

# COUNTRY STRATEGY 2010-2015



## ABBREVIATIONS

<b>AIDS:</b>	Acquired Immune Deficiency Syndrome
<b>APRT:</b>	Annual Partners' Roundtable
<b>ATR:</b>	African Traditional Religion
<b>CBD NGO Forum:</b>	Capacity Building & Development Forum (for local NGOs)
<b>CLTS:</b>	Community Led Total Sanitation
<b>CMT:</b>	Country Management Team
<b>COWAN:</b>	Country Women Association of Nigeria
<b>CP:</b>	Country Programme
<b>CR:</b>	Country Representative
<b>CRUDAN:</b>	Christian Rural and Urban Development Association of Nigeria
<b>CSO:</b>	Civil Society Organisation
<b>CSP:</b>	Country Strategy Paper
<b>DfID:</b>	UK Department for International Development
<b>DEC:</b>	Development Exchange Centre
<b>ECNSA:</b>	European Community-Non State Actors Fund (i.e. EC funding for Governance/ Influencing activities)
<b>ECOWAS:</b>	Economic Community of West African States
<b>EU:</b>	European Union
<b>EUWF:</b>	EU Water Facility
<b>FO:</b>	Field Officers
<b>GAS:</b>	Global Accounting System (accounting system used by WaterAid)
<b>GTF:</b>	Governance and Transparency Fund
<b>HFA:</b>	Head of Finance and Admin
<b>HIV:</b>	Human Immune-Deficiency Virus
<b>HoG:</b>	Head of Governance
<b>HOP:</b>	Head of Programmes
<b>JICA:</b>	Japanese International Cooperation Agency
<b>JMP:</b>	Joint Monitoring Project
<b>ICESCR:</b>	International Covenant on Economic, Social and Cultural Rights
<b>INGO:</b>	International Non-Governmental Organisation
<b>IT:</b>	Information Technology
<b>LDP:</b>	Local Development Plans
<b>LGA:</b>	Local Government Areas
<b>LMDGI:</b>	Local Millennium Development Goal Initiative
<b>MDA:</b>	Ministries, Departments and Agencies
<b>MDG:</b>	Millennium Development Goal
<b>MPB:</b>	Multi-Year Plan and Budget
<b>MTSS:</b>	Medium Term Sector Strategy
<b>NEEDS:</b>	National Economic Empowerment and Development Strategy
<b>NEPAD:</b>	New Partnership for African Development
<b>NEWSAN:</b>	Network of Water & Sanitation NGOs
<b>NGO:</b>	Non-Governmental Organisation
<b>NTGS:</b>	National Task Group on Sanitation
<b>NWRI:</b>	National Water Resource Institute
<b>NYSC:</b>	National Youth Service Corps
<b>OD:</b>	Organisational Development
<b>ODF:</b>	Open Defecation Free
<b>PCD:</b>	Policy and Communication Department

<b>PFU:</b>	Programme Funding Unit
<b>PLWHA:</b>	People Living with HIV and AIDS
<b>PMEC:</b>	Planning, Monitoring & Evaluation Coordinator
<b>PROMISE:</b>	Programme Management and Impact Monitoring System
<b>RBA:</b>	Rights Based Approach
<b>RUWASSA:</b>	Rural Water Supply and Sanitation Agency
<b>SMT:</b>	Senior Management Team
<b>SPM:</b>	State Programme Manager
<b>SUN:</b>	<i>SUN is the name of one of the accounting packages comprising the GAS (GAS is a combination of SUN &amp; Vision)</i>
<b>UN:</b>	United Nations
<b>UNDP:</b>	United Nations Development Programme
<b>UNICEF:</b>	United Nations Children Fund
<b>USAID:</b>	United States Agency for International Development
<b>VFM:</b>	Value for Money
<b>VLOM:</b>	Village Operation and Maintenance
<b>WANG:</b>	WaterAid Nigeria
<b>WASH:</b>	Water, Sanitation and Hygiene
<b>WASHCOM:</b>	Water, Sanitation and Hygiene Committee
<b>WASU:</b>	Water and Sanitation Unit
<b>WAWA:</b>	WaterAid West Africa
<b>WEDC:</b>	Water, Engineering and Development Centre
<b>WIMAG:</b>	Water Investment Mobilisation and Application Guideline
<b>WIN:</b>	Women in Nigeria
<b>WRM:</b>	Water Resource Management

## EXECUTIVE SUMMARY

The Federal Republic of Nigeria is located between latitudes 4° and 14° north and longitudes 2° and 15° east, with a total land area of 923,800 sq km. It is bordered on the east by Chad and Cameroon, on the north by Niger, on the west by Benin, and on the south by the Gulf of Guinea. The River Niger and its major tributary the River Benue, as well as numerous other tributaries of this drainage system drain 60% of the land area of Nigeria. Overall relief is gentle, there being a gradual loss of height from about 500m in the north to the coast.

The country is entirely in the tropics. The climate is semi-arid in the north, gradually becoming humid in the south. Annual rainfall varies from over 4,000mm in the southeast to below 250mm in the extreme northeast. It is also highly seasonal with the wet season from July to September in the north lengthening from April to November in the south. Annual rainfall is also subject to significant temporal variation. Drought, which has afflicted the north since the 1970s, now affects the entire Sahel region of West Africa including Nigeria. These characteristics make it compelling to consider climate change seriously and integrate it in WaterAid's programmes. These considerations have informed the country programme's approach to water resource management, the need to monitor ground water utilization and the use of appropriate technologies in the extraction of water in this strategy.

WaterAid in Nigeria developed its first strategy in 1995 with an initial concentration on delivering water, sanitation and hygiene (WASH) services to rural communities. By 2006, the organisation had doubled its focal states from three to six states, and its implementing partners from a mere two Local government areas (LGAs) to 22. In 2006, the second Country Strategy Paper (CSP) was adopted. This was reviewed during the 2007 Mid-Year Review process to include and deepen some key programme principles such as equity and inclusion, sustainability, modelling, and right based approaches into our programming.

Over the years of the 2006-2011 strategy period, WaterAid in Nigeria has contributed its quota to improving the access of the poor and marginalized to safe water, improved sanitation and hygiene in the communities and states that it works in. **269, 688 poor people have directly had access to safe water, whilst 248,068 people have had access to improved sanitation.** In addition to this, we made some achievements in influencing where considerable efforts were made to address sector blockages. Four states now have pro-poor WASH policies approved and launched. Equity and inclusion is not only being gradually mainstreamed but has caught up with other stakeholders in the sector. The increase in information and data for planning and citizen engagement made possible through the LMDGI process has also contributed to improved governance at the local government level in particular.

Some changes that have taken place in the last few years in particular have necessitated the review of the second country strategy though the period is yet to end. Following the discovery of oil in the country in 1958, Nigeria continues to deepen its economic and political influence in the world and in Africa in particular. Oil exportation has increased significantly over the years thereby increasing oil revenue to the country. It has been documented that Nigeria has about 35 billion barrels of proven oil

reserve and another 5 billion in development.<sup>1</sup> Despite the immense resource potential, the challenge is that these potentials are not translated into employment and improvement in the standard of living of the people. Official reports of the Nigerian government indicate that given the available information, Nigeria is unlikely to meet most of the MDG goals by 2015 especially the goals relating to eradicating extreme poverty and hunger, reducing child and maternal mortality and combating HIV/AIDS, malaria and other diseases and environmental sustainability. Meanwhile, a lot of resources have poured into the country from sale of oil in the last one and a half decades. Additional resources from donor support constitute less than 2% of the GDP of Nigeria. Most of the sector blockages remain relevant as they were in 2006 although emerging challenges are equally significant. This, therefore, requires a change in strategy and approach to doing business to achieve the MDG targets.

Another rising challenge is that of urbanisation compounded by a large volume of internal migration within the country. It is estimated that by 2015, over 50% of the total population of Nigeria will live in urban areas. Urban and small town WASH issues will therefore become increasingly important. These and other issues and changes in the global organisation necessitated a revision of the 2006-2011 country strategy.

This strategy, the third of its kind for WaterAid in Nigeria (WANG) builds on the lessons learned from the previous strategy and sets out the approach of WaterAid towards addressing the challenges of water, sanitation and hygiene and securing the rights of the poor and marginalized to these services in line with WaterAid's global aims. It aims at consolidating the gains of the second strategy, it re-organises and re-positions the country programme for greater influencing anchored on modelling and rights based approaches.

Results of reviews, consultations with sector stakeholders and evaluation of the country programme work from 2006-2009 have formed the basis of this new strategy. Some of these include the need to have an effective and efficient organisational structure that is robust enough to take influencing to a higher pedestal and to take advantage of emerging opportunities. A review of stakeholder participation in the sector also revealed a gap in the provision of services in the rural areas. Therefore, WANG considered it strategic to provide services at the rural level as an entry point for modelling, building capacity and ownership at the local level, monitoring finances and budgets, catalyzing the process for co-ordination, synergy and coherence of advocacy, and influencing in the WASH sector. WANG will work to empower citizens to be able to demand their rights and take responsibility for maintaining the services as well as supporting them to engage effectively in WASH governance (Aim 1). As evidence suggests that majority of the population will live in urban and small towns by 2015, our focus during this strategy period will include deepening our work in small towns as well as stepping up work on urban advocacy.

In addition, evidence suggests that there are significant capacity gaps at all levels but it is more pronounced at the local level. WANG will therefore strengthen the capacity of partner organisations/service providers in project management, rights based, equity and inclusion approaches for sustainable WASH services delivery by 2015 (Global aim

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<sup>1</sup> Dennis, V. (2007), Oil and Politics in Nigeria.

[http://www.pbs.org/news/indepth\\_coverage/africa/nigeria/oil](http://www.pbs.org/news/indepth_coverage/africa/nigeria/oil)

2). Our stakeholder and breakthrough analysis showed that although there are organisations involved in advocacy and campaigns, there is lack of co-ordination, synergy and coherence. WANG will therefore focus on building national platforms and strategic alliances to advocate and campaign for WASH services (Global aim 3).

In line with our global people strategy, we will seek to encourage and build our capacity and effectiveness through good people management in WANG and in our partner organisations (Global Aim 4). WANG will build a courageous, empowering, accountable leadership and our ability to recruit, develop and retain talented people. During this period, WANG will continue to work in each of the six geo-political zones of the country. States will be chosen in each of the zones based on carefully considered criteria. Whilst we will remain in our focus areas, our interventions in those states will be through our cherished Civil Society Network partners. This is a major shift, which is in recognition of their comparative advantage in taking forward rooted advocacy at the local government and state levels and many other initiatives that we will be promoting. Our work in other non-focal states will be through strategic partnership arrangements with the MDG Office and other partners. Through this, we will work to increase the marketing of our established models to increase the spheres of our influencing work. We will also continue to support the government policy on decentralization and recognize the central and critical role of Local Government Authorities in the delivery of WASH services through our modelling approach. This will continue to be under the umbrella of the Local Millennium Development Goal (LMDG) Initiative.

The RLC concept initiated during the previous strategy will be continued and deepened with renewed emphasis on learning and sharing experiences on sanitation within Nigeria and in the sub-region. Support to other country programmes to improve sanitation programming will continue. Hygiene will be an essential component of sanitation as we roll-out the sanitation agenda. Strong emphasis will be placed on implementing the revised manual for sanitation services delivery dubbed **“Re-engineering CLTS in West Africa: a process Manual”**. During this strategy period, as we perfect our models on sanitation across the region, **sanitation marketing** will receive considerable attention.

Our influencing approach will change significantly during this strategy period. Our analysis shows there are many sub-regional organisations that Nigeria hosts. In addition to this, the Government of the Federal Republic of Nigeria plays a very significant role in the sub-region. WANG will take advantage of this to advocate for and influence the recognition of the essential role of WASH in the development agenda of ECOWAS countries. National level influencing work will be in collaboration with other equally strong rights-based NGOs. WaterAid will catalyze the process of influencing and ensure co-ordination, synergy and coherence among stakeholders. A particular area of focus will be to build the capacity of the media and CSO networks to carry out advocacy and influencing.

Because of our direct intervention, **1,611,500 poor and vulnerable people will have access to safe water and sanitation**, while **5 million poor and vulnerable people are expected to have access to safe WASH services through our influencing and advocacy efforts—mainly through CLTS, marketing of rope pump, small towns’ models and the promotion of the LMDGI across Nigeria.**

In order to execute the new strategy, WANG will focus on aggressive fund mobilization that will **enhance the current fund base by 47.87% by 2015**. In particular, we will make a conscious effort to get a stand-alone fund for sanitation to address the current under performance of sanitation.

Finally, we will strengthen our monitoring and evaluation system through improved joint planning and monitoring, creation of a functional monitoring, evaluation and compliance unit. PME systems will be revamped in line with global ones to ensure congruence and efficiency.

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# 1 Introduction and background to the country programme

WaterAid's Country Programme in Nigeria first started in 1995, by working in partnership with Etche Committee of Friends in Etche, River State, Nigeria. One year later, after building on this experience, a new full-fledged Country Programme began by implementing a water and sanitation programme in partnership with Oju Local Government in Benue State.

In 1999, again building on lessons learned, WaterAid in Nigeria scaled up its activities in the country to cover the Bauchi and Plateau states in the North Central zones of Nigeria. This expansion necessitated corresponding increase in the number of partnerships and staff. The partnership developed included those with CRUDAN, COWAN, DEC and WIN. It was during this period that the first Programme Officer was recruited to oversee the activities in Bauchi and Plateau states. Following similar increases in the number of partnerships in 2001 and 2002 and the general growth of the country programme portfolio, the Country Office was relocated to its present location in Abuja in 2003. Abuja provided a strategic position for the Country Programme to engage with federal, state and local government levels of the country.

Another significant development was the setting up of a National Steering Committee in 2004, made up of members from the Federal Ministry of Water Resources, the National Planning Commission, DFID, UNICEF and the EU, to provide guidance and a platform for sharing best practices and reviewing WaterAid's work across the country. Since then, WaterAid has kept faith with these organisations and indeed all other sector players annually in its activities such as the Annual Partners' Round Table and other periodic reviews.

WaterAid in Nigeria had a comprehensive review of its programmes in 2005 following which the second Strategy was developed for the period 2006-2011. That strategy drew from the evaluation report of the previous strategy, other studies conducted at different times, and consultations with stakeholders at all levels during the period of the first strategy. The second strategy aimed to contribute tangibly to Nigeria's progress towards meeting the Millennium Development Goals (MDGs), especially Goal 7 on increasing access to water and sanitation services for the poor. The strategy also sought to position WaterAid as a strong, reliable and accountable sector leader.

This is the third strategy of WaterAid in Nigeria (WANG) and draws on the lessons learned over the past one and a half decades. Although the period for the second strategy is yet to be exhausted, the strategy is being formulated to align with the global strategy that was launched in October 2009 and to take into consideration, the contextual changes that have taken place in the water, sanitation and hygiene (WASH) sector in the past few years both internally and externally. A number of studies and reviews conducted by WaterAid and its partners informed this strategy. Some of these include: a rapid sector review study by WaterAid, the UNICEF/DFID programme review of 2008/9, several short studies commissioned by WaterAid and finally an evaluation of WaterAid's programme for the period 2006-2010. The process of developing this strategy included reviewing important national statutes, policies and documents such as Vision 2020, wide reviews and consultations among staff and sector stakeholders and WaterAid partners.

This strategy sets out the approach of WaterAid in Nigeria towards addressing the challenges of Water, Sanitation and Hygiene and securing the rights of the poor and marginalized people to water, sanitation and hygiene services in line with WaterAid's global aims. It aims at consolidating the gains of the second strategy, it re-organises and re-positions the Country Programme for greater influencing anchored on modelling and rights based approaches, taking into advantage the strategic position of Nigeria in Africa.

## 2 Looking Back: Progress and key shifts over the last strategic period

WaterAid has developed from a small organisation established in Nigeria in 1995 to become a leading international Non-Governmental Organisation in the WASH sector of Nigeria in 2010.

In 1995, the first strategy was formulated to guide WaterAid's operations in Nigeria. From 1995 to 2007, WaterAid Nigeria concentrated on delivering WASH services to rural communities. By 2006, the organisation had doubled its focal states from three to six states, and its implementing partners from a mere two Local government areas to 22 LGAs. In 2006, the second Country Strategy Paper (CSP) was adopted to guide our work for the 2006-2011 period. This was reviewed during the 2007 Mid-Year Review process to include and deepen some key programme principles such as equity and inclusion, sustainability, modelling, and right based programming. Figure 2 shows the evolution of the country program strategy from 1995 to 2010.

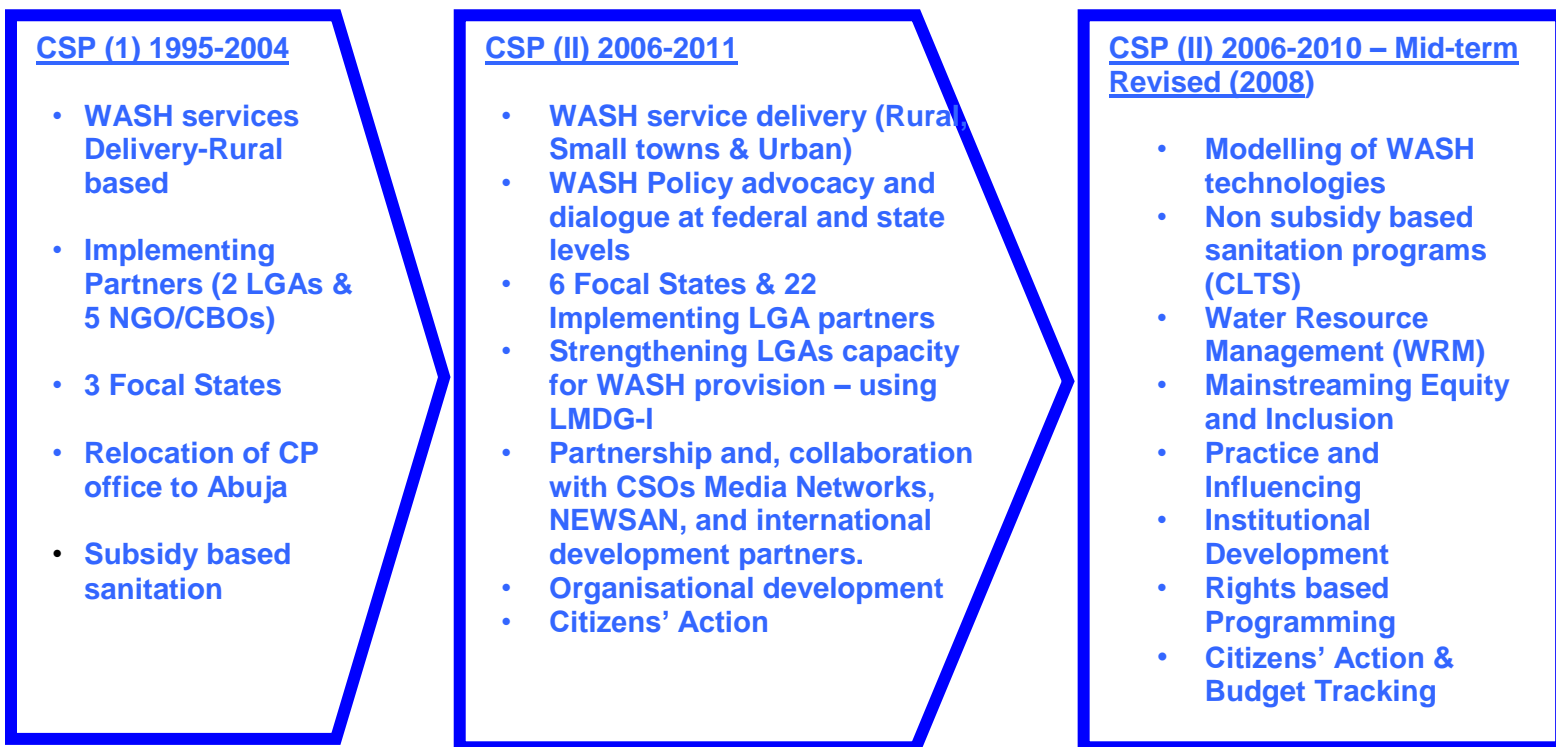


Figure 2: Evolution of WANG Country Program Strategy from 1995 to 2010

Presently, emphasis is not just on advocacy but also on influencing. This is because the political environment in Nigeria is such that until an issue is deemed a political priority, adequate attention will not be given to it. Influencing, for us, describes all the processes, practices and activities that lead WaterAid closer to its vision of water and sanitation for all. It is about WaterAid seeking to bring about evidence-based changes in policy and practice to build more coordinated and effective water and sanitation sectors.

## 2.1 Key Achievements over last strategic period

### 2.1.1 Advocacy/Influencing

Looking back, a lot of progress has been made. Through the involvement of state and local government in planning meetings, active engagement of all stakeholders in policy development and improved funding to civil society, WANG's partnership with the national state and local government improved significantly and made us a vibrant, more visible and relevant organisation within the policy environment. To date, **four of our six focal states' have approved water, sanitation and hygiene (WASH) policies.** They have been launched and implementation guidelines are being prepared. In two states (Jigawa and Ekiti) WASH Departments, (established through years of WaterAid's work with WASH Units started by WaterAid), have already been established and are already making impacts in the delivery of WASH services. The remaining states are at various stages of policy development. The development of state WASH policies through a multi-stakeholder approach ensured the integration of rights-based approaches and equity and inclusion. These state policies have increased the visibility of WANG and improved collaboration with other partners like UNICEF, EU and others as well as empowering of local NGOs and community groups to demand services from their respective local and state governments.

### 2.1.2 Local Millennium Development Goal Initiative

The introduction of the Local Millennium Development Goal Initiative (LMDGI) in our programming was a revolution. It has strengthened local government participation, capacity and ownership in the delivery of WASH services in the states where we work. The preparation of Local Development plans (LDPs) and investment plans as about **40 other Local Government Authorities (LGAs) across the country have taken up part of this initiative.**

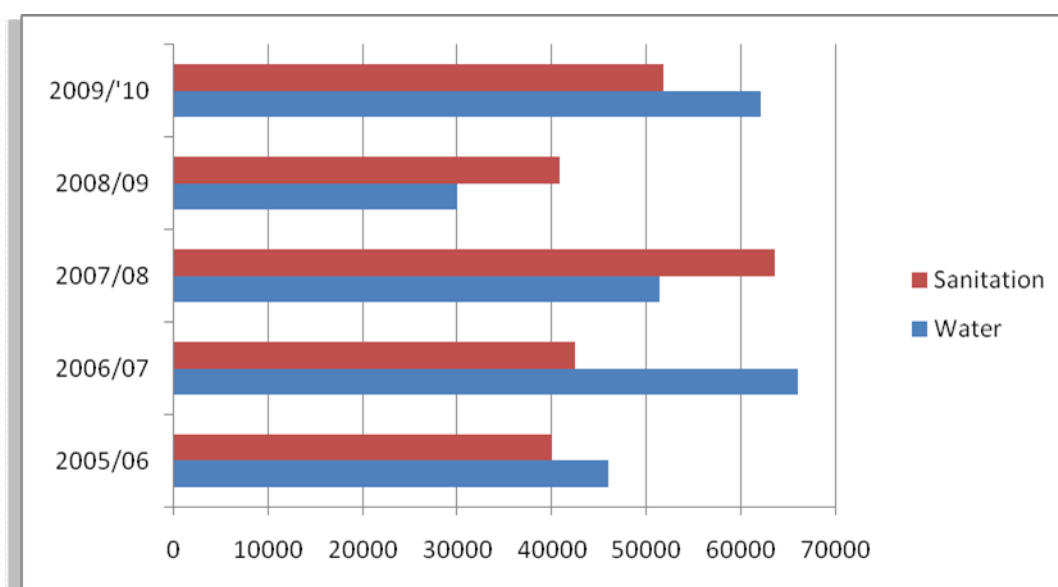
### 2.1.3 Community-Led Total Sanitation (CLTS) and Sanitation service delivery

A significant beginning for the achievement in behavioural change among the household members has started with the introduction and promotion of the CLTS approach. The piloting, replication and scaling up of CLTS has gained national acceptance which is largely due to WANG's influence on the National Task Group on Sanitation (NTGS) and among communities in the focal states. Hygiene education is promoted in school WASH where health clubs have been established to inculcate behavioural change for good hygiene practices among pupils in primary schools.

Our WASH in schools project is expected to increase access to basic education of primary school children and to strengthen the evidence that links education and WASH which is part of promoting WASH in the wider sector development.

#### 2.1.4 Contribution to improved access to WASH by the poor

Over the past five years, WaterAid in Nigeria has contributed its quota to improving the access to safe water, improved sanitation and hygiene by the poor and marginalized in the communities and states that it works in. In the last five years, 269, 688 poor people have directly had access to safe water, whilst 248,068 people have had access to improved sanitation. WaterAid’s contribution to improving the access to WASH services by the poor and marginalized is illustrated in Figure 1.



**Figure1: Number of beneficiaries in water and sanitation services (2005/06 - 2009/10)**

#### 2.1.5 Resource Mobilization

Our resource mobilization efforts have yielded results as we were able to access more funding from various sources including the ECNSA, GTF, EUWF, UNILEVER, UN-HABITAT and the Gibson Foundation. These funds have helped increase and sustain our activities particularly around modelling, good governance, citizens action and capacity building which have led to inclusive and effective participation of citizens in demanding accountability from their government especially at the local level from 2006-2010.

Citizens’ action in particular, which is a rights-based approach to popular, inclusive and effective participation of citizens in demanding accountability from their government especially at the local level, has helped improve transparency at the local level and raised awareness of the citizens on their rights to WASH services.

### 2.1.6 Program Sustainability

One of the programmatic principles of WaterAid is sustainability, which simply put is making sure that communities continue to access WASH services that WaterAid contributed in providing even when the organisation discontinues its support. From 2006 till present, the organisation has consistently aimed at achieving sustainability in its various projects. WaterAid in Nigeria focused its efforts on facilitating the establishment of functional systems such as the WASH units in the Local Government system, WASHCOMs at the community level, and the establishment of Water Consumer Associations as owners and managers of small town water schemes. Within the same period WANG's focus and commitment to project sustainability was further demonstrated through organisational capacity building whereby members of WASH units and WASHCOMS were trained on management and operations. WANG has trained artisans to maintain WASH facilities and volunteers to promote hygiene in communities. Considering the financial capability of local communities, WANG focused on promoting appropriate technologies (such as hand pumps, rope pump, CLTS) that are affordable, cheap to maintain, simple, and easily available spare parts.

### 2.1.7 Equity and Inclusion Mainstreamed

Within the last two years of the 2006-11 strategy period in particular, considerable achievements have been recorded in the area of equity and inclusion. (WaterAid in Nigeria led a crusade to create awareness among stakeholders about the need for equity and inclusion in the provision of water and sanitation services in particular. These principles are clearly stated in State WASH policies that WaterAid developed., In addition, these have equally been demonstrated in the institutions the organisation has established and facilitated in the designs of facilities provided across the focal states of WaterAid. Very clear examples of these can be found in Jigawa, Bauchi and Plateau states. Local Development Plans developed across the 22 LGAs where WaterAid works have rich information of equity and inclusion well articulated.



**Latrine model in Bauchi State with equity and inclusion components**

## 2.2 Key Challenges

WaterAid in Nigeria has been faced with some challenges. Team reflections of work over the years as well as the findings of the evaluation of the country programme in 2009 identified the following challenges:

- Too much administrative and management burdens on the country programme without contributing adequately and efficiently to its strategic objective. This is

largely attributed to the current organisational structure which, although has some advantages, overburdens the country programme with huge costs and under utilizes the potential of WaterAid's partners.

- WaterAid's presence in communities is also found to be too short and hence, programming is too incomplete and unsystematic to result in inclusive and sustainable community-wide behaviour change that is required to lead to health and productive benefits in project communities, let alone across Nigeria.
- Over the years, there has been ineffective planning leading to a wide variation between planned targets and achievements.
- Documentation across WaterAid's focus states, for the most part, is poorly targeted and ineffective.
- Despite some real gains (media partners, ODF villages, nationwide CLTS adoption, and WASH policies in three states), the ad hoc attention to quality in process and outputs in the roll-out of CLTS presents risks to WaterAid's credibility going forward. Not enough attention has been given to sanitation technology and communities hardly demonstrate movement up the sanitation ladder.

## 2.3 Key Shifts

### 2.3.1 Advocacy/Influencing

During the period, there was a major shift in emphasis on influencing. Given Nigeria's resource endowment, we felt the need for more work in budget tracking, citizen engagement, advocacy and influencing work in collaboration with civil society. This is because Nigeria's central challenge in development is poor governance linked to either absence of policies or low political will in implementing them where they exist. Thus, the Policy and Partnerships Department of WANG was re-designated as the Governance Department to reflect this renewed emphasis. Consequently, WANG's influencing work at the federal level received greater impetus, while emphasis was more on service delivery at the state and local government levels. The relationship between advocacy and service delivery was not strong; efforts were on ensuring that WANG's focal LGAs establish WASH units and make their counterpart funds available for WASH service delivery; and influencing efforts on the state level government was minimal. After the mid-term review of the 2006 to 2011 Country Strategy in 2007/2008 financial year, it became imperative that the country program needed to strengthen its influencing effort.

*Other major shifts that occurred between 2006 and 2008 included the elimination of subsidy based sanitation programming, the introduction of the Local Millennium Development Goals Initiative (LMDG-I), the strengthening of WANG advocacy efforts at the federal level and at the community level through the promotion of citizen's action.*

### 2.3.2 Modelling

By 2007/2008, the organisation carried out a mid-term revision of its country strategy leading to de-emphasizing direct service delivery in favour of promoting modelling of water and sanitation technologies that can be replicated and scaled up by the

government. Although this was not intensively pursued, it no doubt represented a major shift in programme work in Nigeria.

### **2.3.3 Water Resources Management**

Before 2008, the form of water resource management (WRM) in practice by WaterAid in Nigeria was through water quality testing and ensuring that water points are located at least ten (10) meters away from sanitation sites. In 2008, WANG widened its WRM practices by consciously implementing WaterAid minimum commitments to water resource management. They are as follow:

- enactment of water quality policy in the country programme
- inclusion of assessment of sustainability of water resource
- description of actions to safeguard or enhance sustainability or,
- reasons why no action is necessary
- inclusion in all sanitation project plans
- a risk assessment of the pollution of drinking water and
- water quality testing. This was a significant shift in the country programme.

### **2.3.4 Institutional Capacity Building**

Another striking change, which occurred after the review of 2006-2011 Country Strategy, was the change from individual institutional capacity building to a more focused, and comprehensive view of sector capacity building. . Further environmental analysis during the review exercise revealed that sector communication and coordination, both vertically (federal-state-LGA) and horizontally was very weak. Agencies were not harmonized, roles were blurred and capacity and motivation were found to be weak at all levels of government. Even the institutions responsible for capacity building were severely constrained. Sanitation lacked a clear institutional home and the role of civil society was weak and not well defined. There was a vibrant but unregulated informal private sector. It is on these bases that the review of the country strategy in 2007/2008 financial year identified institutional capacity building as one of the key shifts in the revised country strategy.

### **2.3.5 The Regional Learning Centre (RLC) for Sanitation Concept.**

During the period under review, a major programme shift was the introduction of the Regional Learning Centre for sanitation. Following the impressive gains in the delivery of sanitation services in WANG Programme, it was thought appropriate to share the learning on sanitation with the sector in Nigeria and across West Africa. The RLC concept was the approach adopted and this has so far recorded impressive achievements despite the challenge of funding for the centre and the need to improve documentation and learning.

### **2.3.6 Equity and Inclusion**

Another key shift was that which focused more on mainstreaming equity and inclusion as key programme principle in WANG's work. WANG's work in Jigawa and a few other

states were particularly exemplary in this area. Equity and inclusion was also evident in the area of State WASH policy development.

### **2.3.7 Changes in the structure of the organisation**

WaterAid went through a number of structural changes during the last strategic period. Prior to 2006, we created zonal offices to take management closer to states and LGAs for ease of decision-making. These zones formed a layer between the country office in Abuja and the state offices. However, a number of issues (mostly high cost of operation) warranted the scrapping of the two zones in 2008 during the review of the strategy. The result was a more centralised management structure to strengthen and deepened the ability of the country programme to deliver the programme.

### **2.3.8 Piloting of GAS Accounting Package**

The Global Accounting System (GAS) came to play in Nigeria after the identification of the need to have global accounting software used within WaterAid as a whole, to aid financial planning and reporting. Nigeria was one of the three countries selected to pilot GAS globally in November 2008. This new system replaced VT Accounting software.

## **2.4 Lessons**

Key lessons from our experience, which will inform our work in the next strategy, include the following:

- a) As recommended during the country programme evaluation, the current organisational structure is more relevant for service delivery, which has since been de-emphasised in the organisation as a whole. The structure will be redrawn to meet the needs of this strategy and to make it more relevant. The need to have an effective and efficient organisation that is robust enough to take influencing to a higher pedestal and to take advantage of emerging opportunities cannot be over emphasised. This change will include our new ways of working in the states and with partners.
- b) Strategies were developed to support the country strategy but not fully utilised. These strategies will be reviewed and other new ones developed alongside the new Country Strategy. Some of these include Influencing, Fundraising, People, Communication, Equity and Inclusion, CLTS and comprehensive approach/strategy for Hygiene that never existed and thus created a quality gap.
- c) It was good practice to move from working with individual NGOs to working with Networks. This will be maintained and the comparative advantage of these Network partners will be fully utilized as recommended during the evaluation of the Country Programme. A lot more attention will be given to people issues and the development of partner organisations as these will be key to successful programme delivery, which is earmarked for drastic expansion.
- d) There will be the need to give a lot more emphasis on programme quality and value for money, especially in the areas of sanitation, hygiene and, ensuring that the linkage between strategy and what is operational on the ground are good.
- e) Modelling took off very well in the old strategy and will continue in this new strategy.
- f) Monitoring and evaluation is currently weak and unsystematic. This will be revamped at all levels to re-enforce programme quality, efficiency and learning in the country programme.

- g) Documentation and learning will be addressed more seriously at all levels of the Country Programme. In addition, the Regional Learning Centre (RLC) concept initiated during the last strategy period has been good for the sub-region and Country Programme. This will be continued and strengthened to play a more focused role on influencing in the region.
- h) In view of growing demands for our work and the need to step up influencing and scale-up of best practices, there will be the need to consider technical support/outreach to non-focus states. More strategic and innovative partnership arrangements will need to be explored.
- i) To remain relevant and position itself to take advantage of emerging opportunities for influencing, WaterAid in Nigeria will continue to work in all geo-political zones of the country.
- j) The recurrent conflicts in some of our focal states have revealed the need for the organisation to improve its ability to operate in emergencies and zones and the need for conflict-sensitive programming.
- k) Considering the need to promote the essential importance of WASH to health, education and livelihood and to take influencing to a higher pedestal using rights based approaches, WANG has seen the need to review its partnership arrangements.
- l) Not enough advantage has been taken of the influential role of Nigeria in the socio-political development of the sub-region and continent. This will be harnessed in this strategy to improve WASH service delivery not only in Nigeria but also across the sub-region.

### **3 Situation analysis and sector review**

#### **3.1 Situation of the Country**

##### **3.1.1 Geographical Location and climate**

The Federal Republic of Nigeria is located between latitudes 4° and 14° north and longitudes 2° and 15° east, with a total land area of 923,800 sq km. It is bordered on the east by Chad and Cameroon, on the north by Niger, on the west by Benin, and on the south by the Gulf of Guinea. The River Niger and its major tributary the River Benue, as well as numerous tributaries of this drainage system drain 60% of the land area of Nigeria. Overall relief is gentle, there being a gradual loss of height from about 500m in the north to the coast.

The country is situated entirely in the tropics where its climate is semi-arid in the north, gradually becoming humid in the south. Annual rainfall varies from over 4,000mm in the southeast to below 250mm in the extreme northeast. It is also highly seasonal with the wet season of July to September in the north lengthening from April to November in the south. Annual rainfall is also subject to significant temporal variation. Drought, which has afflicted the north since the 1970s, now affects the entire Sahel region of West Africa including Nigeria. It is clear from this that issues of climatic change will have to be carefully considered and integrated in WaterAid's programmes. In particular, water resource management, the need to monitor ground water utilization and the use of

appropriate technologies in the extraction of water will be critical issues to consider in this strategy.

### **3.1.2 Political Context and the Influential role of Nigeria in West/Africa**

Nigeria occupies a special place in Africa and international affairs. It is the most populous country in Africa with an estimated population of 150 million people currently and hosts at least one in every five black persons in the world. Nigeria's position in the sub-region presents immense opportunities for influencing for the improvement in WASH in the country and sub-region at large.

Nigeria attained political independence in 1960 and marked 50 years of independence in 2010. The country is endowed with human and natural resources but years of despotic and debilitating military rule rendered the country vulnerable to arbitrary and often poor governance, lack of transparency and accountability, underdevelopment, economic instability and human rights violations.<sup>2</sup> The current civilian rule began in 1999 after a new constitution was adopted. Nigeria is a federation with 36 states and 774 Local Government Areas (LGAs). The country is divided into six geo-political zones namely South, South East, South West, North East, North West and North Central. These zones feature prominently in Nigerian politics and administration. Programming to influence on any issue in the country must therefore take into consideration the need for all the geo-political zones to be involved. This will be a crucial factor in determining where WANG will work in the next five years as well as how we engage with others in the other sectors of the national economy.

Nigeria is a member of the African Union and one of the five lead countries of NEPAD. Nigeria hosted the first ever Africa Regional Ministerial Conference on Water (AMCOW) in Abuja in April 2002 and is host to the AMCOW Secretariat. In addition, Nigeria is a member of the 15-country sub regional body, the Economic Community of West African States (ECOWAS) established in 1975 and plays a critical role at the continental and regional level. Popularly referred to as "the giant of Africa", it is the largest economy in the West Africa region. Nigeria houses several strategic Pan Africa institutions and plays a leading role in maintaining sub-regional peace and stability. Nigeria has earned the respect of African countries for her contributions to peace building endeavours and emergency responses, notably in Liberia, Sierra Leone, Niger and Darfur. With effect from 1999 when the country came into democratic civilian rule after many years of military government, she has increasingly lent weight to promoting democracy and the rule of law amongst neighbouring countries and indeed the ECOWAS region and beyond.

The forgone facts about Nigeria lends credence to the popular believe that if we get WASH interventions right in Nigeria, largely, we get it right in Africa. The latest figures from Lancet Journal (a foremost authority in global medical statistics), posits that diarrhoea is now the greatest cause of death in children under five years of age in Africa. Indeed, of the 211 million without access to improved sanitation in West Africa, 104 million are living in Nigeria. WaterAid in Nigeria recognizes this potential and in this strategy, advocacy and influencing at the Federal level as well as engagement with regional institutions for wider sub-regional impact take centre stage. The imperative of

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<sup>2</sup> APRM Country Review Report No. 8 Federal Republic of Nigeria. May 2008.

this for the organisational structure and effectiveness has equally been duly taken into consideration in this strategy.

### 3.1.3 Economic Context

Nigeria is a country of paradox with widespread poverty in the midst of plenty. According to the Human Development Report of 2008, 83% of the total population lives on less than \$2 a day. Long years of military rule and challenging policy environment combined with rank seeking behaviour has left the country with high levels of poverty and low access to social services, particularly water and sanitation.

Meanwhile, Nigeria is the most populous country in Africa and the tenth in the world. It hosts the third largest number of poor people in the world after China and India. It is among the E9 countries- nine countries in the world with the largest number of illiterates.<sup>3</sup> The country has a growth rate of **3.3 percent per annum** and an average family size of six with about <sup>4</sup>30% being female-headed households. *Given this socio-demographic situation and based on the fact that diarrhoea is a major killer of children, the development of sanitation and hygiene promotion is critical.*

Another feature of the Nigerian economy is its long over-dependence on the capital-intensive oil sector, which provides less than 25% of GDP, despite providing 95% of foreign exchange earnings and about 65% of government revenues. The largely subsistence agricultural sector has not kept up with rapid population growth and Nigeria, once a large net exporter of food now imports some of its food products. The performance of the economy using selected key macroeconomic indicators between 1990 and 2009 shows that the country grew below projection, with an estimated average GDP growth of 6.1%. This figure, though below the set target of 10% was still higher than the 5.7% recorded in 2007 and the estimated figures for 2008 and 2009. However, if this trend continues, growth rate of GDP is projected to be 7.06% by 2015. With this level of projection, the country is likely to remain in its state of poverty and the low GDP may affect access to essential services like WASH especially for the poor.

In addition to this, Nigeria has an estimated 180 billion cubic feet of proven natural gas making it the ninth largest concentration in the world.<sup>5</sup> Paradoxically, the discovery of oil has also led to the phenomenon of resource curse.<sup>6</sup> The contribution of other sectors to GDP are agriculture (32.5 percent); wholesale and retail (13.5 percent), industry excluding petroleum (2.9 percent) and other sectors (1.5 percent). The need to deepen modelling and influencing work in Nigeria within the strategy period is therefore strong and will be considered.

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<sup>3</sup> The E9 countries are made up of Bangladesh, Brazil, China, Egypt, India, Indonesia, Mexico, Nigeria and Pakistan. They account for more than 50 percent of the world's population.

<sup>4</sup> National Bureau of Statistics 2007.

<sup>5</sup> Evoh, C. (2002), Gas Flares, Oil Companies and Politics in Nigeria. The Guardian Online <http://nrguardiannews.com>

<sup>6</sup> Resource curse is a phenomenon whereby resource rich countries perform worse than those countries with smaller endowments especially those, which are dependent on oil becoming the most economically troubled, authoritarian, conflict ridden and with poor development indices.

In 2004, the Obasanjo-led administration formulated the National Economic Empowerment and Development Strategy (NEEDS). The strategy was meant to accelerate economic growth, reduce poverty and position the country to achieve the Millennium Development Goals. More recently a new national development blueprint known as the Vision :2020 (NV2020) has been developed. This plan documents an ambitious and optimistic vision of Nigeria to be counted among twenty of the World's most developed economies by the year 2020. Water and Sanitation are included as one of the 29 thematic areas outlined in the Nigeria Vision 2020 document. The performance of the economy over the years in terms of GDP is illustrated in Figures 3&4.

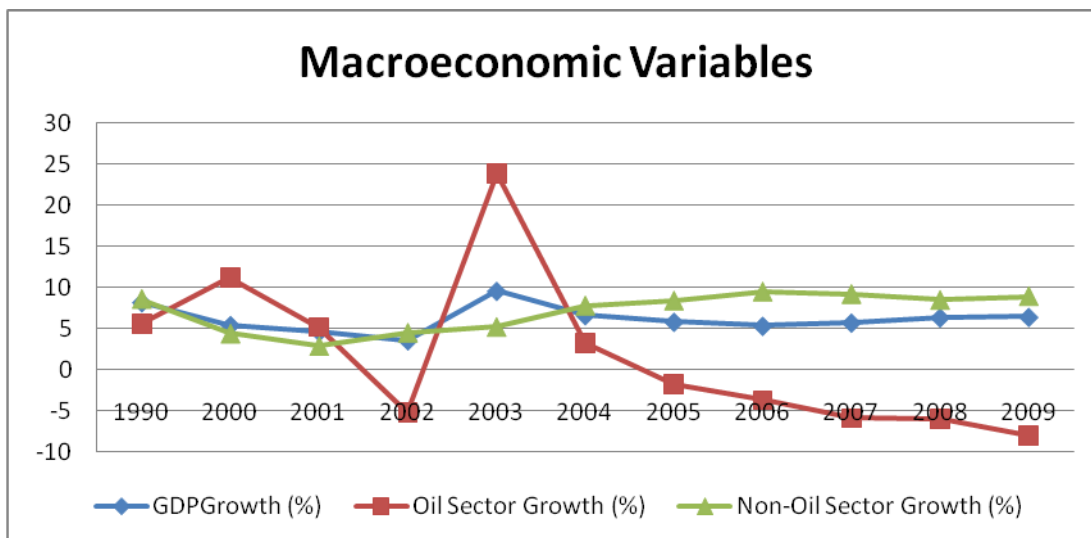


Figure 3: GDP Growth (%), Oil Sector Growth (%) and Non-Oil Sector Growth (%) 1990 2009

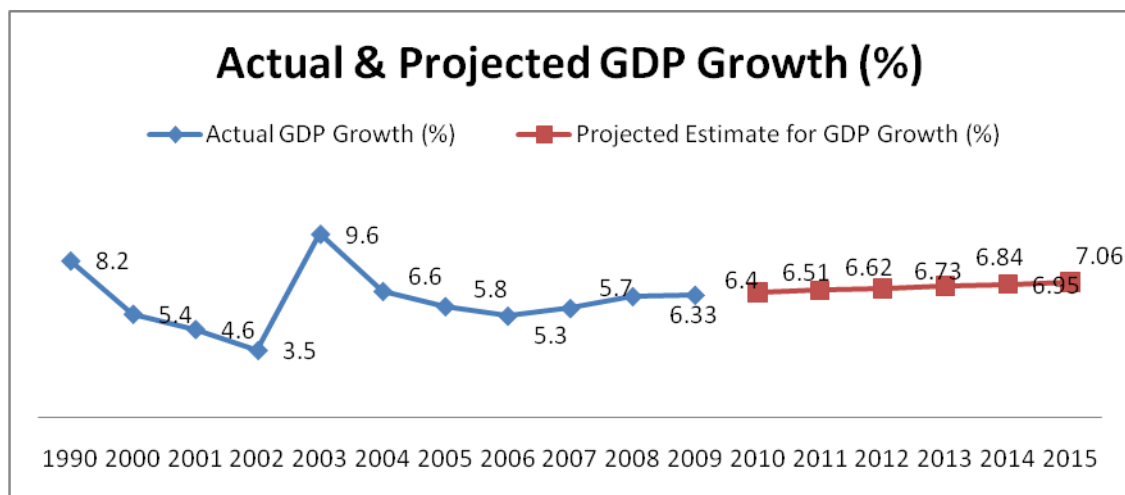


Figure 4: Actual and Projected Estimates for GDP Growth (%)<sup>7</sup>

### 3.1.4 Social Context

In the UNDP Human Development Report (2008 Nigeria is ranked at 157 out of 177 countries). The same report estimates that 39% of Nigerians will not live to the age of 40.

<sup>7</sup> Nigeria MDG Report 2010 (Draft)

Nigeria ranks very low on all socio economic and development indices. The country has been consistently rated in the corruption perception index of Transparency International to be among the most corrupt countries in the world. This has moderately improved in as shown in the 2008 Global Corruption Rating which lists Nigeria at number 121 out of 180 countries. This again justifies the strong need for deepened work on good governance at all levels by WaterAid in this strategy.

In addition to the above social situation, 10 million children of school going age are out of school. The country has already missed the MDG target of having gender parity in primary education by 2005. The current (2009) poverty rate stands at 54.4 percent translating to over 80 million people living below the poverty line. The infant mortality rate is very high. As against the MDG global target of 30/1000 live births in 2015, Nigeria had 110/1000 live births in 2005.<sup>8</sup> Similarly, maternal mortality rate continues to be high at 800/100,000 live births – one of the highest in the world. This requires the need for a much broader cross-sectoral approach of engagement with other sectors particularly, education, health and the environment in our advocacy and influencing work in this strategy.

### 3.1.5 Cultural Context

With an estimated population of 150 million, Nigeria is one of the most ethnically and linguistically diverse societies in the world with over 250 ethnic groups and four hundred languages and dialects.<sup>9</sup> . The country is also multi religious. The main religious groups are Christianity, Islam and African Traditional Religion (ATR). Administratively, Nigeria has 36 states grouped into six geopolitical zones and 774 local government areas. In addition, there is the Federal Capital Territory with six area councils. These political colorations will be taken note of during programme design and implementation as we seek to influence action on WASH across Nigeria. Effective ethnic sensitive communication, particularly on rights and inclusion are particularly areas that can be affected if these are not adequately catered for. For example, in some parts of the country there are cultural & religious beliefs that have strong implications for equity and inclusion especially with regard to gender mainstreaming where women are not considered **equal** to men.

### 3.1.6 Major Challenges and Trends

In the last three decades, there has been a major change in the political economy of Nigeria because of discovery, exploration and exploitation of oil and gas resources. Oil was discovered in 1956 in *Oloibiri* in the present day Bayelsa State in the Niger Delta region. Nigeria started exporting oil in February, 1958 with production capacity of 6,000 barrels per day. This has increased significantly over the years. It has been documented that Nigeria has about 35 billion barrels of proven oil reserve and another 5 billion in development.<sup>10</sup> Official reports of the Nigerian government indicate that given the available information, Nigeria is unlikely to meet most of the MDG goals of by 2015<sup>11</sup>.

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<sup>8</sup> OSSAP on MDGs Information Kit

<sup>9</sup> APRM Country Review Report No 8

<sup>10</sup> Dennis, V. (2007), Oil and Politics in Nigeria.

[http://www.pbs.org/news/indepth\\_coverage/africa/nigeria/oil](http://www.pbs.org/news/indepth_coverage/africa/nigeria/oil)

<sup>11</sup> In particular MDGs eradicating extreme poverty and hunger, reducing child and maternal mortality and combating HIV/AIDS, malaria and other diseases and environmental sustainability

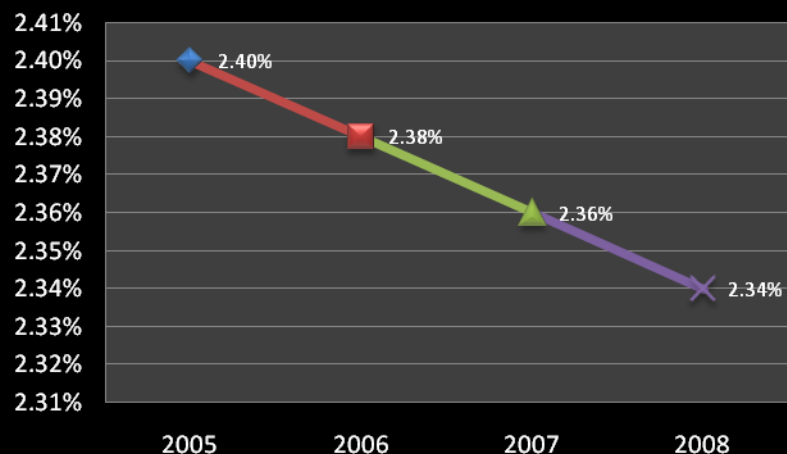
Despite the economic growth and the immense potential of resources, employment and the standard of living of the people have not improved. Meanwhile, a lot of resources have poured into the country from sale of oil in the last 2 decades. Resources from donor support constitute less than 2% of the GDP of Nigeria.

Therefore, WaterAid in Nigeria will focus more on issues of good governance in the attempt to improve the access of the poor to safe water, basic sanitation and hygiene in Nigeria. In spite of being awash with its own resources, the irony remains that investments in WASH by both government and development partners does not always translate into improved access that is inclusive, affordable and sustainable.

Another rising challenge is that of urbanisation; compounded by a large volume of internal migration within the country. This mobility is brought out by the search for better opportunities for improved livelihood. The acquisition of some level of education or skill is a contributing factor for rural to urban migration. A significant aspect of this migration is the movement of skilled labour from Nigeria to other parts of the world especially United States, Europe and oil rich Middle East countries - the “brain drain” phenomenon. Another significant contributing factor to this trend is the lack of availability of basic amenities and social services in rural areas that include water and sanitation facilities. This means that rural to urban migration has important connotations for the WASH sector and to some extent informs the rationale for WANG’s strategy to focus on providing models for rural WASH.

The country’s population growth rate is high and although declining, still poses significant challenges in terms of meeting the WASH needs of the population

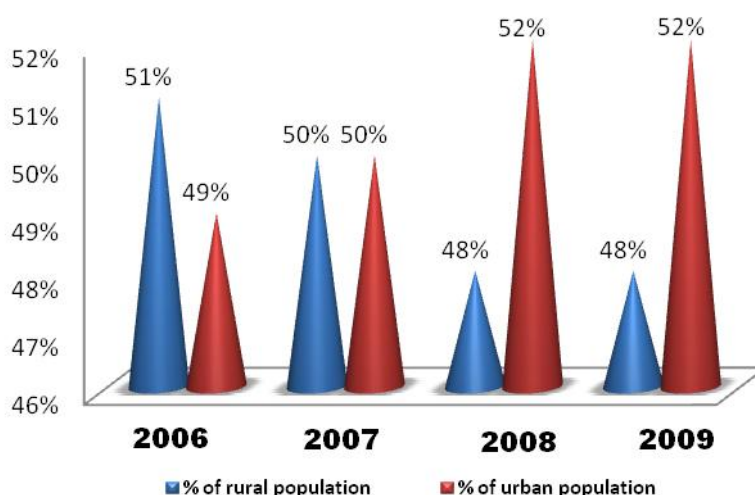
**National population growth rate**



As the trend shows, increase in urbanization with possible growth in small towns will necessitate dealing with the challenges of urbanization as they relate to WASH delivery.

(Source : <http://data.worldbank.org>)

**Changes in Rural/Urban populations**



It has been established that climate change is one of the major constraints to development in the world today.<sup>12</sup> Preliminary studies have shown that several sectors of the Nigerian economy are vulnerable to climate variation and change including human settlements and health; water resources, wetlands and fresh water ecosystems; energy, industry, commerce and financial services; agriculture, food security, land degradation, forestry and biodiversity; and coastal zone and marine ecosystems.<sup>13</sup> Efforts will be made to address some of these challenges as they relate to water resources management (WRM). This will be focused on our communities of intervention with a view to transferring the responsibility to them.

### 3.1.7 Overview of Current WASH Status.

The 2008 Human Development Report estimates that 53% of the population is not using an improved source of water. The Joint Monitoring Programme (JMP) latest figures for 2008 indicate a slight upward trajectory of coverage: 58% for water and 32% for sanitation. Although the total federal budget to the sector increased drastically between 1999 and 2007, improvements in terms of total impact and coverage remain insignificant. **To meet the MDG WASH targets Nigeria must invest an average annual funding of approximately £1,048 million in the sector. In the 2009 National budget, only 0.83% of the budget was allocated to WASH sector.** This was grossly inadequate, but the situation is even more worrisome in the 2010 sector allocation of the budget, which indicated a phenomenal decrease in budgetary allocation from 2009 to 2010 by as much as 50 percent. External aid from donor funding of the national WASH budget, which has consistently been less than 2% of GDP over the years, could not make up for the short fall.

Ironically, the National Water Supply and Sanitation Policy 2000 aimed to achieve a target of 100% water coverage by 2011, while the target given in the fourth draft Water Sanitation policy (2004) had a target of extension of sanitation coverage to 65% by 2010.

<sup>12</sup> UNDP (2007), Human Development Report 2007/2008, Fighting Climate Change: Human Solidarity in a Divided World. New York, United Nations Development Programme.

<sup>13</sup> Building Nigeria's Response to Climate Change: Vulnerability, Impacts and Adaptation ([www.nigeriaclimatechange.org/ccinfo.php](http://www.nigeriaclimatechange.org/ccinfo.php))

However, recent developments in the sector provide a more positive prognosis. Political commitment to water and sanitation services delivery has also improved during the past few months of 2010 with the creation of a separate Ministry of Water Resources (MoWR) and a further establishment of a High Impact Project to improve the situation of water and sanitation.

As a substantive Ministry, the MoWR has equal status with other sector Ministries. The Minister sits along with other Ministers on the Federal Executive Council – the highest decision making body at the executive arm of Government. The Minister wields full-constituted political and administrative authority to steward the Federal Ministry. This augurs well for the sector and has enormous potential for increased funding, focus and prioritization of water and sanitation as a national development sector.

In addition, intervention via the Sanitation, Hygiene and Water in Nigeria (SHAWN) programme of UNICEF with funding from DfID is expected to contribute significantly to improvement in WASH

### 3.2 Rights, Equity and Inclusion Analysis

The International Convention on the Economic, Social & Cultural Rights (ICESCR) ratified by 157 countries in October 2007 including Nigeria, provides the legal basis of the rights based approach to Water and sanitation. This convention provides minimum core obligations of the State as duty bearer in ensuring the progressive realisation of the right to water based on the maximum available resources of the State. From our sector review work and stakeholder analysis, there are a few organisations that deal with water rights: Action Aid and recently UNICEF, which has introduced some rights dimensions into their work. There is therefore very low awareness about rights in general and WASH rights in particular. The low level of awareness on the part of the poor and excluded about the provisions of the Convention and the fact that they are entitled to water, sanitation and hygiene services as a matter of right is another major element of blockade in the sector. This situation is probably responsible for the apparent reluctance of duty bearers to **respect, protect and fulfil** these rights.

The national situation of equity and inclusion is perhaps even less focused on. Although there are marginalised groups and associations of excluded groups (such as Association of Persons Living with HIV/AIDS, Disabled Persons Association Women groups etc) no organisation apart from WaterAid so far has taken a holistic view of mainstreaming equity and inclusion in its programming.

There is no express provision in the Constitution of the Federal Republic of Nigeria committing duty bearers to fulfil the right of citizens to water and sanitation. Neither is there any provision guaranteeing the rights to citizens to water and sanitation. However, the existing policy documents at national and state levels do recognise the role of duty bearers (Federal, State and Local Governments) to provide water and sanitation services to citizens of the country. Moreover, there is the additional opportunity to leverage the recent declaration by the UN on the right to water and sanitation, given that Nigeria was one of the countries that voted in the affirmative. As such, this strategy will focus on promoting equity and inclusion by actively seeking, identifying, locating and working with vulnerable groups such as **women, people with physical disability, (PWPD), PLWHA and children.**

To contribute to the progressive realization of these rights, WaterAid in Nigeria will:

- ✓ Seek to deepen understanding of the reasons why people lack access to basic water and sanitation in Nigeria examining the political, economic, social, cultural, reason for this.
- ✓ Build and strengthen existing capacity of partners and selected sector institutions to fulfil obligations and to increase accountability and responsiveness from a rights-based perspective. This could be through WaterAid's initiative aimed for *localising the Millennium Development Goals (LMGDI)* which is focused on helping to build local government capacity to plan effectively by way of *Local Development Plans (LDPs)*.
- ✓ Work closely with representative groups of those who do not have inclusive access to understand the limitations of existing services and processes for WASH delivery as well as to empower them to claim their rights to these services.

At the national level, there is apparent support for gender 'sensitive' development programming. Early in 2010, the Federal Government mandated all ministries departments and agencies to have a dedicated 'Gender Desk' as part of its efforts to encourage gender mainstreaming. This is being progressively realized. However, any emphasis on gender '**equality**' presents challenges as this is seen in some quarters as being inimical to religious and cultural beliefs, particularly at the local and community levels where these attitudes remain entrenched. The situation is similar in relation to children being seen as active participants in the development process.

In recognition of this, WaterAid's approach will need to be focused on practical ways of promoting gender mainstreaming –which includes decision making and participation backed by strong evidence for why this is a better option for delivering and managing sustainable WASH interventions.

The situation of people with physical disability presents divergent views across the country. One of this is the feeling of 'pity' for the disabled. The other extreme is where PWPDP are regarded as 'cursed' or 'unlucky'. WaterAid's strategy will involve working closely with representative groups to improve awareness and information dissemination aimed at mitigating some of these negative perceptions. PWD can become an empowered community resource rather than being seen as a 'burden'. Specific focus will be given to increasing participation of PWDs in WASH programming as part of a demand responsive approach.

With regard to HIV /AIDS in Nigeria, there has been increased awareness over time about the Syndrome especially following the establishment of a national coordinating agency – NACA (National Agency for the Control of AIDS) in February 2000. There is anecdotal evidence to indicate that the perception of PLWHA has taken a more positive outlook as far as relates to active discrimination. However, exclusion of PLWHA continues to happen in WASH when viewed in terms of quality. Lack of access to safe water and sanitation further affects already vulnerable immunity status, which can lead to increase in incidence of opportunistic diseases such as diarrhoea, cholera and tuberculosis and other respiratory tract infections.

In summary, the Country Strategy will:

- Enable and inspire communities to voice their needs on WASH **including marginalised members of communities**

- Support the inclusion of **marginalised**\_people especially persons living with disability, people living with HIV/AIDs and care providers, **and ethnic or religious minorities,**
- **Promote the active involvement of women and marginalised people in programme design and implementation**

### 3.3 Sector Review

A rapid review of the sector has shows a deterioration in the access to water and sanitation between 1990 and 2000 and thereafter, moderately improving. Access to improved sanitation over the years has actually declined. From the 37% access in 1990, it declined to 32% in 2008. This indicates a yearly change of negative 0.28%. The yearly change for water over the same period is calculated to be 0.61%. A further review of WASH policies shows that sanitation has hardly been mentioned. In the 2000 National Water Supply and Sanitation Policy, sanitation is treated as a household issue and no budgetary arrangements were put in place by any ministry. The situation is however a lot brighter now with the inclusion of WASH as a focal thematic area in Vision 2020; the creation of a separate Ministry of Water Resources and the establishment of a Directorate responsible for Water Quality Control and Sanitation.

#### 3.3.1 Key sector blockages

A number of factors have been established as real challenges on the path of the realization of the MDGs in the Water Sanitation and Hygiene (WASH) sector in Nigeria. They are organised along key themes and include the following:

#### 3.3.2 Sector Policy/Strategy

##### **Poor Harmonization of Sector Policies**

Policy inconsistency and summersaults have been identified as major constraints to Nigeria's planning system and this has affected the WASH sector as well as the entire national development agenda. Existing policy recommendations either are sometimes not fully implemented or are in conflict with each other. There has also been the challenge of subsequent administrations abandoning already existing policies, policy focus and priorities. This has contributed to derailing the achievement and focus of the sector. These changes in administrations at all levels also negatively impacts institutional capacity resulting from frequent replacements of key personnel. This situation stems from the fact that development in Nigeria has been generally more politically motivated than demand driven.

##### **Low public awareness of the right to access**

The low level of awareness on the part of the poor and excluded about the fact that they are entitled to water, sanitation and hygiene services as a matter of right is another major element of blockade in the sector. Addressing this situation will greatly contribute to the responsiveness of duty bearers to respect, protect and fulfil these rights. The opportunity of the UN declaration of the Right to Water and Sanitation will serve as an important impetus for this. Most information available to poor communities on their rights to water, sanitation and hygiene services are incorrect or/and incomplete. This has resulted in the total absence of demands for and even outright unwillingness of the poor

community both in the urban and rural areas to demand for their rights in the sector, hence the persistence of low interest of various governments in the sector. It must be noted that what has been achieved by the government so far in the sector has been greatly influenced by International development partners and role of International NGOs such as Water Aid in the sector.

### **3.3.3 Sector Coordination**

#### **Weak sector coordination:**

Poor coordination of the activities of the various agencies working in the WASH sector also has proved to be a big setback in the delivery of effective services in the sector. This is because inadequate clarity on the roles and responsibilities of the different actors in the sector makes it difficult to maintain coherence and avoid duplication of efforts and resources, which is crucial for effective and efficient use of the limited resources available and for increased productivity. Coupled with the multiplicity of policies and action plans, lack of effective coordination mechanism further promotes conflict, and hinders proper documentation of activities in the sector.

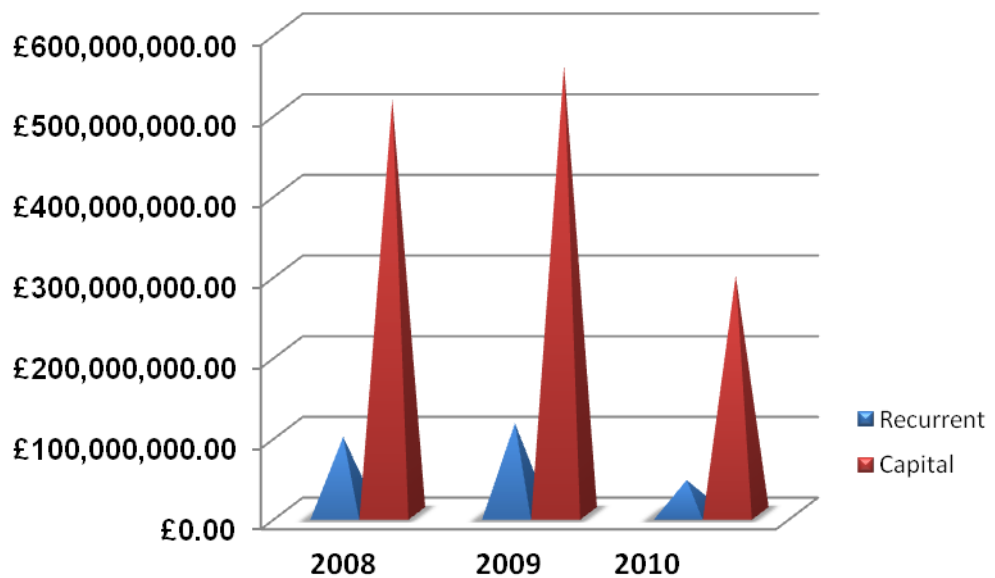
### **3.3.4 Sector Finance**

#### **Poor funding of WASH sector:**

Funding has remained a principal blockade in the WASH sector with consequences for realization of the MDG targets of water and sanitation. Although the total federal budget allocation to the sector increased dramatically between 1999 and 2007, improvements in terms of total impact and coverage remain insignificant. The shortage of funds across different levels of Government arising from dwindling revenue and weak political will remain a major element of blockade in the sector. Indeed the growth rate of WASH consolidated expenditure was highest in 2005 and since then it has been hovering on the lower side. By 2006, for instance, it fell short of the share of what is required to meet MDG target by approximately £310.8million by 2008, it inched up slightly to £256.8 million, but still on the lower side of the 2005 figure, and, of course what is required to meet the MDGs' target in the sector. Access to water, sanitation and hygiene in rural and urban poor communities remain the biggest areas of deficit.

As illustrated clearly in Figure 5, despite the enormous obligations expected, the Federal allocation to the Ministry fell well below the 2008 and 2009 figures.

### Allocation of Federal Ministry of Agriculture and Water Resources



**Figure 5: Allocation to the Federal Ministry of Agriculture and Water Resources 2008-2010.**

Figure 5 is also a reflection of the institutional challenges and ineffective supporting systems needed to improve WASH services. The amounts stated do not clearly say how much exclusively went to WASH and this as such hides the very low amount that we expended in the sector. In spite of this bleak outlook however, some notable achievements have been witnessed over the last two years due to interventions by donors and NGOs like WaterAid in Nigeria. These have collectively and progressively led to over 1.6 million additional people using improved water from 248 motorised boreholes, 1,171 hand pumps equipped boreholes, 153 rain water harvesters provided, 392 sources rehabilitated, 855 WASHCOMs and 782 local artisans in 14 states acquired skills on operation and maintenance of water facilities. Other sector actors have supported the establishment of VLOM system in Osun, Kwara, Benue, and Kano states in addition to initiatives in other 13 states.

The European Union, DFID and UNICEF are the biggest donors in Nigeria’s WASH sector.

### 3.3.5 Institutional arrangements and capacity

#### **Institutional weakness**

The absence of effective institutions to support in the management of the various aspects of the country’s affairs is a major destabilising factor in the entire society, not just the WASH sector. A major reason for this includes political instability and frequent changes in Government, which affect the quality of personnel across various sectors of

the economy. Specifically with the WASH sector, weakness of institutions is significantly responsible for instability in the policy environment, in planning, financial management and administration of WASH sector in the country. It is a major element of blockade in WASH sector that really requires strategic measure to address. WaterAid in Nigeria therefore recognises institutional development as a vital tool in the drive for sustainable development. Though there is consensus on this from donor agencies, and this has been reflected in new policy, in terms of practical implementation, there is still a long way to go. Often the traditional supply-driven techniques of quick-fix solutions are still used, with the consequence of disempowering local institutions. There is a growing concern that external support for development may become increasingly irrelevant if there is no plan for institutional development since it is seen as the key to sustaining development initiatives and poverty reduction strategies

### **Capacity gaps (Planning, management and administration)**

Closely linked to the challenge of weak institutions are the entrenched deficits of technical skills in planning, financial management and administration. It has made it difficult for some states and LGs to link WASH plans and policies to investment plans, thereby making the availability of such plans less significant. Closely related to the problem is the low capacity of the major WASH actors including state institutions, CSO networks, the communities and other organisations that advocate for and/or are involved in the provision of sustainable water, sanitation and hygiene services at all levels in the country.

### **Sanitation: a low priority**

Up until August 2010 sanitation had not been given the priority that it deserves despite the fact that the WASH sector remains the foundation block of societal wellbeing. This was exacerbated by the fact that sanitation and hygiene did not have a clear institutional "home" in the governance arrangement as in other prioritized sectors. The objectives and related activities germane to sanitation and hygiene were loosely spread across a number of ministries, departments and agencies.

Fund allocations to WASH in the national and state budgets have not been clearly spelt out but lumped together in the budget of the now defunct Ministry of Agriculture and Water Resources. Thus, sanitation and hygiene become subordinate and 'silent' issue on government agenda. This situation meant that intervention along these lines ran the risk of becoming subject to the whims of the individual minister in charge at a given time. In addition, the Water Investment Mobilization and Application Guideline (WIMAG) is yet to be implemented. Nevertheless, the recent creation of a new Directorate for Water Quality and Sanitation presents a unique and unprecedented opportunity to reverse the trend and ensure that sanitation and hygiene are accorded priority as fundamental to water supply.

### **Overlapping of roles and responsibilities:**

Proliferation of institutions—Ministries, Departments and Agencies (MDA)—that deal with policy formulation and implementation for WASH, and poor streamlining of their roles and responsibilities is yet another factor affecting effective delivery of services in the sector. It has promoted policy conflicts that result in low productivity; these overlapping roles lead

to confusion and non-implementation, even where provisions have been made for services.

### **3.3.6 Performance Monitoring and Accountability**

#### **Weak monitoring and evaluation mechanism**

It is very difficult to effectively measure both the actual supply of WASH services in the country and improvements recorded so far arising from recent infrastructure development. And this is due to the general lack of data related to water and sanitation. Although the federal government has initiated a pilot project aimed at collecting monitoring data at state levels, which will be supported by local level data collection, analysis, and reporting, it is yet too early to evaluate the extent to which this project will provide relevant and useful data on both urban and rural WASH services and fill the data gap. This is crucial for effective monitoring and evaluation of interventions in the sector.

#### **Lack of transparency, accountability and inclusive participation**

This is one recurrent factor affecting most aspects of national life. This state of affairs is strongly felt in a sector like WASH where prevalent institutional problems further worsen the situation. Some of the factors that are driving the inadequacies and compromising service integrity in the sector have been listed and discussed above.

#### **Cultural beliefs**

Cultural beliefs have also been identified as a silent blockade in the area of sanitation and hygiene. For instance, some people, especially, in farming communities still hold the belief that defecating in the open places and in the bush serves as good source of manure for crops and soil enrichment. In some quarters, it is still believed that “no water could kill” no matter how impure, while in other places farmers do believe that there is no need to wash hands before meal during and after farming, as that is thought to cause blisters. These are strongly held beliefs that could not be easily addressed without a structured engagement that would eliminate the predisposing factor, which is widespread ignorance.

## **3.4 Stakeholder Analysis**

The key stakeholders in the WASH sector in Nigeria are local communities, government at all arms and levels, civil society, the private sector, donors, and international development partners. The 2000 Water and Sanitation Policy delineates the functions of the governmental agencies at various levels.<sup>14</sup> The Federal Ministry of Water Resources is charged with the responsibilities of policy advice and formulation, data collection,

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<sup>14</sup> Federal Ministry of Water Resources, Federal Government of Nigeria (2000), National Water Supply and Sanitation Policy

monitoring and co-ordination of water resources development (of which water supply is a component) at the national level. The River Basin Development authorities are charged with the development, operation and management of reservoirs for the supply of bulk water for use in their areas of jurisdiction. The State Water Agencies are responsible mainly for urban, semi-urban and sometimes rural water supplies. In some states, separate agencies exist for rural water supply and urban and semi-urban supplies. The local government authorities are responsible for the provision of potable water to rural communities in their areas of jurisdiction. There are also donors and non-governmental organisations that provide services, engage in advocacy and influencing, modelling and monitoring of the WASH sector.

Many of these stakeholders are involved in direct service delivery in various capacities such as Federal Ministry of Water Resources, State Line Ministries, RUWASSAs, Office of the Senior Special Assistant to the President on MDGs, and development partners such as UNICEF, EU and WaterAid Nigeria. Some of these stakeholders are engaged in advocacy for WASH rights. Others are engaged in capacity building in the areas of programming and technical capacity. An emerging area of work is financial analysis and budget tracking for advocacy and organisations like ActionAid, CBD- NGO Forum and other Civil Society networks are working on these issues. The major donors to the WASH sector in Nigeria are DfID, USAID, JICA, EU, UNICEF and a recent sector actor – the T. Y. Danjuma Foundation.

An analysis of the scope and degree of intervention by the key players reveals that there is a major gap in the rural areas in terms of service delivery, capacity building and WASH rights. It is also very clear that the modelling approach has not been widely adopted as only a few organisations are engaged in development of models from evidence-based research in Nigeria. Examples of these include NWRI, UN Habitat, and ActionAid. This is in spite of the fact that modelling is imperative because it holds the key to increasing access to a lot more people especially with the renewed interest and increased allocation of resources to the WASH sector. Furthermore, although there are a lot of organisations engaged in capacity building, this is still mainly at the Federal level. It is also evident that there are many organisations involved in advocacy and influencing – however challenges persist in the area of co-ordination, harmonisation, synergy and coherence. From this analysis therefore, it is the expectation of these stakeholders that WaterAid's role in the sector in the next five years will be to fill in the critical gaps identified including but not limited to:

- Providing leadership in sector coordination
- Collaborating with other stakeholders to provide critical capacity building support to key drivers of change in the sector at national and sub-national levels.
- Providing appropriate WASH models and guidance for replication in rural and small towns populations
- Stepping up advocacy and influencing on the need to increase sector funding and judicious use of resources.
- WaterAid can learn from other organisations in the area of rights based programming, approaches, and adapt these approaches to the WASH sector.

A detailed report of this is presented as an annex to this main report.

## **3.5 SWOT ANALYSIS**

### **3.5.1 Strengths**

WANG is seen by stakeholders in the sector to have integrity, technical expertise in rural management, expertise in advocacy and influencing in the WASH sector. WaterAid in Nigeria is highly respected and considered by many as nimble in operations and pitched where it matters most – closest to poor people at local government and community level. Added to this is the credibility of WaterAid as the only INGO focused exclusively on water, sanitation and hygiene promotion in Nigeria

WaterAid in Nigeria has developed strong civil society networks in the states that it works in and these are now very well placed to take forward citizen engagement and budget tracking activities at local government and state levels. These local NGO networks are now being increasingly recognized as important partners in the sector. WaterAid has also facilitated the formation of two national networks-WASH Media Network and National Network of CSOs in WASH-to highlight WASH issues in the national development agenda. These two networks will remain relevant and important partners in the next years of the strategy period.

### **3.5.2 Weaknesses**

However, there are weaknesses, which need to be overcome with the new strategy including weak documentation, weak partner capacity and weak monitoring and evaluation systems.

### **3.5.3 Opportunities**

At the same time, there are great opportunities that can be utilised within the CSP period. Some of these include apparent political will evidenced by the separation of the Ministry of Water Resources from the Ministry of Agriculture, creation of a new Directorate charged with water quality and sanitation, the creation of WASH departments in some states, which potentially could lead to further replication in other states, and possibility of increased allocation to the WASH sector. There is also the availability of MDG funds for the WASH sector which when judiciously utilized, can improve the situation of water and sanitation in the country. As sanitation is a key challenge in the country that requires greater attention, the £20 million DFID funding for the sanitation, hygiene and water in Nigeria (SHAWN) programme comes in handy as a great opportunity.

### **3.5.4 Threats**

The identified threat of political instability will be managed through monitoring and advocacy along with other non-governmental organisations in Nigeria. The challenge of the global economic crisis will be managed from sound financial policy and management as well as through implementation of a robust fund raising strategy. Another threat is ethno-political instability in some states that WaterAid works in. This will have to be carefully considered in the planning process and WaterAid's presence in those states weighed very well. Conflict resilient programming will be introduced to curb the rising tendency of having water facilities destroyed during such riots.

### **3.6 BREAKTHROUGH ANALYSIS AND STRATEGIC CHOICES**

From the stakeholder and SWOT analysis, and the context of the WASH sector in Nigeria, it is necessary for WANG to do some things differently. These include:

- Deepen advocacy for increased and better targeted funding for WASH services, through the use of rights based approaches and on urban WASH;
- Promote and deepen public awareness on rights through increased collaboration with rights organisations, creation of platforms and building capacity for engagement at federal, state and local government levels ;
- Build capacity for WASH service delivery especially in rural areas;
- Overcome the challenges of documentation and shared learning as well as co-ordination and synergy of advocacy and campaigns in the WASH sector.
- Invest in the development and marketing of WASH models (especially for rural and small towns)
- Engage strategically with the education, health and agricultural sectors to prioritize WASH and improve livelihood as water, sanitation and hygiene play a critical role in these sectors.
- Explore how WaterAid's work can impact on non-focus states, possibly through innovative and strategic partnership arrangements and technical support to them.
- Deepen presence in all geo-political zones of Nigeria. This will be done through strategic partnerships covering all the six geo-political zones in the country. Civil society networks will be supported to play a leading and increased role in rooted advocacy as well as good governance issues at state and local Government levels;
- Deepen our engagement with sub-regional and PAN African Institutions in collaboration with other stakeholders with the view to influencing the commit and action on WASH of African Governments.

It is clear that WaterAid Nigeria can carve a niche for itself in providing services at the rural level as an entry point for modelling, building capacity at the local level, monitoring finances and budgets and catalyzing the process for co-ordination, addressing the broader issues of good governance. The good governance includes: i) the politics of policy making, ii) transparency and accountability and iii) the synergy and coherence of advocacy and influencing in the WASH sector.

Within WaterAid West Africa, WANG's niche will be to leverage the geo-political influence of Nigeria to influencing decision making on the continent through engagements with Pan African institutions. Experience and learning over the years, has lent strength to WaterAid Nigeria and justified this focus and niche.

These choices are explained in detail in Section Four of this report and are the basis for the development of strategic objectives and indeed, how WaterAid is organised in the next sections of the strategy.

## **4 COUNTRY PROGRAMME STRATEGIC OBJECTIVES**

Following from our situational, breakthrough and stakeholder analysis and the definition of our niche as an organisation and in line with our global strategy, this strategy will be guided by the following four aims:

#### **4.1 Aim 1: We will promote and secure poor people's rights and access to safe water, improved hygiene and sanitation in Nigeria.**

Our analysis indicates that the poor and marginalized mostly in the rural areas lack access to water, hygiene and sanitation services. We will therefore work with local partners to promote and secure the rights of the poor and marginalized to water, hygiene and sanitation. Our work in Small Towns will continue to focus on generating relevant WASH models, which are inclusive, and experience sharing whilst our interventions in large towns and cities will focus on advocacy to remove the constraints/bottlenecks that prevent the urban poor from accessing safe water and sanitation. The promotion of water, sanitation and hygiene rights as well as equity and inclusion will be stepped up through strategic partnership and improved advocacy work with identified rights based organisations at all levels.

##### **4.1.1 Objectives**

**By 2015,**

- **698,500** poor and marginalized people have access to safe and equitable water services
- 913,000 poor and marginalized people have access to safe sanitation
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- **600,000** individuals in poor communities (including women, children, elderly, the physically challenged, PLWHA etc) are demanding their rights to safe water and sanitation services through citizens engagement. .
- Replicable **WASH models** for small towns and rural areas developed and adapted by NWRI, Ministry of Water Resources and other stakeholders by 2015.

##### **4.1.2 Key Actions**

- Provide water, hygiene and sanitation services in small towns and rural areas
- Intensify experimental research on rural water models, small towns and re-engineering sanitation in rural areas and small towns in collaboration with NWRI and other key stakeholders.
- Research on the impact of competing water use on communities and ground water supply
- Champion effective water resource management and continually innovate to ensure the use of technologies that are best suited to changing climates.
- Enable and inspire communities to voice their needs on WASH including the marginalized members of the communities.
- Promote the active involvement of women and marginalized people in programme design and implementation.
- Support the inclusion of marginalized people especially persons living with disability, people living with HIV/AIDs and religious minorities.

- Publish “how to” manuals on the replicable WASH models developed for small towns and rural areas

### 4.1.3 Outcomes

- *1,611,500 of vulnerable people are more able to engage in economic activities as a result of improved health and time saved because of improved access to safe water and sanitation*
- *Improved knowledge of challenges of access to water, hygiene and sanitation*
- *Improved knowledge on the impact of competing water use on communities*
- *The people supported are involved in decision around water, hygiene and sanitation in their communities.*
- *Marginalized people participate actively in the WASH sector decision making.*
- *Good practices in the WASH sector are documented and shared among stakeholders.*
- *WASH models developed with the support of WaterAid in Nigeria are in use by others at all levels for the provision of WASH services.*

## 4.2 Aim 2: We will support governments and service providers in developing their capacity to deliver safe water, improved hygiene and sanitation.

Our analysis indicates that there is serious capacity gap at all levels but it is more pronounced at the local level. At the national level, our focus within the next four years will be to identify the key drivers of change in the sector and to support these as appropriate. One of these has already been identified as the National Water Research Institute, the national body responsible for capacity building within the government sector. Our support will also involve addressing capacity challenges of the National Task group on Sanitation. At the State level, we will focus on building the capacity of the RWASSAs for improved project monitoring at the local level. Our capacity building effort at the local level will be to strengthen the planning, implementation prudent management and resource mobilisation capacities of LGAs as well as those of our implementing partners. We also know that there are many resources devoted to the provision of water, hygiene and sanitation services. We will therefore work with civil society networks to monitor the utilization of resources allocated to the WASH sector. Our campaign efforts at the Federal level will aim at promoting good sector governance and the implementation of WIMAG among others.

### 4.2.1 Objectives

1. Thirty-three <sup>15</sup>partner organisations/service providers have strengthened capacity in project management, rights based equity and inclusion approaches for

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<sup>15</sup> The 33 partner organisation/service providers include 6 CSO networks, 3 NGOs (WEIN, DBOLDA, JDPI), 18 WCAs, 6 private drillers and latrine construction artisans

sustainable WASH services delivery. Government agencies<sup>16</sup> have strengthened capacity for monitoring, evaluation and compliance and effective WASH planning and programme management systems institutionalized

2. Effective use of resources for the equitable delivery of WASH services promoted at state and LGA levels through citizen action and other rooted advocacy approaches.
3. WASH sector platform at national and state levels established for improved sector coordination and policy harmonisation
4. Urban WASH services are improved in four large towns and cities through advocacy and partnerships with relevant institutions
5. **LMDGI as an approach** and plan marketing is promoted and in use by sector actors and stakeholder through influencing by 2015  
Communities and local institutions have increased knowledge and management of water resources by 2015

#### 4.2.2 Key Actions

- Build capacity on inclusive design in WASH.
- Build capacity of local officials to improve information gathering, local government planning and respond to demands.
- Build capacity of government agencies and other sector players on monitoring, evaluation and compliance systems.
- Facilitate sector coordination platforms and policy harmonisation meetings.
- Build capacity of local officials and council systems on effective and efficient public finance and project management
- Facilitate networking, information and experience sharing and learning
- Policy research on the blockade to access to water, hygiene and sanitation for the urban poor.
- Advocacy and campaigns on WASH
- Build capacity of government and CSOs on LMDG-I approach
- Build capacity of civil society organisations on budget tracking, urban / utility reform tracking and public finance analysis
- Pilot community based water resources management approach in selected project areas.

#### 4.2.3 Outcome

- 5 million more people have improved health because of improved access to safe water, improved hygiene and sanitation services.
- 33 partner organisations/service providers capacity enhanced for sustainable WASH services
- 22 LGA WASH units/departments and NTGS are effectively and efficiently using resources as planned for the equitable delivery of sanitation and hygiene services
- Improved accountability of service providers to the local community
- Improved water governance at community and local government levels with a replicable effect at state and national levels

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<sup>16</sup> The Federal Agencies are Ministries of water resources, health, environment, education, agriculture, women affairs and NWRI; State agencies include 6 RUWASSAs, 2 STUs, 6 state ministries of water resources, 6 SPCs, 6 ministries of local government and chieftaincy affairs; and 22 LGAs.

- Improved knowledge of the sector on how to promote access to water, hygiene and sanitation.
- Improved co-ordination, synergy and coherence in advocacy in the WASH sector
- Increased budgetary allocation and utilization to the WASH sector by 45% based on Local development plan projections.
- Increased levels of investment by donor agencies to the WASH sector
- Enhanced monitoring of the utilization of the resources in the WASH sector
  
- Urban WASH and utility management reform plans and activities prioritise services for the urban poor
- CBWRM piloted, adopted and replicated in WANG focal States.
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### **4.3 Aim 3: We will advocate for the essential role of safe water, improved hygiene and sanitation in human development.**

Our analysis shows that although there are organisations involved in advocacy and campaigns, there is lack of co-ordination, synergy and coherence. We will therefore focus on building a national platform and strategic alliances to advocate and campaign for the prioritisation of WASH services in Education, Health, Environment and Housing and Urban Development, in particular.

#### **4.3.1 Objectives**

1. Government MDAs (particularly Health, Education, Environment and Urban Development) involved in poverty eradication have prioritized and integrated safe water, improved sanitation and hygiene services in their plans and actions by 2015
2. Evidence based research that shows WASH services are vital for human and national development are promoted and used in implementing poverty reduction strategies for human and national development by 2015
3. Improved investment in safe water, improved hygiene, sanitation, and other relevant sectors such as Education, Environment, Urban Development and Health by 2015.

#### **4.3.2 Key Actions**

- Train WaterAid staff and partners on advocacy and campaigns using rights based approaches
- Create a national advocacy and campaign platform on the WASH Sector.
- Review and expand current partnerships to include strategic allies that can support and promote our influencing agenda and ensure wider sector influence.
- Policy research on importance of the WASH sector to human development
- Carries out policy dialogue on the WASH sector
- Strengthen the media journalist network (MJN) for the sector for media advocacy
- Produce and disseminate research papers on the WASH sector
- Produce policy brief on the centrality of the WASH sector to the achievement of the MDGs

- Produce and disseminate position papers on the WASH sector
- Carry out advocacy visits, meetings and campaigns on WASH issues with Health, Education, Urban Development and Environment focusing on the need for prioritizing WASH in their sector plans, School WASH, environmental sanitation, climate change adaptation and urban renewal among others.
- Engage with existing structures for sector regulatory agencies to define roles for domestic private sector and their regulation for improved WASH service delivery.

#### **4.3.3 Outcome**

- 4 key government ministries (Education, Health, Urban Development and Environment) involved in poverty eradication have prioritized and integrated safe water, improved sanitation and hygiene services in their plans and actions.
- 5% Increased budgetary allocation in WASH sector at the national level (based on the eThekweni Declaration).
- Good sector governance promoted through the existence of a functional media advocacy platform that is supporting policy influencing and CSO engagement in the WASH sector.
- Livelihoods improved as a result of organisations working on poverty eradication integrating WASH issues in their plans and actions.
- Inclusive WASH policies formulated and implemented because of WANG's influencing efforts.
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### **4.4 Aim 4: We will further develop as an effective INGO recognized as a leader in the WASH sector in Nigeria.**

In line with our global people strategy, we will seek to encourage and build capacity to ensure effectiveness through good people management in WANG and in our partner organisations. We will build a courageous, empowering, accountable leadership and our ability to recruit, develop and retain talented people.

#### **4.4.1 Objectives**

1. WaterAid in Nigeria recognized as an organisation that optimizes opportunities and leverage resources by 2015
2. Highly motivated, effective and diverse staff teams with right leadership skills developed and sustained by 2015
3. Effective financial, monitoring and evaluation systems for accountability, management and good governance that promote learning and innovation developed and strengthened by 2015
4. Fund raising mechanisms and strategy developed and implemented by 2015.
5. In country fundraising improved and contributing not less than 40% of total funds by 2015.
6. Communication strategy developed and implemented by 2015

7. Strategy for learning and knowledge management of WASH best practices within the CP and across the regions developed and implemented by 2015

#### **4.4.2 Key Actions**

- Re-classify and re-evaluate jobs and effect changes in the organisational structure and align it with the new strategy.
- Review HR and other organisational policies in line with Country and Global Strategies.
- Review and develop supporting strategies for fundraising, communication and knowledge management.
- Improve effectiveness in the management of financial resources by improving IT support systems and ensuring value for money.
- Embark on leadership and management development for SMT and CMT members.
- Provide capacity building and OD support for partners especially in the areas of organisational strategy, HR policies, and health and safety policies.
- Review periodically staff salaries and carry out the yearly cost of living adjustment.
- Build the capacity of staff and partners especially in the areas of conceptual skills, programming skills, policy research, campaigns and advocacy, network, coalition and movement building, participatory monitoring and evaluation and leadership.

#### **4.4.3 Outcome**

- WANG structure is more effective and robust enough to take advantage of influencing opportunities.
- WaterAid work is strengthened in 22 LGAs and 6 states and impact felt in all the 6 geo-political zones in Nigeria
- Visibility of WaterAid Nigeria improved. Staff are well motivated and retained in the organization
- Reduced risk in all areas of WANG's work.
- Many more users of WASH services are reached through WANG's direct and influencing work.

## **5 KEY STRATEGIC SHIFTS**

This sub-section outlines the areas of the old strategy, which will be maintained or deepened as they remain relevant to the nation and WaterAid. It also articulates the main changes that will be introduced based on the analysis of the current situation, lessons learnt over the years, our strengths, weaknesses and emerging opportunities among others.

### **5.1 What will be maintained and deepened**

#### **5.1.1 Targeted Areas**

WaterAid in Nigeria's focus has always been on the poor and the marginalized states and local governments. This focus has always influenced the selection of states and local governments that we work in. Our analysis has shown the need for our continued

work in the six focal states that we worked in the last strategy period. We will however evaluate our continued presence in some states and local governments based on responsiveness to our programmes. Exit strategies will be developed for those that are not to be responsive. New ones will be assessed and integrated. Ethno-religious conflicts continue in the central region. Our continued presence in that region, particularly the Plateau state, will be reviewed to reflect a conflict based approach. We aim to review periodically the conflict-based approach. As much as possible however, we will endeavour to maintain our presence in the six geo-political regions.

### **5.1.2 Deepening the decentralized delivery of WASH services with renewed emphasis on modelling**

In this strategy, we will continue to support the government policy on decentralization and recognize the central and critical role of Local Government Authorities in the delivery of WASH services. We will continue to build the capacities of LGAs to provide these services and replicate the models we will be implementing with them. This modelling will continue to be under the umbrella of the Local Millennium Development Goal (LMDG) Initiative and a strengthened M&E system that is robust enough to track report and re-plan progress (including WASH plan preparation and marketing).

### **5.1.3 Deepening pro-poor approaches**

In this strategy, WaterAid's approaches will be rooted in rights based approaches and target the poor and marginalized. We will deepen our engagement with, and inclusion of the poor, vulnerable and disadvantaged in the planning, management and utilization of water, sanitation and hygiene services in Nigeria. Having started this in the second strategy, in this strategy period, we will broaden our scope to include people living with HIV/AIDS, the blind and other differently able people.

### **5.1.4 Sustainability**

In this strategy, WaterAid in Nigeria will promote sustainable and pro-poor technological options in safe water and sanitation service delivery with active community participation throughout the project cycle. The sustainable livelihood approach (SLA) will be intensified to ensure effective interface between livelihoods and policies. We will deepen our community ownership of projects by putting in place an exit strategy. With support for marketing of local development plans (LDP), the CP will establish linkages between project communities, local government councils and state governments for continuous support. As the pollution and destruction of water and sanitation facilities has become an attractive practice in during ethno-religious conflicts, conflict-sensitive programming will be developed and mainstreamed in conflict-prone areas especially in the Bauchi-Plateau axes.

### **5.1.5 Water Resource Management**

During this strategy period, WANG will collaborate with the Regional Learning Centre for WRM (and indeed other regional bodies) to deepen existing WRM practices and learning in the Country Programme. The implementation of the revised policy on water quality in line with national standards will continue during this period. The innovative community based water resources management (CBWRM) will be piloted in selected project areas with hydro geological difficulties. We will work towards raising communities' awareness on the implications of climate change on water resources. Communities will be encouraged to practice good community-based water resources management approaches, including choice of environmental friendly technology. The CP will develop

comprehensive adaptation and mitigation programmes on climate change with specific capacity building support for partner NGOs. In addition, Citizen's engagement will be applied on the issues of climate change and its adverse impact on human existence, food security, health and other ecological damage to the natural resources. Communities will be engaged in how best they can preserve and protect the natural base of their communities for the benefit of humanity and the communities at large.

### **5.1.6 Regional Learning Centre (RLC)**

The RLC concept initiated during the previous strategy will be continued and deepened with renewed emphasis on learning and sharing experiences on sanitation within Nigeria and in the sub-region. Support to other country programmes to improve sanitation programming will continue. Hygiene will be developed as an essential component of sanitation as we rollout the sanitation agenda. Strong emphasis will be placed on implementing the revised manual for sanitation services delivery dubbed "Re-engineering CLTS in West Africa: A process Manual". During this strategy period, as we perfect our models on sanitation across the region, we will give considerable attention to sanitation marketing.

## **5.2 What will change significantly**

### **5.2.1 Re-working, re-orienting partnerships**

We strive to achieve a higher degree of influencing in the sector and give more attention to influencing. Therefore, we will need to take a strong and hard look at the current partnership arrangement and adjust accordingly. This will help to ensure that we are effective and efficient in what we seek to do in the next five years. Our strength and legitimacy derive from the quality of our service delivery work. We intend to seek more strategic partnership arrangements to position us for greater influencing at the Federal and Pan-African levels; and as well explore the kind of arrangements that will strengthen rooted advocacy and citizen action at the state and Local Government levels. Our analysis reveals that there are quite strong organisations already involved in rights-based work. We will explore some form of partnership arrangements with such organisations. This will however be both systematic and strategic over the period of the strategy.

### **5.2.2 Taking the lead role on Pan-African advocacy and influencing in the Nation and Region**

Our analysis shows there are many sub-regional organisations that Nigeria hosts. In addition to this is the very significant role the Government of the Federal Republic of Nigeria plays in the sub-region. WANG will take advantage of this to advocate and influence the recognition of the essential role of WASH in the development agenda of member countries in the sub-region. National level influencing work will be in collaboration with other equally strong rights-based NGOs. WaterAid will catalyze the process of influencing and ensure co-ordination; synergy and coherence among stakeholders. A particular area of focus will be to build the capacity of the media and CSO networks to carry out advocacy and influencing. The strategy will be to build a formidable network of all non-state stakeholders in the WASH sector to carry out advocacy and influencing at the various levels of government, considering the dominate role of government investments in sector planning and service delivery.

### **5.2.3 Stepping up modelling in rural areas**

In this strategy period, the country programme will deepen its work on modelling in the delivery of WASH services to rural areas where there is a critical gap and where most of the poor and vulnerable reside. The rope pump model alongside others will be perfected in partnership with other stakeholders, particularly, NWRI. As we also explore new and strategic partnerships with other organisations, we will market these models and ensure that they are replicated across the country.

### **5.2.4 Advocacy on improving Urban WASH services delivery**

Our analysis shows that majority of the population of Nigeria will live in urban areas by 2015. Given this demographic trend and as government tries to expand services to the urban population, the challenges associated with this will take centre stage. WaterAid will undertake researches aimed at improving our understanding of the challenges associated with urban WASH and utility management reforms. We will seek clarity on: (i) the role of the private sector, both domestic and international, in urban water and sanitation services delivery; (ii) the place of regulation in equitable tariff setting; (iii) the obstacles to the prioritization of WASH interventions by the housing and urban sector; and (iv) the general impact of government policies and regulatory systems on the urban poor among other issues. We will explore, and work with other organisations already involved in urban WASH advocacy and programming and the related sectors of housing and urban development, including slum upgrading and urban renewal, in Nigeria.

### **5.2.5 Focused capacity building**

Already there is a lot of focus on building technical capacity at the federal level. However to ensure that there is a new focus on capacity building for an intended outcome, capacity building support to the sector should be to key institutions such as the NWRI, NTGS, NEWSAN, MEDIA NETWORK, and indeed other networks/agencies working in the areas of health, education, water and agriculture. At the LGA level, where a lot of support is required, WaterAid will focus on building planning, implementation management, monitoring and evaluation capacities and systems within LGAs and CSO Networks. At the community level, emphasis will be placed on building local capacity and systems for sustainable service delivery (including building effective community based institutions), ownership, operation and maintenance.

### **5.2.6 Organisational Development and capacity building**

In order for WANG to execute the new strategy based on the strategic shifts, we have had a hard look at how we are currently structured, how to increase the capacities of the staff and that of partners for sustained delivery of services. Organisational development support to partners will form the foundation to making our partners more effective in the states. WANG will draw support and services from WaterAid International Human Resources, donor agencies and reputable HROD organisations and consultants.

### **5.2.7 Technical support to non-focal states**

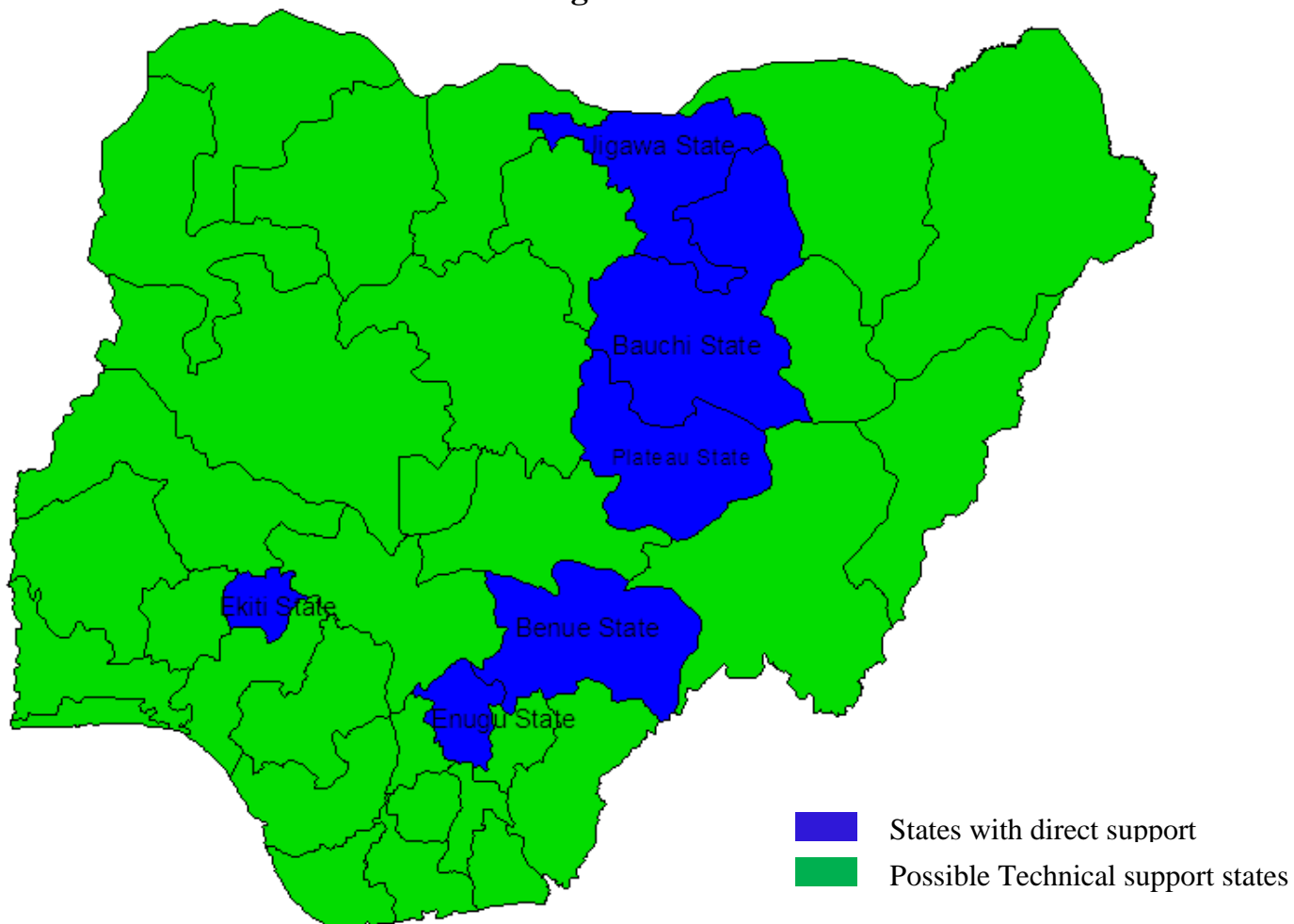
Another key strategic shift in this strategy is the geographical area of focus. As noted above, our key area of focus in terms of modelling of WASH service delivery will be at the local government level. However, because of the need to leverage experiences and build constituency for national policy advocacy and influencing, WANG will work in each

of the six geo-political zones of the country. Non-focal states will be chosen in each of the zones based on the following criteria in line with our global strategy:

- The potential for WANG work to be effective and have a long-term positive impact.
- The incidence of poverty in the state and the level of access to WASH.
- The opportunity for leverage, synergy and co-ordination with other stakeholders.
- The potential to influence government and other organisations to improve access to safe water and sanitation.
- The opportunity for WANG to widen its experience and knowledge to influence the WASH sector in Nigeria.

In areas that WANG will not have direct field presence, the approach during this strategy period will be to reach the other states through outreach / Technical support in collaboration with key institutions such as the MDG Office. Such technical support will be in response to our influencing work on the LMDGI, the rope pump, small towns and CLTS models.

### WaterAid in Nigeria's focus States



## 6 HUMAN RESOURCE AND ORGANISATIONAL STRUCTURE

The shift in emphasis from direct service delivery to increased influencing poses new implications for the Country Programme in every area, including HR Planning and staff and partner capacity building. This has been taken into consideration in the design of jobs and the organisational structure, with a view to making it fit to deliver the new strategy. Key considerations include the fact that:

- i. Partners will be at the centre of programme implementation, meaning that staff will be playing more supportive roles in providing required technical support. WANG will develop staff capacity to play this role effectively
- ii. The increased role of partners also places a demand for increased organisational development support. This will cut across all areas of capacity requirement in line with our aims 2 and 4 to make them effective
- iii. The renewed emphasis on modelling and rural work poses new demand for additional skills in these areas by the relevant staff
- iv. The new rights-based approach to our programming equally has new implications for staff development and re-orientation across board

Given the above, the need for re-classification and re-evaluation of relevant jobs in the country programme and analysis of organisational development need of partners becomes apparent. WANG therefore will review roles and responsibilities at two levels: the Country Office level, where structural adjustments will be made to reflect the new shift and at State and LGA levels, where the roles of CSO Networks have been reinforced, with sufficient space to enable them play a lead role in influencing at that level. The changes at the Country Office are geared towards making WANG more effective in people effectiveness, support to partners, and strategic support to the region and collaboration with other development partners within and outside the sector, in line with our strategic aims 2 and 3.

WANG also focus on developing effective systems and processes in the first two years of the strategic period by reviewing existing policies and procedures, making sure they are efficient and relevant to the new strategy. A key area of focus will be on developing a robust M&E system at organisational and partner levels to track and document progress against meeting set targets.

### 6.1 Organisational Structure

The organisational structure before now has been structured towards direct service delivery, which has been the focus of WANG in previous strategic periods. This has been tweaked to reflect our new strategic focus for the next five years; as a result, the following new changes will be made:

#### 6.1.1 Departmental Changes

WANG had operated a three-department structure before now, namely Programmes, Governance and Finance & Administration, with a number of Units including HR, M&E and the RLC for direct service delivery. However, the new strategic focus places a demand for increased capacity building at all levels (staff and partner), as well as the need for efficiency in organisational systems and processes. It is against this background that a new department has been created on the new structure to focus on human

resource management, internal development of WaterAid as an effective organisation in terms of capacity and processes, partner organisational development, ensuring effective administrative systems and procedures, employee wellbeing and health and safety at organisational and partner levels.

A Monitoring, Evaluation and Compliance Unit has been created under the purview of the Country Representative to strengthen monitoring and evaluation in the country programme. Further, the Unit's responsibilities have also been increased to include ensuring compliance to key WaterAid approaches, methodologies and commitments. To support its expanded scope of work, the Donor Contracts and Fundraising Coordinator has been moved from the Governance team to beef-up the Unit. The unit will further be supported by a volunteer staff and the country programme tactical team. The tactical team is made up of all Coordinators and will specifically look at crosscutting issues in M&E. The Planning, Monitoring, Evaluation and Compliance (PMEC) Coordinator will coordinate the Unit overseen by the Country Representative.

Five out of the six state offices will be closed down, with staff operating from the country office in Abuja (the central base) to support partners at the states. A breakdown of the new departmental structure is given below:

### **6.1.2 Programmes Department**

WANG's new strategic shift includes re-engineering of the CLTS approach in sanitation delivery for effective implementation in the states. Therefore, the Sanitation and Hygiene Officer position has been retained on the structure to take forward the new CLTS strategy and scale up sanitation work at local and state levels for increased sanitation uptake. It is expected that this change in structure at the base will essentially contribute to deepening the influencing work at State and LGA levels where transparency and accountability in allocation and use of resources are critical.

### **6.1.3 Governance Department**

The Governance department had been well constituted to deal with federal level influencing and promotion of good governance; a major consideration in the new strategic direction will be how it will provide support to new and existing strategic partners to deepen WANG's influencing work, especially in the area of awareness on rights to water and sanitation. The department will continue to be responsible for policy, partnerships, and providing sector capacity support in close collaboration with the POD department. The partner support here will cut across the GTF partners in Plateau and Bauchi States in keeping with the contract demands and the sector institutional role of mapping, analysis, identifying and dealing with blockages to enhance our influencing work. Work in budget advocacy and tracking as well as enforcing WASH rights will be strengthened, as the CSO Networks will have more space and support to play frontline roles. We expect to yield more sustainable outcomes in governance at those levels for the strategy period.

We seek to leverage on Nigeria's influential role in the geo-politics of the region and deepen Pan-African Influencing. To meet that, the Country Representative, the RLC Coordinator and the Head of Programmes (as the focus of influencing will be on models developed by the programmes team) will support the Governance Team.

#### **6.1.4 People & Organisational Development (POD) Department**

A major shift in WaterAid's HR and organisational effectiveness work is more focus on our people, as they are critical to the successful implementation of the new strategy. This is also in line with the emphasis given to developing our people in the new Global People Strategy and the new shift in global HR management where employees are valued beyond being just 'resources' required to meet an end. This has necessitated the creation of this new department, which also has the responsibility of contributing significantly to the successful achievement of WaterAid strategic aim 2. Specific role in this regard will be ensuring effective development of key partner organisations for effectiveness and efficiency through direct and indirect support in strategy improvement, development of effective and efficient structure, systems, processes, procedures and policies, effective HR systems and coordination of all WANG partner capacity building efforts.

This will be achieved through effective collaboration with other departments/ teams within the country programme. The department will also focus on ensuring increased employee engagement through the various motivational approaches outlined in the Global People Strategy, as well as development of sound administrative systems and processes for the CP for increased organisational efficiency and effectiveness. We envisage the departmental head to provide strategic HR / OD, support to other CPs in the West Africa Region in view of the current regional thematic structure and demands. Given these increasing responsibilities, an Office Manager position has been created in the department to handle the administrative operations and provide the necessary backstopping for related issues, giving the departmental head leverage to focus on more strategic responsibilities.

The CP will work to motivate employees in line with organisational policy of periodic review of salaries and yearly Cost of Living Adjustments (COLA). Focus will be given to developing effective teams for increased effectiveness and efficiency, ensuring work-life balance and employee well being as much as possible in line with existing benefits packages and those to be recommended from time to time. Impact of these and employee engagement will be measured through feedback received in the yearly global employee surveys.

WANG will continue to ensure that staff and partners have a conducive environment for work (within the office and on the field) for optimum performance. However with frequent occurrences of ethno-religious and political conflicts in certain parts of the country in recent years, the CP will build capacity of staff and partners in conflict-sensitive programming within the period along with other health and safety procedures.

In line with WANG's policy, volunteers and interns will be given opportunities to serve in the CP on voluntary basis to gain experience of the NGO sector as much as possible and paid allowances subject to availability of funds. In addition, graduates on National Youth Service Corps (NYSC) will be given opportunity to gain experience in the organisation. The purpose is to build capacity of young people in WASH development in contribution to achievement of aims 2 and 3.

#### **6.1.5 Finance & IT Department**

WANG's new strategic focus includes improved effectiveness in the management of financial resources as this service is projected to increase over the next five years. As a

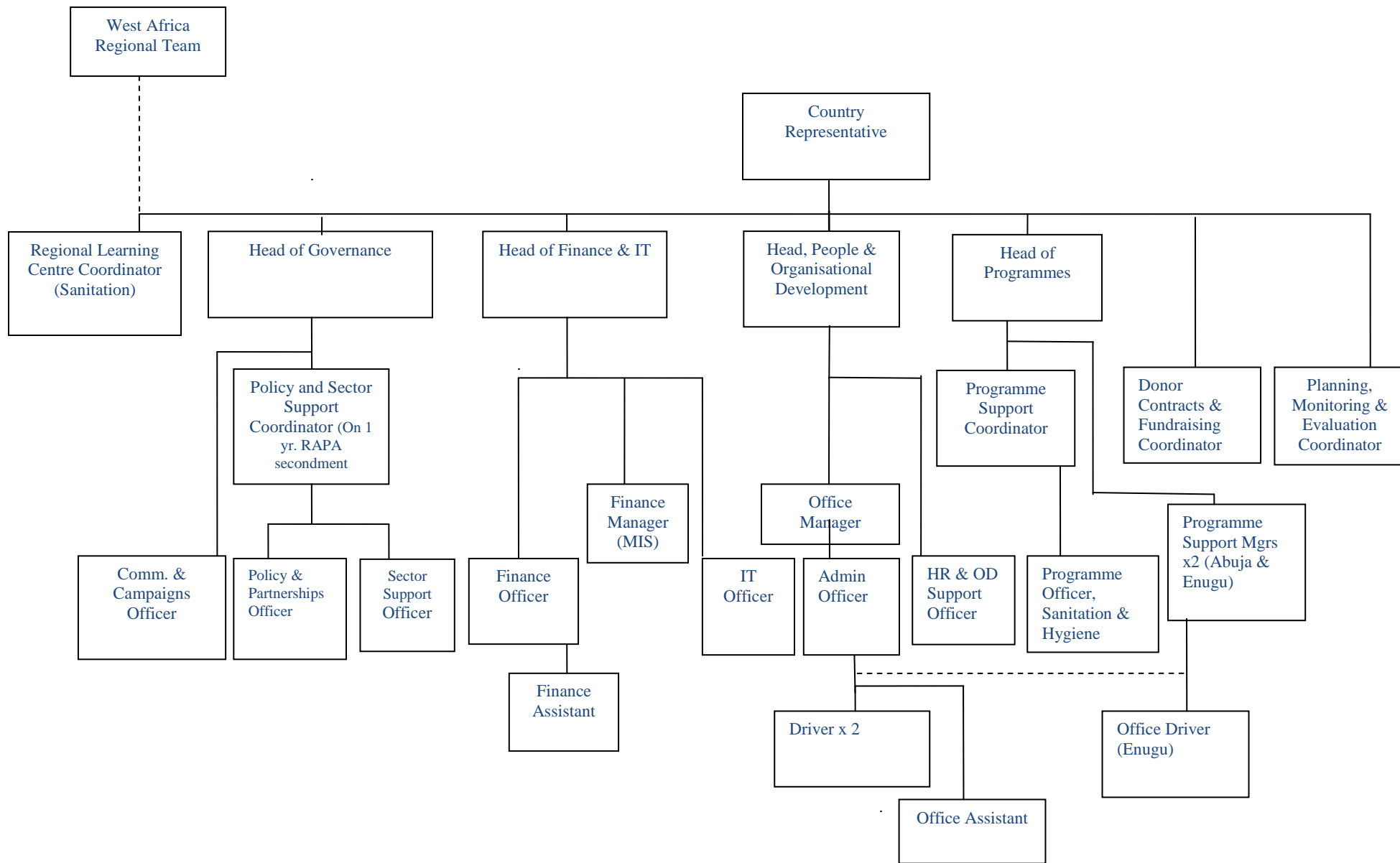
result, more support will be required in view of the projected expansion of the partnerships portfolio, making the CP financial processes more dependent on an improved IT support system. Key considerations include the new GAS system and increased expectation from partners in terms of programme delivery, documentation and financial reporting (all IT-driven); therefore, IT support to partners is projected to expand in the strategy period. There the Finance & IT Department has been created to reflect expected. A key shift in internal financial management role will be increased support to partner organisations in financial management and reporting, including capacity building to ensure compliance with WaterAid's standards.

## **6.2 Staff Strength/ Future HR Plan**

With the above new structure the CP will have a total number of 26 staff by the end of 2010 (see new organogram at the end of this document), which is a drastic drop from the 39 at the beginning of 2009. A change management plan has already been developed to ensure a smooth transition and minimal effect on the people and on programme delivery.

While significant change in staff numbers is not envisaged in the strategy period, there is critical need for capacity development to ensure that we meet the skills requirement. These will cut across leadership and management development for the Senior Management and Country Management Teams to enhance effectiveness and performance, as well as development of technical capacity in relevant areas, including influencing. As a way forward the country programme will first conduct a skills audit in collaboration with International HR Department in the first year ascertain overall capacity requirement for delivering the new strategy as well as assessment of existing gaps.

This is to ensure that capacity development is well focused over the period. Another key step in ensuring effective people management is the development of a People Strategy document to guide people management approaches and processes in the country programme. The new WaterAid performance management system introduced at the beginning of 2010/11 FY is deemed robust enough to ensure people effectiveness and increased performance in the period. HR will ensure adequate support to line managers and employee through the process.



**WaterAid in Nigeria’s New Organogram.**

## **8. FINANCIAL RESOURCE REQUIREMENTS AND PLAN**

WaterAid in Nigeria resource plan in the next five years of operation will focus on fund mobilization that will enhance the current fund base by 47.56% by 2015. It is expected that this will grow at an average rate of 10.42% annually. Restricted funding will contribute 60% and non-restricted 40% in the first year of the strategic plan while in the subsequent four years will have the contribution ratio of 70% and 30% respectively.

The country programme plans to seek and maximise opportunities for in- country fund raising. This is expected to contribute not less than 40% of the total fund requirement by 2015.

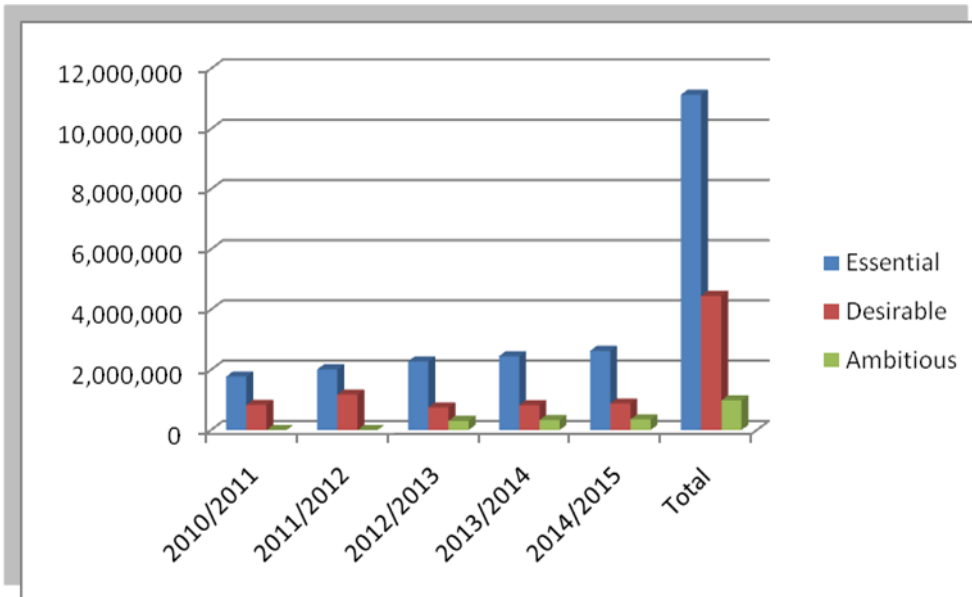
As we progressively pursue a shift from service delivery to advocacy and influencing, our funding is expected to reflect this shift with a clear understanding that both components of the country programme are very complimentary. With the understanding that the total cost of modelling service delivery may continue to be higher than “real” influencing work.

We will pursue carefully and vigorously our value of accountability in financial management to ensure continuing support from current donors. We will work to expand our frontiers to prospective donors like the USAID and DFID through UNICEF as well as UNILEVER. We will continue to intensify our understanding and use of the Global Accounting System and the domestication of the Global Accounting Manual in the first year of this strategy period. To ensure that there is the same level of quality with respect to financial management, support to partners will be intensified and monitoring will largely be risk-based. Our approach to training during the period will shift from the normal workshop approach to hands-on approach as was recommended during the 2008/09 year. Yearly, the joint monitoring team will conduct output verification.

We shall collaborate with our partners at the state level with the CSO Networks at the centre to ensure judicious utilisation of resources, adequate and timely reporting of financial operations that will portray and assure our beneficiaries that WaterAid in Nigeria is a transparent and credible organisation.

Finally, value for money (VFM) and statutory compliance shall be central among the tools to be used in executing our financial plan during the period of this strategy. The following summarise the projection for the five years period and it is indicative that WaterAid in Nigeria will have a budget of £3.85million by 2015. See the Appendix for detail.

Summary of five-year financial projection in GBP



**Detailed summary of financial projections for the Strategy period (Essential, Desirable and Ambitious) in GBP**

Type	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	Total
Essential	1,773,305	2,011,570	2,276,703	2,449,360	2,623,189	11,134,126
Desirable	834,516	1,170,787	745,063	824,272	875,045	4,449,682
Ambitious	0	0	302,177	327,363	349,823	979,363
Total	2,607,821	3,182,357	3,323,942	3,600,994	3,848,057	16,563,171

## 9. RISK ASSESSMENT AND MANAGEMENT

Inherent Risk	Risk	Controls	Likelihood	Impact (£)	Action Points	Lead Risk Owner & Target Dates
Financial	Financial & Technical capacity respond to donor and organisational requirements	Training of partners on Financial management and reporting, Risk based monitoring and support	0.7	0.8	Further training of staff, seek technical support from Region and PFU, build learning process into new project design -	HFIT, HoG Dec,2010
	Fraud (both within WaterAid and in Partner organisation)	Capacity building, monthly reporting, monitoring and support visits, Signing of PPAs, F&A Guidelines	0.5	0.4	Finance and admin team to ensure financial procedures are complied in transactions, Bank reconciliation and training partners on accountability and putting effective monitoring financial systems in place. Six monthly monitoring visit to partners, Regular support	CR, HFIT, FM (MIS), FOs, OD
Strategic	Depleted Water Resources	Geophysical survey, History of location, Hydro geological survey	0.6	0.7	Need to build understanding of staff and partners, Increased Community-based monitoring of ground water levels	HOP
Reputational	Reputational risk through poor management of donor contracts	Making available all contract documents to all stakeholders	0.3	0.9	Emphasizing reporting requirements and other compliance issues during meetings	HoG/Heads of Units
Operational	IT crash	IT Policy, multiple backups in	0,3	0.9	Maintenance cultures, staff trained to perform routine back check on	IT officer, HFIT, CR, ALL staff

		country			their system, IT staff conduct routine maintenance on systems	
	Conflict arising from ethno-religious clashes	VVF study, vulnerability research	0.5	0.8	Availability and implementation of effective intervention strategy	HoP, HPOD
	High staff Turnover	Establishment of a work policy and environment that deliver motivation to the workforce.	0.6	0.4	Thorough recruitment criteria and process. Regular dialogue with staff. Commitment to effective personal development policy implementation. Pursuit of work life balance scheme.	

## **10. MONITORING AND EVALUATION**

Monitoring and evaluation are key functions of the management. It usually starts from the planning stage of the programme cycle where the indices to be monitored and evaluated are determined. Development programmes address key social and economic issues at micro and macro levels and require effective monitoring and evaluation system that will provide the relevant and qualitative information to ensure effective policy implementation, efficient service delivery with intended outcome leading to behaviour change for lasting impact on the lives of the people.

WaterAid Nigeria's framework is drawn from the Logical framework to monitor the programme progress and evaluate its outcomes. This is translated into input-output-outcome-impact and sustainability.

### **Progress Monitoring**

#### **i. PROMISE (MIS)**

PROMISE, a Programme Management and Impact Monitoring system will be employed in monitoring of the country programme. Indicators have been developed and objectives have been imputed into the programme soft ware to monitor progress against set objectives. PROMISE will provide timely and reliable quantitative and qualitative data that will help to improve program management, and inform policy decision for realistic targets during planning and review meetings. The system will be used in budget monitoring in relation to funds released and retirements.

#### **ii. Routine Progress Monitoring**

It is the process of taking stock of day-to-day activities and changes in project work plan. Routine monitoring facilitates easy administration and management decision making in the course of project implementation and assesses changes. It mainly tracks performance, reviewing planned work on a regular basis to assess whether activities are carried out as planned. This is one area where the country programme has not done quite well on over the years as we found from the CP evaluation and much later the output verification exercise for 2009/10 financial year. Monitoring will be intensified at all levels of project implementation. At the Country Office level, this will be led by the Planning, Monitoring, and Evaluation and Compliance team. This team has been established to deal with routine monitoring and compliance challenges. Different other levels of monitoring will be done by programme staff but this will be coordinated by the PMEC Unit.

Another level of monitoring will be done at the State level by the leading CSO partners responsible for programme coordination in the states. This will be

emphasised and done at least once each month. Information from this monitoring will be fed to the PMEC Unit for action.

At the Community level, key community institutions will be empowered to perform some form of monitoring support for the CSO partners. They will keep basic community level notebooks on key project elements on models under implementation in those communities for subsequent use by our Network partners and programme staff. Other aspects of monitoring that will be strengthened during the implementation of this strategy include the following:

**iii. Tactical Team Monitoring**

The team is made of middle level managers who are technical staff and meets on monthly basis to review and discuss programmatic issues. This includes review of activities and work plans as well as budgetary aspects of the country programme. The team reviews documents related to planned activities, resources allocated and assesses progress of partners. At each meeting, minutes are produced, highlighting variances of budgets and outcomes of deliberations and recommendations. All of these feed into Senior Management Team meeting agenda for strategic decision-making.

**iv. Joint Monitoring**

Quarterly joint monitoring visits are carried out with personnel drawn from the programmes, finance, and IT Units and the donor contract coordinator and planning, monitoring and evaluation coordinator. A term of reference is developed with trip plans and letters informing partners of the joint visit. Meetings are usually held at state levels before the visit to discuss issues and progress made by partners. The exercise will include assessment of implementation of programs, policy and procedures and budgets. It will validate and check compliance of partners with signed budgets and MPB with the partners. At the end of the visit, a report will be produced and shared with partners and various units with action plans on issues that need to be followed up with agreed timelines. It is carried out biannually. WANG has a checklist template, which is used as a guide for joint monitoring visits.

**v. Senior Management Team**

The senior management team is the highest decision-making body at the country level and has responsibility for strategic decision-making and providing direction and leadership towards achieving WaterAid Global objectives at the country level. The team is made of the Country Representative, Head of programmes, Head of Governance, Finance & IT, Head of People & Organisational development and the Regional Learning Centre Coordinator. The SMT holds monthly meetings to discuss programme issues and receive feedback from the various units on performance against planned targets, including financial plans and work plans. Ad hoc visit is carried out either by CR or Head of programs and provide opportunities for advocacy to state and LGA top government officials on

policy issues. The monitoring that will be performed by the SMT will largely be risk-based.

**vi. Budget Holders Meeting**

The budget holders, as the name implies, is made up of all staff that manage budget lines for programme implementation and hence has responsibility for the efficient use of resources. They provide information quarterly on financial performance against set targets with explanation of variance recorded within the period of reporting. Background documents for the meeting include the MPB budget, planned activities for the quarter, financial expenditure and income. A summary report is produced with qualitative and quantitative components and shared on a quarterly basis.

**vii. Quarterly monitoring visit**

The quarterly monitoring visit is conducted by the planning, monitoring and evaluation coordinator in collaboration with the state CSO network. The team visits state partners to assess the level of implementation against outputs, assess work plans, budget lines, and the stage of implementation. A field diary, checklist and Terms of Reference are usually developed to guide the visit. Partners' budget, activity plan and financial reports and documentation are assessed to determine the level of performance against plans for the quarter. It is carried out four times in a year by the planning monitoring, evaluation coordinator, and the CSO networks at the state level.

**viii. Quarterly State Partners Round Table Meeting**

The quarterly State Partners Roundtable (SPRT) is an event held at the end of each quarter at the partners' level. This is to provide opportunity for partners on state basis to reflect on the previous quarter activity plans and budgets, progress made challenges and agree the way forward. This activity is coordinated by the civil society network secretariat at the state. Both financial and narrative reports are usually given and experiences shared.

**ix. Annual Partner Round table meeting**

The Annual Partners Roundtable (APRT) is an event held at the end of each Financial Year. This event is marked annually to provide opportunity for partners and WaterAid to reflect on the previous year's activities and agree the way forward. The annual Partners Round Table creates an opportunity for all the partners to interact and for WaterAid to receive feedback on the performance of the past year. It is an avenue to give account of the success stories and challenges faced during the period of implementation. Both financial and narrative reports are usually given and experiences shared.

**x. Reports**

At the LGA partner level, reports expected include activity, monitoring at community level, monthly report, quarterly report and six-month report written and shared with the lead CSO network who collates and sends to the planning

monitoring and evaluation coordinator. Such reports include case studies, pictures and lessons. Partners are encouraged to produce bulletins on most significant change stories for sharing.

#### **xi. Community Monitoring**

Communities will be empowered to monitor WANG projects through the community structures established and trained for the management of WASH projects such as WASHCOMs. Communities will also be empowered to assess facilities provided during and after completion to ensure sustainability and ownership. The community will also be trained on budget and public expenditure tracking. Such forums like town hall meetings will provide opportunity to monitor progress.

The village operation and maintenance (VLOM) and hygiene promoters will promote community awareness and education, monitor change in behaviour, access and rights to sanitation services at community level, and ensure community participation. Action plans drawn by the community will be used to measure progress. In addition, traditional rulers will be involved in ensuring the security and sustainability of the facilities. WASHCOMs will document report during monitoring visits and share with the LGA WASU coordinator for further action.

- **Midyear Review**

Review meetings will be held mid-year to assess performance against planned targets both at national and state levels. CSO networks will organise such meetings with support from the programme support manager. All partners will be part of the review meeting in which plans will be reviewed and incorporated into the existing plans. This forum will be used to either drop or add activities, or move some activities, which have, not be implemented for several reasons. During the review meetings, both financial and narrative reports of progress against objectives are shared and challenges faced during implementation discussed.

- **Output Validation Surveys**

The output validation survey is to enable the organisation take stock by documenting the physical outputs of projects implemented by partners at the end of the financial year. The survey will validate / assess out-puts in Water, Sanitation and Hygiene. The survey will ascertain functionality status, number, location and quality of the facilities and the adherence to contracting processes.

The exercise is to validate output planned versus achieved, and to ascertain the actual number of users and beneficiaries of the facilities. This will involve field visit to community project sites and physical counts of facilities and examination of quality and specifications according to standard safety issues such Water

quality test. This information will form part of the annual report, monitoring & evaluation, evidence-based advocacy, fund raising and audit processes.

- **Mid & End Term Evaluation**

Both midterm and end of term evaluations of the country programme will be carried out. The mid-term evaluation will form the basis for the review of the country strategy while the final one at the end will provide basis for the development of the subsequent strategy document. The final evaluation will be conducted by an external consultant with support from the International Programme Effectiveness Unit UK, WaterAid West Africa (WAWA), and the country programme. Findings and recommendations will feed into the development of the new strategy document and information will be used for campaigns and advocacy.

- **Community Evaluation**

Benefitting communities will be empowered to enable them use the community score card to assess services provided as well as the process used in providing such facilities. Partners will be supported to use participatory tools such as social mapping and the use of baseline

**MONITORING AND EVALUATION FRAMEWORK (see following page)**

WA Global Aims	WANG CSP – Strategic Objectives	Success Indicators	Strategic Performance Indicators
<p>Aim 1</p> <p><b>We will promote and secure poor people’s rights and access to safe water, improved hygiene and sanitation.</b></p>	<p>1. 698,500 poor and marginalized people have access to safe and equitable water services by 2015.</p>	<p>698,500 poor people have access to safe water</p>	<ul style="list-style-type: none"> <li>• Number of people with access to functional, sustainable, equitable, improved water sources</li> <li>• Proportion of people with disability, aged, women, children and PLWHA with access to improved water sources</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Evidence of an increase in WaterAid supported work demonstrating inclusive representation and participation of community members in planning, implementation and operation and maintenance of water points (e.g. proportion of women and physically challenged in WCAs, WASHCOMs, VHPs, VLOM people etc.)</li> </ul>

<p>2. 913,000 poor and marginalized people have access to safe sanitation by 2015</p>	<ul style="list-style-type: none"> <li>• 913,000 poor and marginalized people have access to safe sanitation</li> </ul>	<ul style="list-style-type: none"> <li>• Number of people with access to sanitation facilities</li> <li>• Proportion of people with disability, aged, women, children and PLWHA with access to sanitation facilities.</li> <li>• Number of communities with ODF status and moving above sanitation ladder.</li> <li>• Number of natural leaders and community consultants engaged in CLTS processes (disaggregated by gender, disability etc)</li> </ul>
<p>3. 600,000 individuals in poor communities (including women, children, elderly, the physically challenged, PLWHA etc) demanding their rights to safe water and sanitation service through citizens engagement by 2015.</p>	<ul style="list-style-type: none"> <li>• Number of physically challenged, PLWHA, elderly and women demanding their rights.</li> <li>• 162 communities benefitting from funds/ schemes related to improved WASH facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of community organisations with representation of youth, women, poor and marginalized people, formed and involved in partners WASH decisions in programme areas</li> <li>• Evidence of increased capacity for collective action by civil society, communities, and non-sector actors to campaign effectively for the rights of the poor to WASH</li> </ul>

	<p>4. Replicable WASH models for small towns and rural areas developed and adapted by government agencies and others by 2015</p>	<ul style="list-style-type: none"> <li>Rope pump technology developed, piloted and replicated in 20 communities</li> </ul>	<ul style="list-style-type: none"> <li>Number of rope pump technology developed and piloted in communities</li> <li>Evidence of improved access to safe water as a result of rope pump technology</li> <li>Evidence of government agencies effectively replicating rope pump model in at least 4 states</li> </ul>
		<ul style="list-style-type: none"> <li>162 communities are practicing CLTS model</li> </ul>	<ul style="list-style-type: none"> <li>Number of communities with ODF status</li> <li>Evidence of government agencies effectively replicating rope pump model in at least 4 states</li> </ul>
		<ul style="list-style-type: none"> <li>Loose soil sanitation technology piloted in 10 communities</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of LGA WASH units piloting loose soil sanitation technology</li> </ul>

		<ul style="list-style-type: none"> <li>Increased finance and improved capacity for 22 LGAs, 6 States and MDAs to deliver WASH services, contributing to MDGs</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of pro-poor policies for water, sanitation and hygiene in 22 LGAs, States and Federal level.</li> <li>Evidence of clear budget lines for water, sanitation and hygiene at LGAs, States and Federal levels</li> <li>Increased % budget allocation and expenditure on hygiene, sanitation and water</li> </ul>
	2. Government agencies have strengthened capacity for monitoring, evaluation and compliance systems for effective WASH planning, and programme management by 2015.	<ul style="list-style-type: none"> <li>M&amp;E framework developed and institutionalized</li> <li>Improved data management for effective decision making</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of institutionalized data base management by partner organisations</li> </ul>
	3. Effective use of resources for the equitable delivery of WASH services promoted through citizens action and other rooted advocacy approaches by 2015.	<ul style="list-style-type: none"> <li>Partner Organisations and other collaborators demonstrating enhanced capacity, competence and engagement to deliver services in an equitable and sustainable manner.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of improved equitable and sustainable WASH services from governments, CSOs and service providers.</li> <li>Improved and efficient utilization of WASH allocations in 22 LGAs budgets</li> </ul>

	<p>4. WASH sector platform at national and state levels established for improved sector coordination and policy harmonization by 2015.</p>	<ul style="list-style-type: none"> <li>• WASH sector coordination platform established.</li> <li>• Policy harmonization at the state and federal levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of clearly defined sector coordination framework and plans for sector performance monitoring –used as basis for national decision-making by governments</li> <li>• Evidence of clearly defined institutional home for sanitation</li> <li>• Evidence of the recognition of rights to water and sanitation (including for excluded and marginalized groups) and its inclusion as a priority in national development plans (e.g. vision 20:20:20)</li> </ul>
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	<p>5. Urban WASH services in 4 urban cities improved through advocacy and partnerships with relevant institutions by 2015.</p> <p>6. LMDGI as an approach and plan marketing is promoted and in use by sector actors and stakeholders through influencing by 2015.</p> <p>6. Communities and local Institutions have increased knowledge and management of water resources by 2015...</p>	<ul style="list-style-type: none"> <li>• Existence of urban sector plans that have WASH included.</li> <li>• MDG office replicates and scales up the approach on other LGs</li> <li>• CBWRM piloted, adopted and replicated in WANG focal States.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of implementation of the urban plans.</li> <li>• Number of states and LGAs replicating and scaling up the approach</li> <li>• Number of states and LGAs replicating CBWRM.</li> </ul>
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<p>Aim 3</p> <p><b>We will advocate for the essential role of safe water, improved hygiene and sanitation in human development</b></p>	<p>1. Government MDAs involved in poverty eradication prioritized and integrated safe water, improved sanitation and hygiene services in their plans and actions by 2015.</p>	<ul style="list-style-type: none"> <li>• Water, sanitation and hygiene prioritized in national, 6 states and 22 LGAs development plans -in particular for health, education, environment and economic development.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of WASH recognition as an essential element in national development framework (vision 20:20:20) and the sector policies and implementation programmes of health, education, HIV/AIDs, climate change, agriculture and livelihood</li> <li>• Evidence of integration of WASH in the state short and long-term development plans.</li> </ul>
	<p>2. Evidence based research that shows WASH services are vital for human and national development, produced by 2015</p>	<ul style="list-style-type: none"> <li>• Two researches conducted</li> <li>• 4 technical papers and briefing notes published</li> <li>• Media advocacy platform established and functional.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced involvement of the poor and marginalized in the policy process of WASH</li> <li>• Number of research papers, policy briefs and position papers produced having WASH on their agenda, produced by INGOs to influence the poverty discourse</li> </ul> <p>Evidence of dissemination of researches through the media for influencing.</p>

	<p>3. Improved investment in safe water, improved hygiene, sanitation, and other relevant sectors such as Education, Health and Environment by 2015.</p>	<ul style="list-style-type: none"> <li>Health, education, gender and livelihood sectoral plans include investments in safe water, improved sanitation and hygiene</li> </ul>	<ul style="list-style-type: none"> <li>% increase in budget allocation for WASH in education, health, gender and livelihood <b>sectoral</b> plans</li> </ul>
	<p>4. Increased private sector participation in WASH service delivery by 2015</p>	<ul style="list-style-type: none"> <li>Number of private sector institutions participating in WASH service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of increased awareness on social corporate responsibilities of private sectors.</li> </ul>

WA Global Aims	WANG CSP – Strategic Objectives	Success Indicators	Strategic Performance Indicators
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<p>Aim 4</p> <p><b>We will further develop as an effective global organisation recognized as a leader in our field and for living our values</b></p>	<p>1. WaterAid in Nigeria recognized as an organisation that optimizes opportunities and leverages resources effectively by 2015.</p>	<ul style="list-style-type: none"> <li>• WANG's work strengthened in 22 LGAs and 6 states with impact felt in many more LGAs and States across 6 geo-political zones</li> </ul>	<ul style="list-style-type: none"> <li>• WANG structure more effective and robust enough to take advantage of emerging influencing opportunities, diversified income sources explored from external donors with effective systems, strategies and programming.</li> <li>• Evidence of WANG programmes, projects and policies demonstrating use of learning and research in their design, planning and implementation.</li> </ul>
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	<p>2. Highly motivated effective and diverse staff teams with right skills and leadership developed by 2015</p>	<ul style="list-style-type: none"> <li>• WANG recognized as an influential leader in the water, sanitation and hygiene sector, contributing to effective delivery of services in partnerships and collaboration with other stakeholders.</li> <li>• Number of staff benefitting from capacity building programmes in a year</li> <li>• Number of staff engaged in coaching and mentoring programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of increased recognition of WANG as a leader in WASH sector and living its values through:</li> <li>• Operating with one strong band, which is recognized by key stakeholders nationally.</li> <li>• Increased recognition and awareness of WASH issues by key stakeholders.</li> <li>• Practicing and implementing its internal policies for sustainable and ethical working practices.</li> <li>• Understanding and professionalism of WANG staff improved and recognized by sector players</li> <li>• Evidence of improved technical skills and leadership qualities of WANG staff with special focus on female staff.</li> <li>• Evidence of improved gender balance in WANG management position</li> </ul>
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	<p>3. Effective financial and M&amp;E systems for accountability, management and good governance that promotes learning and innovation developed and strengthened by 2015...</p>	<ul style="list-style-type: none"> <li>• Evidence of a strengthened HR system/policy</li> <li>• Appropriate policies and systems (financial, IT and programme management) in place and strengthened</li> <li>• Monitoring and evaluation framework reviewed and strengthened.</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of increased effectiveness of WANG's governance and management systems, policies, processes:</li> <li>• Decision made at the right level.</li> <li>• IT systems in place and functional</li> <li>• Appropriate allocation of resources</li> <li>• Ability to manage risk and respond to change.</li> <li>• Improved monitoring mechanisms</li> </ul>
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	<p>4. Communication strategy developed and implemented by 2015.</p>	<ul style="list-style-type: none"> <li>• Frequency of communication and feedback within the CP.</li> <li>• Adherence to communication protocols</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of effective communication within CP through: <ul style="list-style-type: none"> <li>➤ Improved feedback mechanisms</li> <li>➤ Increased % of positive staff rating of leadership in WANG employee survey.</li> </ul> </li> <li>• Evidence of learning documents published and shared nationally and globally</li> <li>• Evidence of RLC becoming research centre on sanitation</li> </ul>
	<p>5. Strategy for learning and knowledge management of WASH best practices within the CP and across the regions developed and implemented by 2015</p>	<ul style="list-style-type: none"> <li>• Number of learning products generated and shared</li> <li>• Availability of learning data base in- country</li> <li>• Transformation of Regional learning centre on sanitation</li> </ul>	

## **Annex 1. COUNTRY STRATEGY DEVELOPMENT PROCESS**

### **Pre-Strategy development engagement process**

This involved sharing of timelines and communications on the Country Strategy development process. The decisions of the Regional Management Team on various country programme submission dates were shared by the Country Representative and a CS Development Group formed to lead the process. This was ratified by the SMT following which a detailed programme was drawn to guide the process.

### **Situational Analysis (Sector Review):**

A rapid water, sanitation and hygiene sector review and analysis was carried out in July 2009. The study was based on pre-determined guidelines. It aimed at assessing the key issues, blockages, what works, what doesn't work, who are the current possible actors and what they are doing in respect of the theme or field; it helped to undertake an analysis of what gaps exist. It looked at what:

- the actors were not covering (to determine the share of market untouched)
- could be done by the country programme and,
- possible partnerships will ensure the desired impact, among others.

A SWOT Analysis of WaterAid was done to ascertain what needs to change and to what to build on. The findings of the study were presented to the RMT in Ghana in June 2009. It was further presented to stakeholders at a validation workshop held in February 2010. Following the various presentations an in-depth analysis and understanding of sector blockages was recommended. Based on these, there was a further review. The findings of the study provided input in the development of the current country strategy.

### **Self-Assessment (Country Program Evaluation):**

A self-assessment was carried out through a country program evaluation conducted from November 20th to December 4, 2009. At RMT meeting held in Ghana in September 2009, it was agreed that WANG CP will conduct a country program evaluation to assess its performance from 2005 to 2009. This was facilitated by the Program Effectiveness Unit (PEU) in collaboration with the Regional Team and WANG Country Representative. WANG developed a TOR, which was reviewed by the PEU and the Regional Team before its finalization. PEU hired an international consultant to lead in this exercise with support with a local consultant, a staff from the Internal Audit of UK and two WANG staff. The TOR was shared with staff, partners at state and local government levels for understanding and ownership. The outcome of the evaluation was validated by stakeholders, which included critical government agencies, international development partners, civil society networks, and donors. In addition, an interim report was shared at the country level during an annual partners' round table meeting. Inputs generated from the stakeholders and WANG staff were incorporated into the report and forwarded to PEU and the Lead Consultant for the final report, which was submitted in May 2010.

### **Looking Back:**

At the country program, level the Country Program Strategy Development Group facilitated an in-house review workshop on “looking back”. This provided WANG Staff the opportunity to review the activities, approaches, achievements, and challenges of the country program based on the 2006 to 2011- country program strategy. During the exercise, staffs were divided into groups to reflect and review annual reports in relationship to the 2006 to 2011 country strategy. To support the reflection the groups also reviewed the draft report on the country program evaluation. The groups’ outputs were presented at the plenary and then harmonized for input into the current country strategy document.

### **Stakeholders’ Analysis:**

The stakeholder analysis was aimed at understanding who is the relevant key players in the sector and the role they play in addressing the gaps in the sector. This information helped WANG to identify key players and enabled the organisation to link up and collaborate and build up synergy for greater and wider influencing work. The stakeholder analysis was conducted through participatory approach to ensure ownership in the process.

- General mapping and identification of sector actors and other stakeholders understanding of the issues.
- Clear understanding of the roles and the relationship of the stakeholders in relation to WANGs focus in the sector and the value added to our work.
- Knowing the various interests of the groups and their expectations form WANG.

Staff and stakeholders were grouped into three categories: international development partners, CSO partners, academic and research institute and government ministries/age Aim 1 to Aim3 using a scale of 1(low), 2 (medium) and 3 (high) to rate their position, resources (financial and human), influence, leadership in the sector, and interest. This was aggregated and the mean score computed to get the extent to which each of organisations can contribute to achieving the respective aims. Sources of this information include the website, telephone calls, brochures, publications & corporate profile documents of the organisations. The information was harmonized and presented in the plenary.

### **SWOT Analysis: (May 2010)**

It is the analysis of the internal strength and weaknesses of the organisation and the opportunities and threats existence in the external environment. The process was conducted internally with WANG staff participating. The process was facilitated by the CSDG. This process involved in-house reviews and analysis of relevant documents to understand the external environment, how WANG can explore the opportunities and threats as well as carve its niche in the sector. The internal strength identifies the capacity in-house to address the sector's blockages and what needs to be built upon. These were validated in the workshop on breakthrough analysis.

### **Breakthrough Analysis:**

A workshop on breakthrough analysis was conducted on May 20, 2010, and involved WANG staff and stakeholders made up of government and civil society organisation partners. This provided partners the opportunity to contribute in establishing the

basic building blocks of the new Water Aid Nigeria's country strategy within the context of the global aims of Water Aid. The workshop aimed to:

- a) further establish and validate the WASH sector blockades
- b) provide insight into how to overcome them and analyse the stakeholders in the sector (looking at their strength, weaknesses, their areas of focus in terms of geography, support WANG'S operations, capacity building, power and willingness to influence in favour of WASH and their degree of interest in WASH and supporting sectors)
- c) define areas of gaps in the sector in clear terms and,
- d) establish windows for WANG's niche in the sector.

Participants were divided into groups and their discussions were guided with questions (see annexe Breakthrough Analysis). Groups were asked to weight their responses from one to three. Each group's output was presented in a plenary, discussed, and key shifts and priority areas generated.

### **Developing Aims, Objectives and Indicators:**

After the niche of WaterAid was identified and defined, a set of country strategic aims were developed through a series of engagements starting from a brainstorming session in the Country Office where the first level of aims, objectives and indicators were developed. Taking advantage of the annual partners' round table, these were presented to partners and sector players to ascertain their relevance, workability within the country. A set of strategic indicators later shared by PEU was further used to guide the process of developing the CS indicators.

### **Human Resource Planning (June 2010)**

The process taken in the drafting the HR section of this strategy document included various levels of engagements with stakeholders at different times, including consultations and support from International HR, UK. The staff number required for the five-year strategic period was determined after critical analysis of skills, competencies requirements and the right structure needed to deliver the strategy. The various level of engagements included general staff sessions, meetings with the Country Management Team and discussions at the Senior Management Team level to arrive at the staff number and structure. The new structure and detailed change management process was communicated to the Head of Region, International HR and a number of UK colleagues for their inputs and final sign off. These processes were facilitated by the People and Organisational Development Department, which was also responsible for reviewing, drafting and sharing new Job descriptions with heads of departments and line managers for their input.

### **Financial Resources Planning: (June, 2010):**

The financial planning process was drawn out of already existing planning process at the country program, which involved partners and stakeholders using Multi Plan Budget (MPB), which covers a period of five (5yrs) plan. The yr1&yr2 was drawn from the detailed financial plan analysis that was categorized as 'Essentials' and 'Desirables' in the planned budget. Years 3 to 5 are broad based projections also extracted from the approved current (2010) MPB in operation. The projection is made on the average growth rate of 10% based on the current proposal e.g. SHAWN project and taking into consideration previous budgets. The process of the

budgeting and planning was participatory where budget was presented to the Country Management Team (CMT) and final deliberations with the Senior Management Team (SMT) for final approval.

**Risk Management Planning (May, 2010):**

The risk management plan is identifying some of the potential risk that might hinder or pose a threat to the implementation of the country program. The risk plans analyzed WANG focal states and assess the trend of risk associated with the various states and at the national level. Already, risk plan exist in the MPB for the year 2010-13. These factors include both the external and internal risk factors with mitigating plans. These external factors include political factor such civil unrest/political disturbances, ethno- religious conflict, the Niger Delta crisis, corruption, natural disaster/disease breakout, and some internal factors are high staff turn-over, fraud, inadequate capacity of staff.

**Monitoring and Evaluation Planning:**

The M &E framework of the country program is based on input-output-outcome and impact level. The framework in this strategy draws on the recommendation of the Country Programme review recommendations as well as the WAWA regional monitoring and evaluation framework. For the effective implementation of the country program monitoring will be carried out at various levels with the participation of partners, benefitting communities, WASHCOMs at the LGA, State and national. This section also integrates the indicators and targets of the Country Program MPB narrative, which had earlier outlined indicators for the next 3 years. This framework and set of indicators and targets were ratified during a quarterly budget holders' meeting that included the key partners of WANG. The purpose was for them to validate and share in the ownership and challenge of meeting the targets.

## **Annexe on Questions for Breakthrough Analysis**

Who are the key drivers in the sector?

What is their relative strength in terms of resources and power of influence?

Who will be doing what and where?

What areas are and not likely to be covered; where are the gaps in terms of geography and programs?

Where should WANG's niche be located?

Where would WANG focus in terms of geographical coverage and programs and why?

Will WANG need to change the context of its coverage in terms of geopolitical representation?

How WANG would be situated in all of these to ensure it develops into a global organisation recognised as a leader in its field and for living its values?