and establish effective social norms**, to ensure communities stay open defecation free.

## M4.3

We will promote **gender-differentiated and inclusive sanitation** facilities in institutions such as schools and healthcare facilities, and in public toilets.

## M4.4

We will be flexible in how we address **household sanitation**, adapting to context and using the most appropriate approaches.

## M4.5

We will support **local private sector participation** in the delivery of sanitation services and products.



## Water security

### M5.1

We will improve **access to water, water quality and quantity, service reliability** and the **resilience of water services to disasters**.

### M5.2

We will support governments, service providers and communities to address all aspects of **lasting water supply services**.

### M5.3

We will focus on ensuring people achieve **basic access to water of quality in line with Sustainable Development Goal 6 (SDG6)**, and work towards achievement of safely managed access where resources are available.

### M5.4

We will ensure **implementation of all water supply installations is high quality**, taking into account international and national design standards.



### M5.5

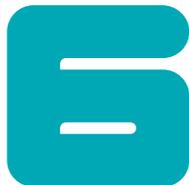
We will **test the water quality** of all new and rehabilitated water sources before public use, in line with our water quality policy. We will carry out follow-up testing on a sample basis.

### M5.6

We will **share water quality data with government** and other stakeholders working to improve WASH services.

**M5.6 Support governments to ensure lasting water supply services.**





## Urban

### M6.1

We will take a **holistic, city or town-wide approach** to improving access to safe WASH in urban areas.

### M6.2

We will take into account all associated development issues, including urban **planning and land tenure**.

### M6.3

We will promote WASH as part of city and town **development plans**.

### M6.4

We will support service providers to develop **context-specific, gender-sensitive and inclusive approaches** to serve the urban poor.

## Analysis, research and learning



### M7.1

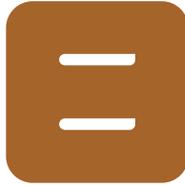
We will regularly **analyse national contexts** in relation to sustainable and equitable WASH services, to identify blockages and opportunities to leverage change.

### M7.2

We will **include research, development, innovations and learning** in all aspects of our programme work.

### M7.3

We will **reflect, document and learn** from our own and others' work.



## Partnership

### M8.1

We will strengthen **collaboration** between governments, communities, private sector and other stakeholders, with governments taking the lead for sustainable WASH services.

### M8.2

We will **identify partners on the basis of critical analysis** of sector blockages, capacity gaps and opportunities.

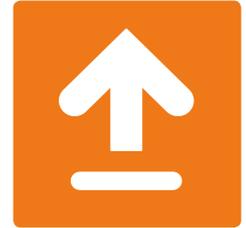
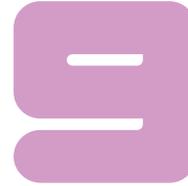
### M8.3

We will establish **clear governance structures and processes** to ensure all partners, including WaterAid, comply with the agreement and are transparent and responsive throughout the partnership cycle.

### M8.4

At the beginning of partnerships and projects we will agree **strategies for exiting** them, and regularly review plans for phasing out.

# Monitoring



## M9.1

We will use our planning, monitoring, evaluation and reporting (**PMER**) **core procedures, processes and systems** to assess our work and improve our approaches.

## M9.2

We will work with governments to **strengthen district and national monitoring systems**.

## M9.3

We will use **checklists** to monitor the construction quality of all service-delivery work and ensure standards are met, including on accessibility and safety.



## Disaster response and resilience

### M10.1

We will **focus on building the resilience** of services and communities to disasters.

### M10.2

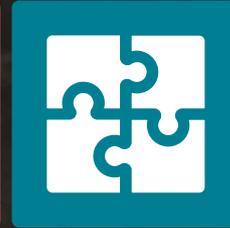
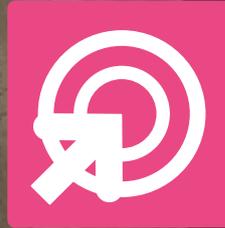
We will **respond to disasters** in areas where we work, if certain conditions are met.

### M10.3

We will **promote disaster mitigation planning** to governments and communities.

### M10.4

We will strategically engage with **planning for prevention of public health disasters** within the working area.



## Full quality programme standards

Strategy level

Programme level

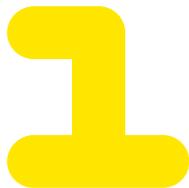
Project level

# Full quality programme standards

- These quality programme standards bring together **WaterAid standards and accepted WASH sector 'good practice'**.
- You should use this guide to check that a **strategy, project or programme proposal or plan conforms to these essential standards**.
- The standards fall into three levels – **strategy, programme and project** – to reflect different levels of detail. The levels overlap – at project level you also need to take into account standards at programme and strategy levels.
- WaterAid staff and partners can use these standards to promote a **consistent view of good practice**, and to develop more concrete country-level operational standards.







## Strengthen the sector for sustainable services and reduce inequalities

→ See references 1, 2 and 3

### S1.1

We will base our programmes on the international principles of aid and development effectiveness. These emphasise the need for **country ownership of development, alignment behind local systems and objectives, and mutual accountability between development stakeholders.**

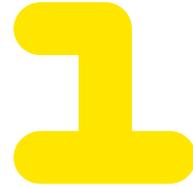
### S1.2

We will build on and support country-led institutions, processes and networks aiming to achieve universal access by 2030, by:

- Enhancing **government leadership** of sector planning and monitoring processes.
- Strengthening and using **country systems.**
- Helping to build **sustainable** water and sanitation sector financing strategies.
- Developing the **capacity** of local government institutions, service providers, regulators and citizens to deliver, manage and regulate services.
- Strengthening **accountability mechanisms.**

**S1.2 Build on and support country-led institutions.**





### S1.3

Access to water and sanitation are recognised **human rights**. We will be a critical friend to governments, helping them meet their obligations on these rights, focusing particularly on addressing inequalities in access.

### S1.4

We will work to **improve integration and alliance-building between** the WASH sector and other areas of development including health, education, nutrition and environment (including water resources and climate change).

### S1.5

We will use a **district or city-wide approach** to ensure universal access is sustainable, because government responsibility for WASH is usually devolved to district authorities. This involves a focus on strengthening the institutions and systems required to deliver sustainable services across a whole district.



## Empower people to claim their rights

→ See references 4 and 5

### S2.1

We aim to **empower communities and civil society organisations** to claim their rights to water and sanitation, with a specific focus on reaching the most marginalised, excluded and vulnerable people. We ensure governments and service providers are held to account.

### S2.2

We will recognise that **with rights come responsibilities**. We will ensure communities are able to manage their own services where appropriate, and to practise good hygiene behaviours.

### S2.3

We will use a **gender lens** in all stages of our work to ensure women and girls are empowered by and benefit from it.

### S2.4

We will work with other stakeholders to **share knowledge and promote equality and non-discrimination** in fulfilling the human rights to water and sanitation, aiming to influence governments and other stakeholders in development and other sectors to invest in reducing inequalities across all sectors.

# Hygiene

→ See reference 6



## S3.1

We will encourage, champion and support governments to develop and implement **national hygiene policies, strategies and programmes**, and will be an **active partner** in implementing and monitoring them.

## S3.2

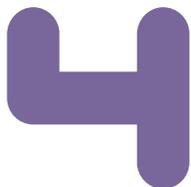
We will use **our activities in hygiene behaviour change** as a route to **integrate WASH work** with health, nutrition, education and private sector priorities.

## S3.3

We will ensure **integration of public hygiene programmes** within national and local health, nutrition and education plans and institutions.

## S3.4

We will highlight the **public health challenges** of highly populated low-income communities, and promote the business case for investing in hygiene behaviour change to governments and development partners.



## Sanitation

→ See references 7 and 8

### S4.1

We will aim to make sanitation a **political and social priority** by influencing government agencies, political leaders (from members of parliament to party leadership) and other champions, and engaging with broader society.

### S4.2

We will **engage with, support and contribute to sector planning processes** and discussions around national sanitation approaches and strategies, adequate monitoring mechanisms and resource analysis.

### S4.3

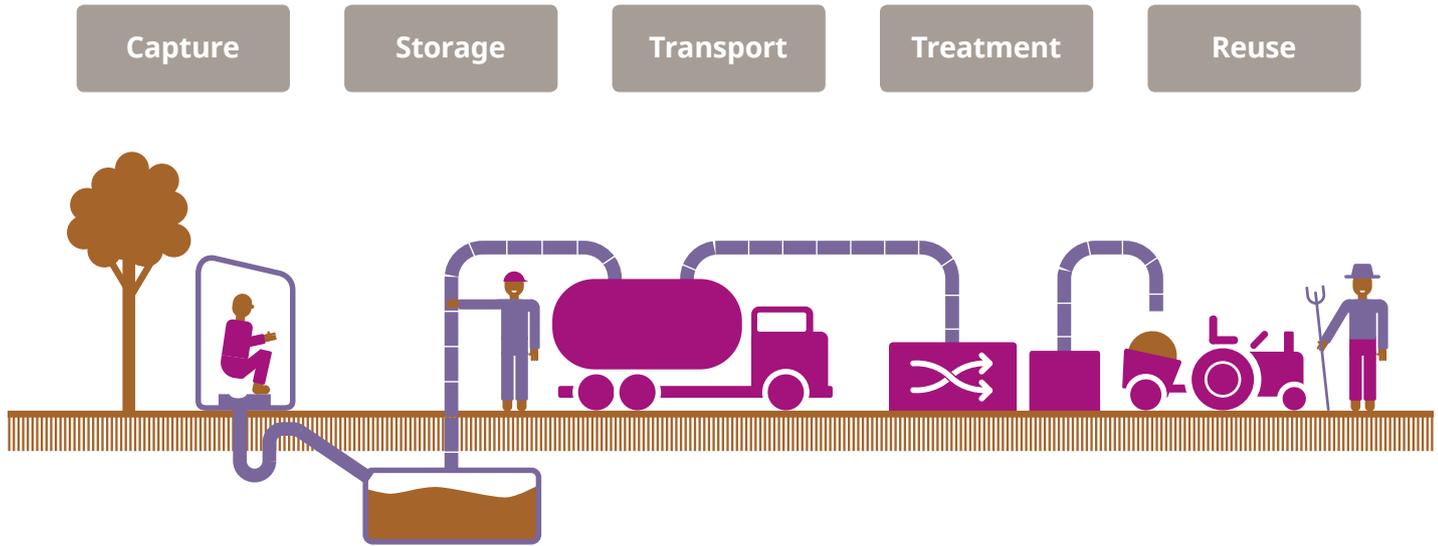
We will encourage and support **better sector coordination** at all levels, especially between civil society organisations and development partners, and between relevant government agencies. We will promote cross-sectoral collaboration.

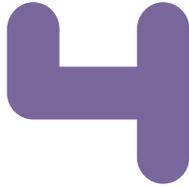
### S4.4

We will consider **sanitation as a service across the whole chain**, from toilets to safe disposal and, where appropriate, reuse of waste.



#### S4.4 The sanitation chain.





#### S4.5

We will support local governments and private sector stakeholders to develop **viable business models** for sanitation services, where applicable (for example, in urban environments).

#### S4.6

We will support national and local governments, where they are the most viable option, to provide efficient **public sanitation management services**.

## Water security

→ See references 9 and 10



### S5.1

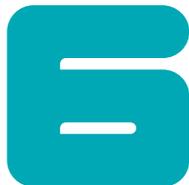
We will seek to ensure reliable access to water **of sufficient quantity and quality** for basic human needs, small-scale livelihoods and for local ecosystem services, and a **well managed risk of water-related disasters**.

### S5.2

We will promote well managed and adequately financed **water supply services**, and well managed, sufficient, good-quality **water resources**.

### S5.3

We will focus on ensuring people achieve **basic access to water of improved quality, in line with SDG6**. We will work towards **safely managed** access where resources are available.



## Urban

→ See reference 8

### S6.1

We will promote collaboration among stakeholders, to build more **holistic and integrated urban development approaches**.

### S6.2

We will prioritise WASH in poor urban settlements, highlighting it as **essential to reduce poverty** and realise human rights.

### S6.3

We will focus our urban work mainly in small towns and informal settlements or slums in cities.

### S6.4

Our vision is to see **WASH integrated in city and town development plans** for inclusive, affordable, sustainable and well managed water and sanitation services for all, which promote sustainable hygiene behaviour change, by 2030.

## Analysis, research and learning

→ See references 4, 10 and 11



### S7.1

We will regularly **analyse the national contexts** of sustainable and equitable WASH services to identify blockages and opportunities to leverage change, using a political economy analysis.

### S7.2

We will **reflect, document and learn** from our own and others' work at local level. We will share knowledge to influence practitioners and policy-makers at higher levels, using structured learning mechanisms, varied communication channels and knowledge management.

### S7.3

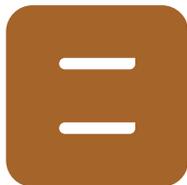
We will collaborate with other sector stakeholders in **research towards development and innovation** in universal, sustainable WASH access.

### S7.4

We will continually **analyse the barriers marginalised people and groups face to accessing WASH services**, including physical, institutional and attitudinal barriers, and will analyse power and rights. We will address these barriers through our programmatic approach.

### S7.5

We will analyse **the gender aspects** of all areas of our work.



## Partnership

→ See reference 12

### S8.1

We will **forge new alliances and working relationships** between governments, communities, and private sector and other stakeholders, ensuring governments take the lead in making sure sustainable WASH services are accessible to all.

### S8.2

We will develop **a partnership strategy** for each country, based on analysis of stakeholders and potential partners. This will set out what sort of partnerships with what sort of organisations will help to achieve strategic goals, and what sort of inputs would be required from WaterAid.

**S8.1 Work with governments, communities, private sector and other stakeholders.**



# Monitoring

→ See reference 10



## S9.1

We will embed a **continuous practice of planning, monitoring, assessment and corrective action**, so that we learn from and adapt our work and our recommendations to the wider sector.

## S9.2

We will promote **monitoring of WASH service levels** as a measure of our success and programme quality, and **to contribute to sector performance monitoring**, SDG monitoring and countries' sector strategies.

## S9.3

We will work with governments to **strengthen district and national monitoring systems**. We will share our key monitoring information (particularly inventory), in compliance with local and national monitoring systems, as part of our transition strategies.

## S9.4

We will monitor changes in the behaviour of **WASH leadership and other stakeholders' behaviour** around delivery of sustainable services.



## Disaster response and resilience

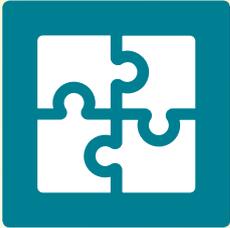
→ See reference 13

### S10.1

We will **focus on building resilience**. We will respond to disasters in areas where we work if certain conditions are met (for example, coordination, partner preparedness).

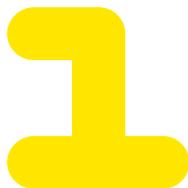
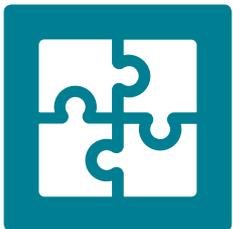
### S10.2

We seek to **mitigate the potential impacts of disasters**, including threats associated with climate change, through the design of our programmes. We incorporate aspects of disaster risk reduction where appropriate.



## Programme level

Full quality programme standards



## Strengthen the sector for sustainable services and reduce inequalities

→ See references 14, 15, 16 and 17

### PG1.1

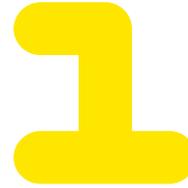
We will design our programmes to influence and contribute to the development of **national policies and systemic change**, to promote sustainable WASH services and practices.

### PG1.2

We will seek to increase **political support for WASH**, by influencing government agencies, political leaders at all levels and other potential WASH champions, and by engaging with broader society. In particular we will endeavour to make sanitation a political and social priority.

### PG1.3

We will support and contribute to national **sector planning processes** and discussions around national approaches and strategies, adequate monitoring mechanisms, resource analysis and financing.



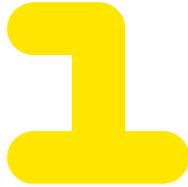
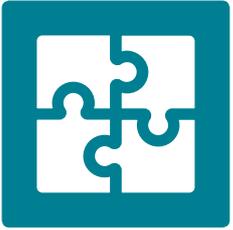
#### PG1.4

At **district level** we will encourage and support work towards the development of a **district or city-owned plan** for WASH services, and **strengthen the district or city-level systems and processes** required to deliver it, including:

- Sector coordination
- Monitoring
- Planning
- Budgeting
- Management support to users
- Asset management
- Accountability mechanisms
- Water resource management

#### PG1.5

We will **use lessons and evidence** from district-level work to influence national-level change and support government efforts to take successful models to scale.



### PG1.6

We will support district and national governments to **monitor service levels**, ensuring information is used to address poor service levels promptly.

### PG1.7

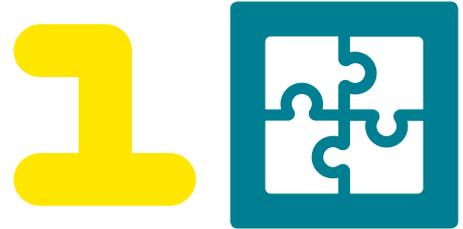
We will encourage and support service providers to be **more accountable**, and service users to hold them to account.

### PG1.8

We will work towards the effective **integration and regulation** of the private sector, including small WASH enterprises, in WASH development, and the **recognition of its role** where appropriate.

**PG1.8** The Gulper is a manually operated hand pump used to empty latrines.

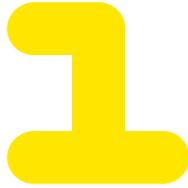




## PG1.9

We will design our programmes to promote the principles of:

- **Non-discrimination and equality.** Everyone must be able to access adequate water and sanitation without discrimination, with priority to the most vulnerable and disadvantaged individuals and groups.
- **Sustainability.** Access to water and sanitation must be implemented as part of a permanent service, with adequate attention to ongoing financing, management and support arrangements, coupled with effective management of water resources for future generations.
- **Participation.** Everyone must be able to participate in decisions relating to their access to water and sanitation, without discrimination.
- **The right to information.** Information relating to access to water and sanitation, including planned programmes and projects, must be freely available to those who will be affected by the programme, in appropriate languages and through appropriate media.
- **Accountability.** Access to water and sanitation must be monitored, and states must be accountable for any failure to ensure access.



### PG1.10

Our WASH programmes will promote standards of:

- **Availability.** Water supply for personal and domestic uses must be sufficient and continuous. Adequate sanitation facilities must also be available, and sufficient materials available to support hygiene behaviours.
- **Accessibility.** WASH services must be accessible to everyone within, or in the immediate vicinity of, households, health and educational institutions, public institutions and workplaces. Accessibility includes people with additional needs, such as children, older people, people with disabilities and people with chronic diseases. People's physical security must not be threatened when accessing facilities.
- **Quality.** Water must be safe for consumption and other personal uses – it must be an acceptable colour, odour and taste and free from all elements that constitute a threat to health. Sanitation and water facilities must be hygienically and technically safe to use. To ensure good hygiene, access to water and soap for cleansing and handwashing at critical times is essential. Facilities must be suitable for menstrual hygiene management for women and girls, and enable disposal of menstrual products.
- **Affordability.** Sanitation and water services must be affordable for all without compromising people's ability to pay for other human rights essentials such as food, housing and healthcare.
- **Acceptability.** Services, in particular sanitation facilities and hygiene promotion activities, must be culturally acceptable. This will often require gender-specific facilities that ensure privacy and dignity.

## Empower people to claim their rights

→ See references 4, 5 and 18



### PG2.1

We will seek to **strengthen citizens' voices and their participation** in policy design, and in implementation and monitoring of services. We will aim to increase their ability to hold duty-bearers to account for realising their rights to water and sanitation.

### PG2.2

We will **support communities to fulfil their responsibilities** to help to manage services and to practise good hygiene behaviours.

### PG2.3

We will encourage the **active and meaningful participation of marginalised and excluded people** throughout the programme cycle. We will advocate with them, not *for* them.

### PG2.4

We will promote **women's rights** and **gender equality** in our programmes.

### PG2.5

We will put in place robust measures to **reduce any risks to children** that may arise in the programme, in line with WaterAid's child safeguarding procedures.



## Hygiene

→ See reference 6

### PG3.1

We will use **knowledge of behavioural determinants and social norms** to design hygiene promotion packages appropriate for each context. This approach will include methods such as formative research and will draw on expertise from different disciplines to design interventions through creative processes.

### PG3.2

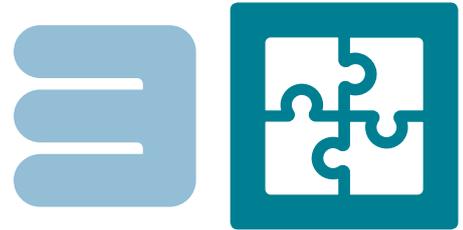
We will use **innovative and creative approaches** rather than stand-alone knowledge-based campaigns **to ensure sustainable behaviour change**.

### PG3.3

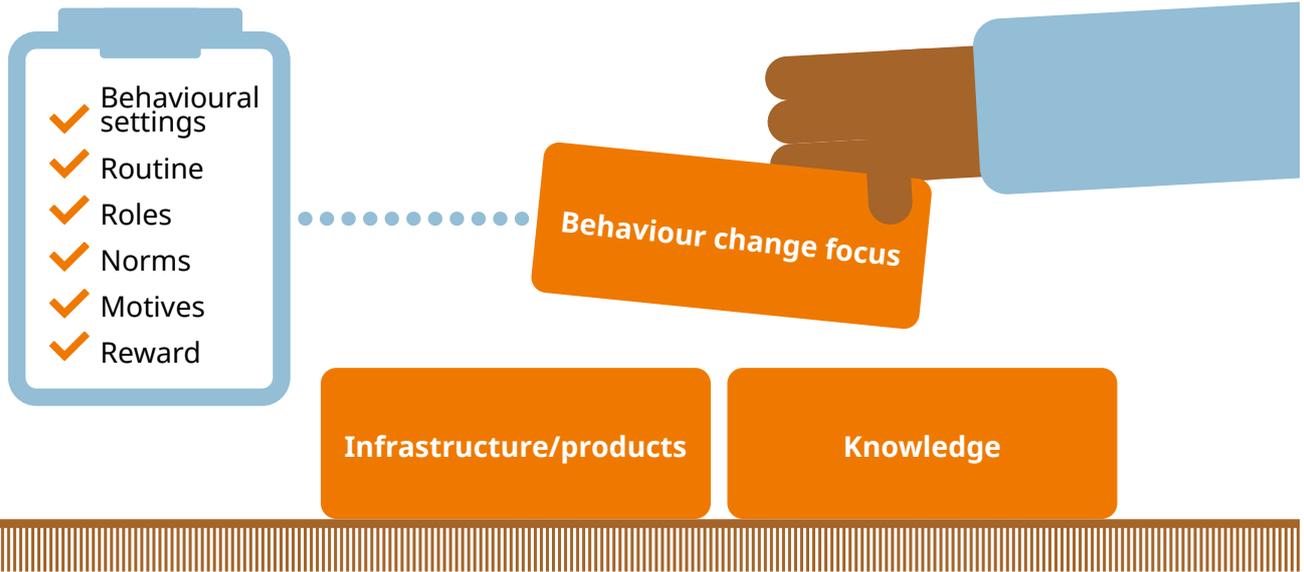
**We will prioritise hygiene behaviour change equally alongside water and sanitation**, in terms of resource allocation, internal and partner capacity, monitoring and evaluation.

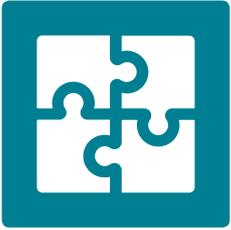
### PG3.4

Our advocacy and policy work will position hygiene as fundamental to sustaining the benefits of improved safe water and sanitation services, enhancing dignity and maintaining health.



### PG3.2 Building sustainable hygiene behaviour change.





### PG3.5

We will integrate hygiene behaviour change with water and sanitation programmes.

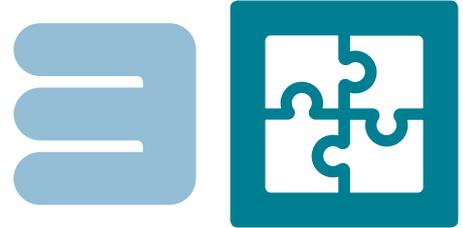
### PG3.6

We will work with governments to integrate hygiene behaviour change with health, nutrition and education programmes, or as a standalone behaviour change campaign at district or national scale.

### PG3.7

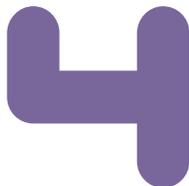
We will prioritise the following **key hygiene behaviours**, depending on context, under the umbrella of hygiene promotion:

- **Handwashing with soap** at critical moments.
- **Safe management or disposal of human excreta** (including child faeces) and cleanliness of sanitation facilities.
- Safe domestic **water storage** and management from source to the point of consumption.
- **Food hygiene** (especially in relation to weaning and child food).
- **Menstrual hygiene management**.
- Other **context-specific hygiene behaviours**, such as face washing, solid and liquid waste management and cleanliness of households.



### PG3.8

We will integrate our work on **solid waste management** with existing local plans and services, or influence the development of solid waste management plans where they don't already exist.



## Sanitation

→ See reference 7

### PG4.1

We will concentrate on promoting **behaviour change in sanitation programmes**, particularly focusing on social norms around defecation.

### PG4.2

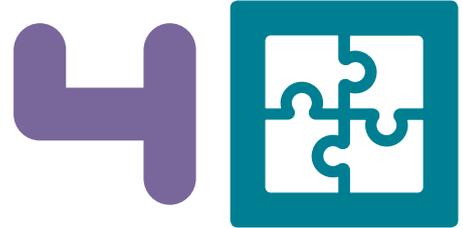
We will encourage provision of inclusive and sustainable **sanitation in institutions** and public places, working cross-sector and through government systems.

### PG4.3

Decent sanitation in institutions such as schools and healthcare centres is both a goal in itself and a way to **promote cross-sector engagement** in sanitation provision. We will provide good models and set a good example to encourage governments to take the lead in raising standards.

### PG4.4

We will be flexible in the way we address **household sanitation**, adapting to different contexts. We will have a portfolio of approaches from which to choose the most suitable for each situation.



#### PG4.5

We will focus on **generating demand for products and services**, while improving services by addressing **supply blockages** and appropriate **financing**, including smart subsidies to target the poorest, where suitable.

#### PG4.6

We will **innovate throughout our work**, exploring promising approaches and technologies, ways to empower communities to demand sanitation, and opportunities for strategic partnerships. We will ensure our innovations are equitable and inclusive.

#### PG4.7

We will support **local private sector participation** in the delivery of sanitation services and products, including faecal sludge management.

#### PG4.8

We will increase the visibility and strength of **sanitation governance structures and institutions** and clarify roles, to help build sustainable sanitation management systems.



## Water security

→ See references 9 and 19

### PG5.1

We will support governments and service providers to ensure **water supply services are built to last**. This includes:

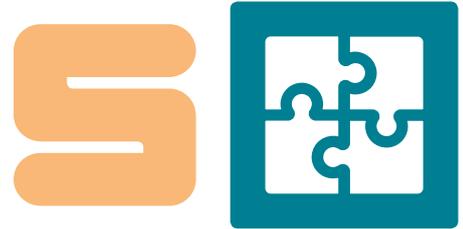
- Supporting district-led efforts to improve service-level monitoring, planning and financing (covering all lifecycle costs).
- Providing high-quality delivery.
- Offering post-implementation support to users.
- Making sure there are plans to renew assets when necessary.
- Establishing accountability mechanisms.

### PG5.2

We will aim to understand the **full lifecycle costs** of the service options we promote, and assist districts to understand these, mobilise resources and develop appropriate finance mechanisms.

### PG5.3

We will promote **effective and participatory water management strategies**, involving the community, that ensure water resources are protected from contamination and unsustainable use.



#### PG5.4

We will promote the highest reasonable standards in relation to the aspects of natural resources (water quantity and quality), technology (hardware) and social or institutional (software) aspects.

#### PG5.5

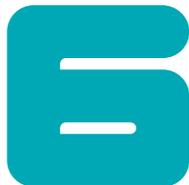
If enough water is available we will design programmes that meet **all domestic and small-scale livelihood needs** without risking contamination of or damage to resources.

#### PG5.6

We will ensure **users understand** different water supply service options (especially costs and management implications) and that programmes respond to their informed demands.

#### PG5.7

We will promote **water treatment** as part of integrated WASH programming rather than a standalone activity.



## Urban

→ See reference 8

### PG6.1

We will take a **city/town-wide approach** to improving access to safe WASH in urban areas, taking into account all associated development issues, (such as land tenure) so urban authorities can plan, deliver and monitor inclusive, affordable and sustainable WASH services for all by 2030.

### PG6.2

Our guiding principles for urban programmes are to ensure:

- **Integrated** policy, practice and advocacy.
- City/town-wide services that are **inclusive for all**.
- Decisions are **strategic** and dependent on **context**.
- Strong stakeholder **relationships and collaboration**.
- Prioritisation of sanitation and hygiene in urban **plans and budgets**.

### PG6.3

Our vision is for urban authorities to be able to plan, deliver and monitor inclusive, affordable and sustainable WASH services for all by 2030.

# Analysis, research and learning

→ See references 4, 8, 11 and 14



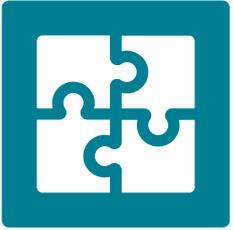
## PG7.1

We will work with national and local governments to identify and **analyse inequalities in access**, to ensure investments are targeted to address:

- **Spatial inequalities**, such as those experienced by poor and marginalised people living in **remote** and inaccessible rural areas, and in **informal urban settlements, slums, peri-urban** areas and **small towns**.
- **Wealth inequalities**, highlighting the poorest of the poor.
- **Group-related inequalities** that vary across countries, such as those based on ethnicity, race, nationality, language, religion and caste.
- **Individual-related inequalities** that are relevant in every country, such as those based on sex, gender, age, disability and health conditions, imposing access constraints to sanitation in the household and beyond (for example, in schools, public toilets and workplaces).

## PG7.2

We will maintain an **up-to-date, detailed situational analysis** of each local context in which we work, including a political economy analysis of WASH at the national level.



### PG7.3

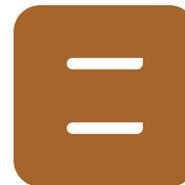
We will identify **key disaster and climate vulnerabilities, and communities or areas** that are most vulnerable to these threats.

### PG7.4

We will **include research, development, innovation and learning** in all aspects of our work at programme level.

# Partnership

→ See reference 12



## PG8.1

We will **identify partners** by analysing sector blockages, capacity gaps and key stakeholders, identifying opportunities for WaterAid to add value by collaborating with others to help achieve transformational change.

## PG8.2

We will base our partnerships on a **clear understanding of and mutual respect for** the identities, roles, contributions and interests of all partners and organisations involved.

## PG8.3

We will put in place **clear governance structures and processes** to ensure all partners, including WaterAid, comply with the partnership agreement and are transparent and responsive. We will ensure all parties clearly understand the implications of non-compliance.

## PG8.4

We will develop **plans for learning and capacity development** with partner organisations, in line with the partnership's objectives. We will design these to address specific gaps we have identified through participatory capacity needs assessments, and will include plans to embed the knowledge in the organisation.



## Monitoring

→ See reference 10

### PG9.1

We will regularly assess, adapt and improve our approaches using our **PMER** core procedures, processes and systems.

### PG9.2

We will measure **key water and sanitation service levels** and hygiene behaviour outcome indicators at baseline, during implementation and after implementation.

### PG9.3

We will **monitor our interventions up to ten years after implementation** through regular post-implementation surveys to assess sustainability, and use the results to improve programmes.

### PG9.4

We will carry out **periodic multi-country evaluations focusing on specific themes of work** to assess the effectiveness of our work.

### PG9.5

We will continuously test and incorporate new ways to analyse our effectiveness, relevance and value, and to ensure we are accountable to communities, partners and supporters.



### PG9.6

Our monitoring will **contribute to national sector monitoring systems**, where possible.

### PG9.7

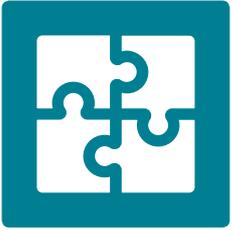
We will use the same indicators as those used in national systems, and share our data where relevant. We will use methods that are replicable in low-resource and low-capacity environments, and help develop the capacity of governments to collect, update, analyse and use data for decision-making.

### PG9.8

We will regularly run surveys to invite **feedback** from **partners** on our effectiveness at adding value to their work.



**PG9.6 Our monitoring will contribute to sector monitoring systems where possible.**



# 10

## Disaster response and resilience

→ See reference 14

### PG10.1

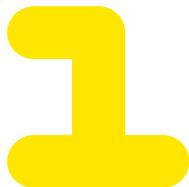
We will join research and discussions at global, regional and country levels to **improve resilience to and transitions out of disaster situations**. We will learn how we can work better with disaster-focused organisations.



## Project level

To be considered with programme and strategy levels.

Full quality programme standards



## Strengthen the sector for sustainable services and reduce inequalities

→ See references 4, 8 and 10

### PJ1.1

We will ensure projects are implemented to the **highest standard**, taking national standards as a minimum.

### PJ1.2

We will focus on strengthening the **capacity and effectiveness** of institutions at district or city level.

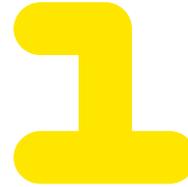
### PJ1.3

We will use the district or city as the entry point for interventions, working towards development of a **district- or city-owned plan** to achieve lasting universal access.

### PJ1.4

We will work to **strengthen** the district- and city-level **systems and processes** required to deliver a plan, including:

- Sector coordination
- Monitoring
- Planning



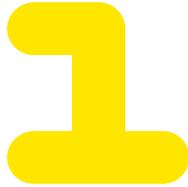
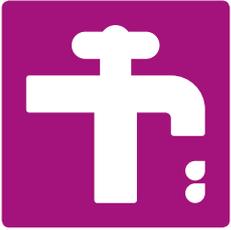
- Budgeting
- Management support to users
- Asset management
- Accountability mechanisms
- And water resource management

### PJ1.5

We will promote the importance of **financial viability and accountability** of any services offered by any provider that charges a tariff.

### PJ1.6

We will focus on the commitment of service providers to **ensure affordable services for poor consumers** and those who cannot pay. We will work with such service providers to develop mechanisms for targeted cross-subsidies.



### PJ1.7

We will ensure **WASH services are gender-sensitive and inclusive and meet the needs of everyone** at each stage of life. All facilities in public institutions should be designed for universal access.

### PJ1.8

We will **adequately supervise and monitor partners** to ensure quality standards are met. We will ensure partners adequately supervise any private contractors.



**PJ1.7 Ensure WASH services are gender-sensitive and inclusive.**

## Empower people to claim their rights

→ See references 8, 9 and 10

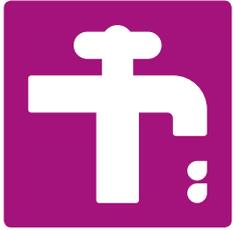


### PJ2.1

We will work with members of rural communities and residents of poor and informal urban settlements to **ensure their voices are heard** by those designing, implementing or monitoring new services, to make sure their needs are addressed.

### PJ2.2

We will support communities to **hold to account** those who are responsible for ensuring access to WASH.



## Hygiene

→ See reference 6

### PJ3.1

We will target **hygiene interventions at household, community and institutional settings**, including schools, healthcare facilities, factories, camps and temporary settlements.

### PJ3.2

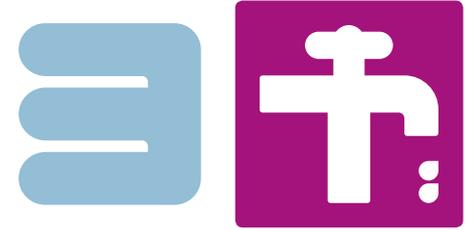
We will promote inclusive **group handwashing** facilities with soap and water **in schools**, and handwashing facilities with appropriate cleaning agents **in healthcare facilities**.

### PJ3.3

We will use **creative methods** to design our hygiene approach. We will deliver it through a package of **innovative interventions** using emotional drivers, social norms and changed settings aimed at sustained hygiene behaviour change, rather than educational approaches that focus on increasing knowledge.

### PJ3.4

We will promote **the provision of essential hygiene products**, such as handwashing facilities with soap and water, water and food containers with lids, and emergency pads for menstrual hygiene management.



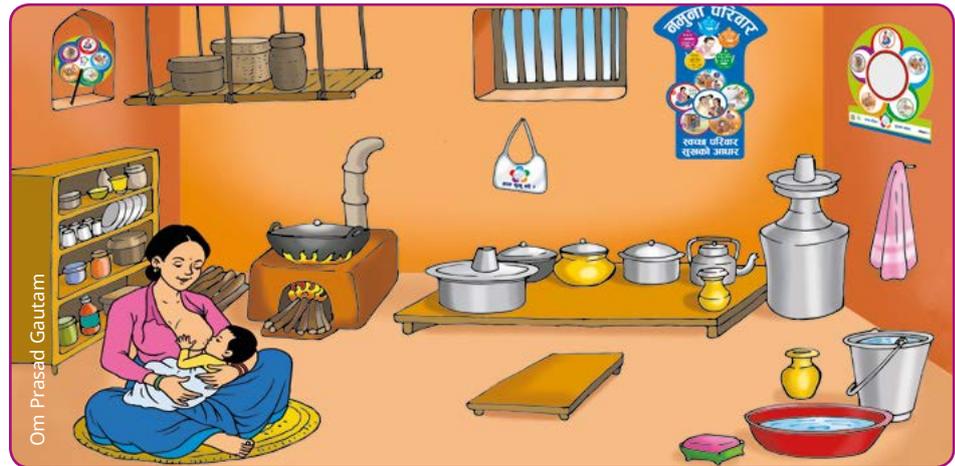
### PJ3.5

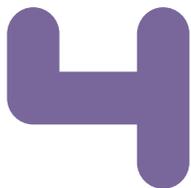
We will aim to **expose target audiences many times** to different components of the behaviour change package, to reinforce behaviours and ensure the changes are sustained.

### PJ3.6

We will use **accessible, fit-for-context, socially appropriate and user-friendly** hygiene promotion tools, materials, methods, activities and products. **All hygiene hardware options will be inclusive.**

**PJ3.3 Visual reminders placed in behavioural locations such the kitchen to prompt or reinforce key hygiene behaviours.**





## Sanitation

→ See reference 7

### PJ4.1

We will promote **gender-differentiated and inclusive sanitation** facilities in institutions such as schools and healthcare facilities.

### PJ4.2

We will seek to **end open defecation and establish effective social norms** to maintain communities' open defecation free status in the areas where we work.

### PJ4.3

We will provide technical support for improving facilities and sustaining behaviour change.

# Water security

→ See references 4, 9 and 20



## PJ5.1

We will only install water supply services where we are also working to strengthen the **permanent institutions responsible for keeping them running**. We will do this through improved monitoring, planning, financing, service-delivery and post-implementation support to users, and asset renewal where relevant.

## PJ5.2

In programme design we will assess, document and **mitigate significant threats** posed to water access, quantity and quality (from source to point of use).

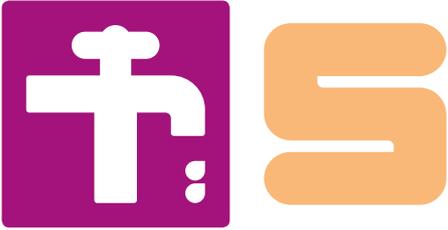
## PJ5.3

We will ensure **all water supply installations are high quality**, taking into account international and national design standards.

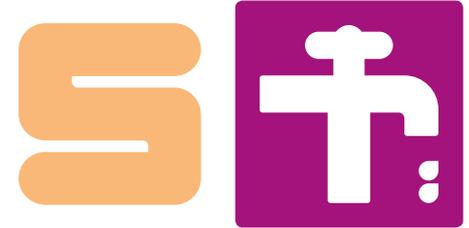
## PJ5.4

### For boreholes and wells:

- We will use investigation techniques based on scientific research to find the most productive sites for drilling.



- We will not support the development of water sources in locations where there is a **risk of contamination** from latrines or other sources of groundwater pollution. We will not support construction of latrines or sanitation projects in areas where this is likely to contaminate water sources. Construction will adhere to national **safe siting distance regulations**.
- We will ensure boreholes and wells are constructed deep enough, and at a time of year when water levels are at their lowest, to accommodate both **seasonal fluctuations** in static water levels and **drawdown** due to pumping.
- WaterAid-funded drilling and pump installations carried out by teams of drillers using motorised rigs will be supervised full time by a **qualified WaterAid representative**. Programme budgets should allocate resources to qualified supervision.
- Where district local government is responsible for drilling supervision, we will **adequately scrutinise** supervision arrangements.
- We will not upgrade boreholes from manual to motorised pumping without testing whether motorised pumping can be **sustained**.
- We will ensure use of **corrosion-resistant** pump rising mains and rods in areas at risk of corrosion.
- We will check the **quality of materials** used in construction.
- We will **investigate and document** borehole and well failure.



### PJ5.5

We will **test the water quality** of all new and rehabilitated sources before public use, in line with our water quality policy. We will carry out follow-up testing on a sample basis.

### PJ5.6

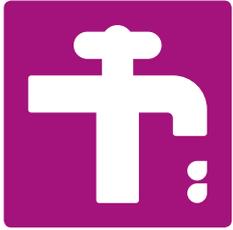
We will **share water quality data with government** and other stakeholders working to improve WASH services.

### PJ5.7

We will seek to ensure that **design and management of water sources will promote access and use** by all members of the community.

**PJ5.4 Use scientific investigation techniques to find productive sites for drilling.**





## Urban

→ See reference 8

### PJ6.1

We will support service providers to develop **context-specific approaches** to serve the urban poor, and to mainstream low-income customer support mechanisms across all service departments and areas.

### PJ6.2

We will support water utilities and municipal authorities to develop approaches that are **inclusive, affordable and flexible for poor people**.

### PJ6.3

Where appropriate we will work with utilities, municipalities and communities to **establish operational management structures** to improve sustainability of services (such as water users' associations).

## Analysis, research and learning

→ See references 6 and 9



### PJ7.1

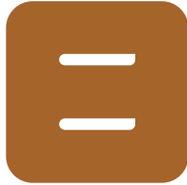
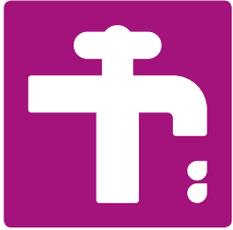
We will **analyse and document the effectiveness** of all of our work for use as evidence for influencing, and create opportunities for learning and sharing knowledge with other stakeholders.

### PJ7.2

We will **research the determinants of hygiene behaviours and social norms** to develop context-relevant, effective hygiene-promotion packages, using creative processes and multi-disciplinary interventions.

### PJ7.3

We will monitor groundwater levels in a small number of boreholes in each country programme **to learn about drivers of water stress**, use this knowledge in programmes and share it with the sector.



## Partnership

→ See reference 13

### PJ8.1

We will implement an agreed **transparent process for the selection and assessment** of effective new partners.

### PJ8.2

We will agree **governance and accountability** mechanisms to apply to partnerships.

### PJ8.3

We will allow adequate time for communication and encourage **equitable feedback, regular 'health checks' of the partnerships, and reviews.**

### PJ8.4

We will include **mutually agreed success indicators** in the partnership agreements, and regularly assess them with our partners.

### PJ8.5

At the beginning of partnerships and projects we will **agree strategies for exiting them**, and regularly review plans for phasing out.

# Monitoring

→ See references 9, 21 and 22



## PJ9.1

We will measure key water and sanitation **service levels and hygiene behaviour outcomes indicators** at baseline, during implementation and after implementation.

## PJ9.2

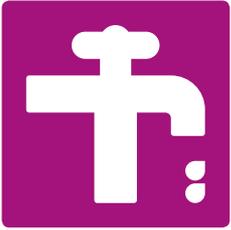
We will regularly monitor, assess and evaluate **sustained service levels and changes in hygiene behaviour**.

## PJ9.3

We will use **checklists** to monitor the **construction quality** of all service-delivery work and ensure standards are met, including accessibility and safety standards.

## PJ9.4

We will regularly monitor our own and our partners' adherence to our **non-negotiable procedures, processes, governance and contractual obligations**.



## Disaster response and resilience

→ See reference 14

### PJ10.1

We will consider relevant **adaptations to technologies to mitigate disaster risk**, and will support permanent institutions to develop the capacity to rebuild services as quickly as possible should they be destroyed.

### PJ10.2

We will ensure **disaster resilience** is considered in the design and installation of all institutional WASH facilities.

### PJ10.3

We will work with communities to **promote mitigation planning** and will strengthen capacity of local government to support mitigation.

### PJ10.4

We will strategically engage with **prevention planning for public health disasters** within the working area, such as cholera and diarrhoea outbreaks.

# References



- 1 WaterAid. 2015-2020 Global strategy.
- 2 WaterAid. Agenda for change.
- 3 The right to water.
- 4 WaterAid. Equity and inclusion framework.
- 5 WaterAid. Human rights based approach guidelines.
- 6 WaterAid. Hygiene framework.
- 7 WaterAid. Sanitation framework.
- 8 WaterAid. Urban framework.
- 9 WaterAid. Water security framework.
- 10 WaterAid. Sustainability framework.
- 11 WaterAid. Political Economy Analysis toolkit.
- 12 WaterAid. Partnership toolkit.
- 13 WaterAid. Disasters framework.
- 14 WaterAid frameworks.
- 15 Realising the human rights to water and sanitation: A Handbook by the UN Special Rapporteur Catarina de Albuquerque. 2014.
- 16 The right to water explained.
- 17 Water quality testing guidelines.
- 18 GTF manuals.
- 19 Multiple use services approach.
- 20 WaterAid. Water quality policy and guide.
- 21 WaterAid. Partnership framework.
- 22 WaterAid/WEDC. Accessibility and safety audits.



## Illustration and photo sources

### Illustrations

Page 11	M1.9	WaterAid (2014). Compendium of accessible technologies.
Page 12	M1.10	RWSN (2016). A borehole that lasts for a lifetime.
Page 13	M2.2	WaterAid (2016). Global strategy animation.
Page 17	M5.6	RWSN (2017). Four steps to better drilling contracts.
Page 26	S1.2	RWSN (2017). Four steps to better drilling contracts.
Page 31	S4.4	The sanitation chain. Redrawn from IRC WASH.
Page 36	S8.1	WaterAid (2016). Global strategy animation.
Page 42	PG1.8	WaterAid technology poster: The Gulper.
Page 47	PG3.2	Adapted from 'Building blocks for behaviour change' by Om Prasad Gautam. WaterAid hygiene behaviour change training modules.
Page 59	PG9.6	RWSN (2017). Why are some boreholes better than others?
Page 64	PJ1.7	SuSanA: Government of United Republic of Tanzania. Rashid Mbago. Drawings for school WASH.
Page 67	PJ3.3	Om Prasad Gautam (2015). From thesis 'Food hygiene intervention to improve food hygiene behaviours, and reduce food contamination in Nepal: an exploratory trial'.
Page 71	PJ5.4	RWSN (2016). Drilling: the importance of good borehole siting.

### Photos

Front cover	Clockwise from top centre: as p 39; as p7; as p25; as p9; as p61 (see below).	
Page 2	Offas Mweemba at a latrine construction site, Monze District, Zambia. Credit: WaterAid/ Chileshe Chanda.	
Page 7	Water quality testing, Central Region Water Board, Kasungu, Malawi. Credit: WaterAid/ Dennis Lupenga.	
Page 9	Clement with his wife and son by the water point behind their house in Antsesika village, Vakinankaratra region, Madagascar. Credit: WaterAid/ Ernest Randriarimalala.	
Page 23	Justine Dabire on her tricycle next to her latrine in Dissin, Burkina Faso. Credit: WaterAid/ Basile Ouedraogo.	
Page 25	Swala Kumari Singh conducting a hygiene session at Dhime Health Post, Dhime, Jajarkot, Nepal. Credit: WaterAid/ Mani Karmacharya.	
Page 39	Daniel Paul, midwife at Kiomboi District Hospital, Iramba District, Tanzania. Credit: WaterAid/ James Kiyimba.	
Page 61	Villagers, headed by pump mechanic Sorgho Rasmane (left), fix a broken borehole in Basbedo, Burkina Faso. Credit: WaterAid/ Andrew McConnell.	
Back cover	Local entrepreneur Kenechukwu introducing new toilet designs for sanitation marketing, Enugu state, Nigeria. Credit: WaterAid/ Peter Feldman.	



**WaterAid Global strategy**



**Programmatic approach (Our approach / how we work)**



**Accountability framework (Our commitments)**



**Quality standards & programme policies**



**Programme frameworks & delivery models/approaches**



**Guidelines / toolkits / resources**

**This diagram shows how the Quality programme standards fit within the hierarchy of WaterAid's strategies, policies, frameworks and guidelines.**

WaterAid  
2018

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quality-programme-standards](http://www.washmatters.wateraid.org/quality-programme-standards)

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Canada: 119288934 RR0001.  
India: U85100DL2010NPL200169.  
Sweden: Org.nr: 802426-1268, PG: 90 01 62-9, BG: 900-1629.  
UK: Registered charity numbers 288701 (England and Wales)  
and SC039479 (Scotland).  
USA: WaterAid America is a 501(c)(3) non-profit organization.

We work with national stakeholders and communities to improve access to sustainable water and sanitation services as human rights, and to promote good hygiene behaviour.

We campaign to bring about a world where these essentials are normal for everyone, everywhere by 2030.

