



---

**Towards  
WASH  
for all  
by 2030**

---

Malawi Country Programme  
Strategy  
2016 - 2021





# We are WaterAid

## **Our vision**

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

## **Our mission**

is to transform the lives of the poorest and most marginalised people by improving access to safe water, sanitation and hygiene.

## Our values

define our culture and unite us across the many countries in which we work. They are at the very heart of WaterAid – who we are, what we do and how we do it.

### Respect

We treat everyone with dignity and respect and champion the rights and contribution of all to achieve a fairer world.

### Accountability

We are accountable to those whose lives we hope to see transformed, to those we work with and to those who support us.

### Courage

We are bold and aspiring in our actions and words, and uncompromising in our determination to pursue our mission.

### Collaboration

We work with others to maximise our impact, respecting diversity and difference in the pursuit of common goals.

### Innovation

We are creative and agile, always learning, and prepared to take risks to accelerate change.

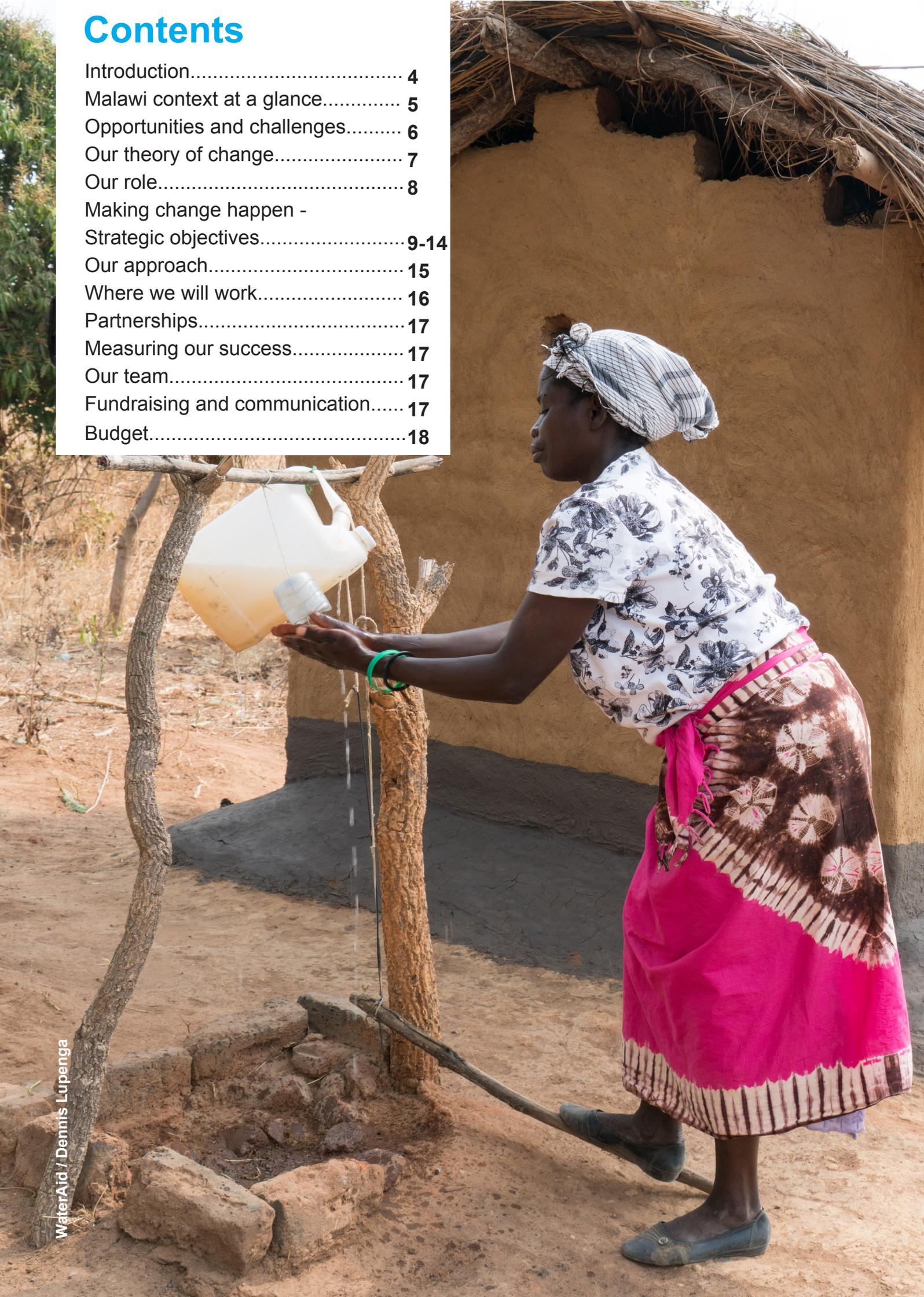
### Integrity

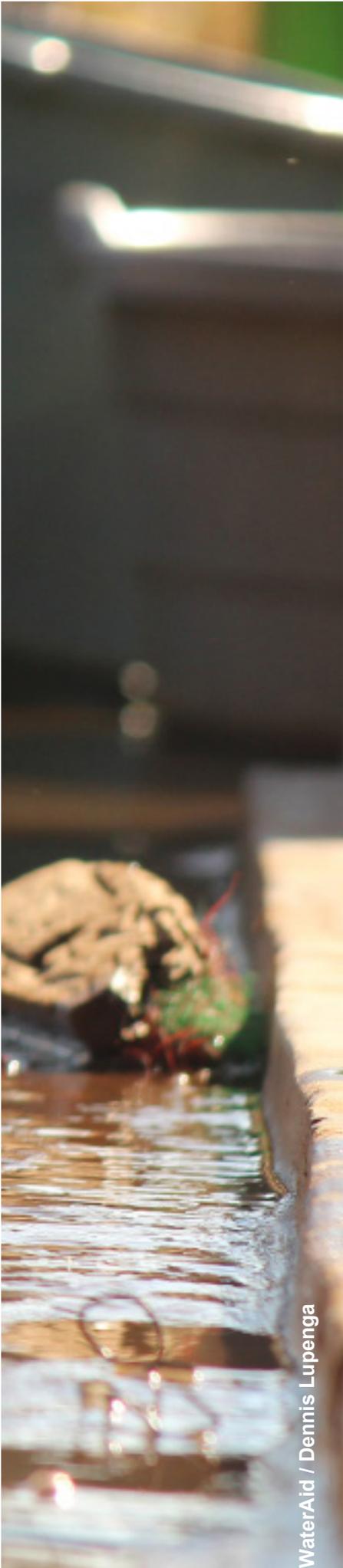
We act with honesty and conviction and our actions are consistent with openness, equality and human rights.



# Contents

Introduction.....	4
Malawi context at a glance.....	5
Opportunities and challenges.....	6
Our theory of change.....	7
Our role.....	8
Making change happen - Strategic objectives.....	9-14
Our approach.....	15
Where we will work.....	16
Partnerships.....	17
Measuring our success.....	17
Our team.....	17
Fundraising and communication.....	17
Budget.....	18





## Introduction

**Sustainable development cannot be achieved in Malawi without the attainment of rights to water, sanitation and hygiene for all. These basic rights are at the core of inclusive human development**

While impressive progress has been made to achieve the Millennium Development Goal target on water, 1.7million Malawians remain without access to a safe water facility. Fifty-nine percent of the population has no access to improved sanitation<sup>1</sup>.

Children, women and girls who have no access to safe water, improved sanitation and hygiene suffer immensely. In 2015, there were 24.1% cases of diarrhea among under-five children<sup>2</sup>. Women spend disproportionate amounts of time collecting water, thereby losing on productive opportunities. Mothers and babies catch opportunistic infections due to poor sanitation and hygiene in health care facilities. Girls drop out of school due to lack of water and sanitation facilities, further worsening illiteracy levels and under-development among women.

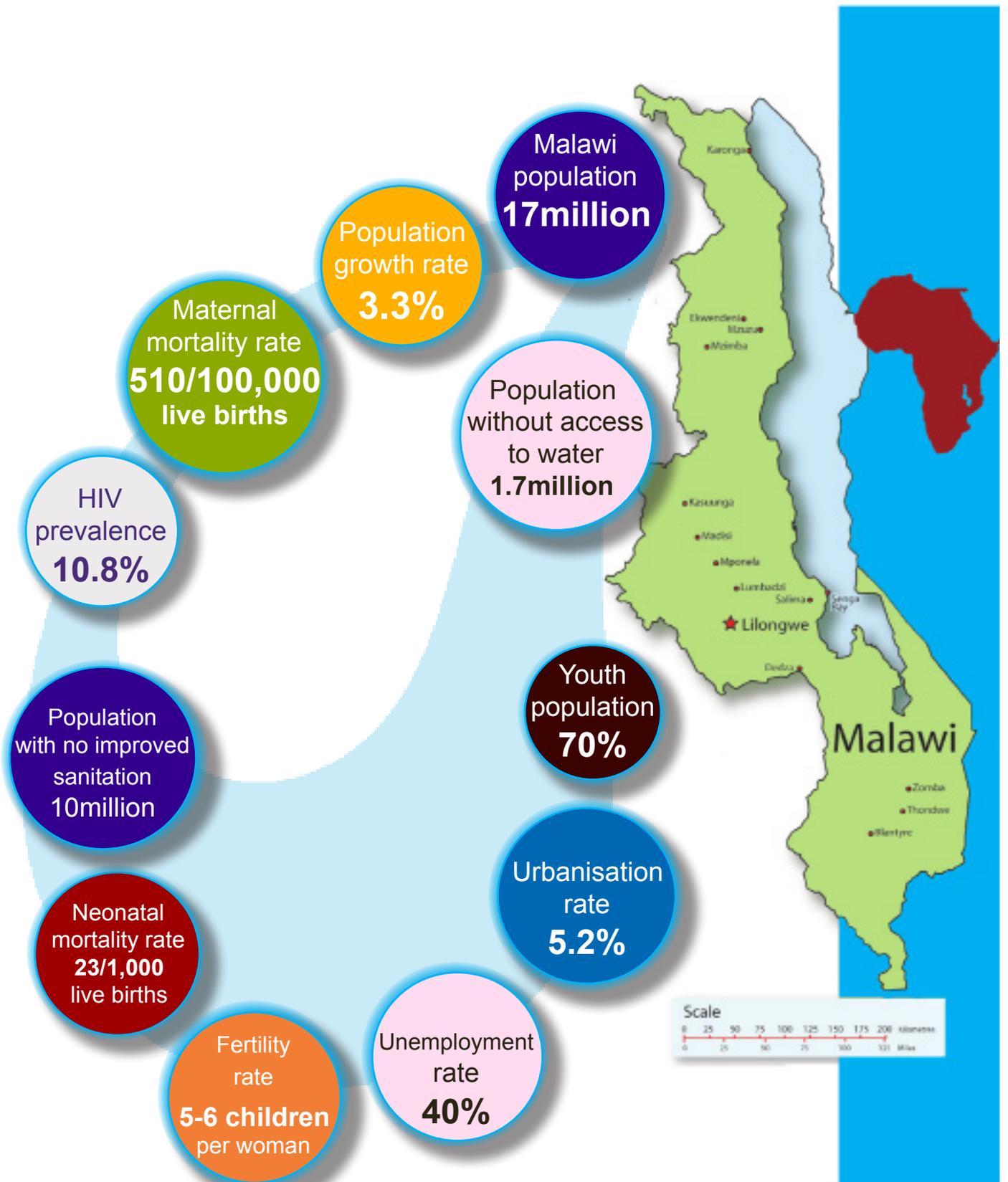
At the dawn of the new Sustainable Development Goals, to which the Government of Malawi is a signatory, there is renewed hope that this undesirable situation will change for the better. The standalone Goal on Water and Sanitation provides impetus for all concerned stakeholders to make a step change required to achieve access to water, sanitation and hygiene for all Malawians by 2030.

WaterAid has been working in Malawi since 1999. We have worked alongside government, NGO partners, private sector, development partners and community institutions to improve the lives of people through provision of water, and promotion of improved sanitation and hygiene. Our work has had significant positive impacts on many aspects of human life such as health, education and creation of economic opportunities. We believe that universal access to safe water, improved sanitation and good hygiene will have a lasting impact in contributing towards the eradication of extreme poverty among the poorest and marginalized groups and communities in Malawi.

As a key player in the Malawi WASH sector, in this strategy, WaterAid will continue to play the role of catalysing transformative changes and championing solutions required to accelerate progress and achieve access to safe water, sanitation and hygiene for all by 2030.

1. Progress on Sanitation and Drinking Water. 2015 Update and MDG assessment. Unicef and World Health Organisation. 2015.  
2. Malawi Development Goals Endline Survey. 2014

# Malawi Context at a Glance





## Opportunities and challenges

**W**ater, sanitation and hygiene remain key to Malawi's development. Major donors, development partners and NGOs continue to prioritise WASH in their country strategies and have made fresh commitments in line with the new Sustainable Development Goals. There is growing awareness among civil society actors of the need for collective action in pursuing the WASH agenda for change.

Malawi has registered significant progress in reducing the number of people without access to safe water. In spite of slow progress in the attainment of improved sanitation, remarkable strides have been made in reducing open defecation, from 29% in 1990 to 4% in 2015<sup>3</sup>. Being a signatory to AfricaSan and Ngor commitments, there is momentum to eliminate open defecation in the not so distant future. The proliferation of market based approaches promises to offer alternative solutions to deal with the nagging sanitation challenge in the country.

This, notwithstanding, the following challenges could stand in the way of achieving access to WASH for all by 2030:

**Inequalities in access:** Malawi achieved the MDG target for water but 10% of Malawians are still without access to a safe water facility<sup>4</sup>. 10 million people do not have a decent toilet to use. Politics, unfavourable geographical locations and uninformed planning are among other factors that have been responsible for marginalization of some sections of society. Not all facilities in homes, communities, schools, health facilities, market centres and other public places are accessible to people with different needs. Inequalities are exacerbated by weak engagement between citizens and duty bearers, and failure of duty bearers to be accountable to the citizens to fulfil rights and obligations.

**Unorganised space and leadership for sanitation and hygiene:** Only 12% of the population achieved improved sanitation in 25 years - between 1990 and 2015. Sanitation and hygiene lack clear institutional leadership to champion policies, programmes and financing.

**Unsustainable water supply:** Water resources will not escape the increasing pressure exerted by environmental degradation, competing land use and climate change. Major cities, town centres and rural water schemes that rely on surface water are increasingly facing huge water supply gaps. There is inadequate forward investment to meet growing population needs in urban areas. At least 25% of water facilities are not functional at any given point in time. Rural councils are poorly

3. Progress on Sanitation and Drinking Water. 2015 Update and MDG assessment. Unicef and World Health Organisation. 2015.

4. Progress on Sanitation and Drinking Water. 2015 Update and MDG assessment. Unicef and World Health Organisation. 2015.

financed to support operation and maintenance of water facilities.

**Poor financing for WASH:** Approximately 80% of WASH funding comes from donors. Allocation for WASH in the national budget has been meagre, at 0.08% of the total budget in 2014/15. The funding focus is so much on water infrastructure development, with no dedicated budget line for sanitation and hygiene interventions. There are no clear and coordinated plans for financing the Sector Investment Plan and the National Sanitation Master Plan. There are no frameworks to quantify contributions from Non-Governmental Organizations (NGOs) and private companies. As a result, there is no full picture of actual investments going to the WASH sector. At district level, the water sector allocations went down to 0.25% in 2013/14 from 0.34% in 2012/13.

**Weak sector and cross-sectoral coordination and integration:** Mechanisms to coordinate stakeholder efforts in WASH are either weak or non-existent. Efforts to establish a full Sector Wide Approach have been hampered by capacity, leadership and fiduciary challenges. Convening power of the lead Department of Irrigation and Water Development is compromised by a lack of dedicated resources and limited capacity in the Planning Directorate to foster coordination. Institutional, legal and policy frameworks in the WASH sector present a picture of disintegration and fragmentation, which affects decision making and coordination on critical issues.

**Limited capacity among local civil society and NGOs to achieve real change in the sector.** Local NGOs lack strategies to accelerate change and achieve impact at scale. There is limited collective advocacy action among local CSOs.



WaterAid / Dennis Lupenga

Women and girls of Vimphere Village in Kasungu queuing to collect dirty water for drinking

## Our theory of change

**By 2021, WaterAid Malawi would like to see increased access to inclusive, equitable and sustainable WASH for all, through empowered citizens taking an active role in realising their rights to WASH and a stronger WASH sector that is responsive and prioritises sanitation and hygiene.**



**W**e believe that change is achievable with the following in place:

-  Leadership at all levels that prioritises sector financing, sector coordination and capacity building of institutions designed to deliver and promote equitable, inclusive and affordable WASH services and systems.
-  Harmonised frameworks and legislation that foster regulation and coordination in the provision and sustenance of WASH services.
-  Accountability at all levels of government, NGOs, development partners, CSOs and communities that promotes transparency in resource allocation and usage in the WASH sector.
-  Integration among key stakeholders within and across the relevant sectors.
-  Empowered citizens who understand their rights, responsibilities and entitlements, and can take action when necessary.
-  Strong civil society that effectively supports citizens' voice in realising their rights and entitlements
-  Sustainable, equitable and inclusive WASH services that are delivered at scale by service providers with the necessary skills, resources and systems.

## Our role

We aim to be an influential leader in innovating, developing, testing and advocating for effective services, systems, approaches and technologies that bring about sustainable access to WASH services for all.

We will play a catalytic role in influencing to overcome sector blockages for increased access to improved, inclusive, equitable and sustainable WASH services. We will further develop the partnerships and alliances that we have built within the WASH sector and with other sectors to inspire collective and evidence based action that will provide more effective solutions to persistent sector challenges, and ultimately accelerate sustainable access to WASH for all.

## Making Change Happen

To achieve accelerated progress towards inclusive, equitable and sustainable access to WASH for all, WaterAid Malawi will focus on four strategic objectives for change:



WaterAid / Dennis Lupenga



Empowered citizens take responsibility and actively engage in the realisation of their rights to WASH



Sustainable, equitable and inclusive WASH services are delivered at scale



The WASH sector is well coordinated, responsive, accountable and creates an enabling environment for integrated delivery of equitable and sustainable WASH services



Sanitation and hygiene is recognised and prioritised across sectors as a public health concern and there is increased adoption of behavioural change at scale

---

## **Strategic objective 1:** **Empowered citizens take responsibility and actively engage in the realisation of their rights to WASH**

---



**W**e will facilitate awareness raising, mobilisation and building of people's movements on their rights and responsibilities to WASH and build the capacity of civil society organisations and networks to support citizens to realise their rights to WASH.

We will use existing spaces and create forums where different social groups e.g women, people with disabilities, adolescent girls and the urban poor, can openly discuss issues affecting them and engage with duty bearers at different levels. We will support their engagement with decision-making processes. We will work to address underlying causes of inequalities and exclusion that result in certain groups of people being denied their rights to WASH. We will deliberately invest in and engage young people who are the largest section of the population for promotion of WASH rights.

We will invest in capacity building of civil society organisations to empower citizens for action. We will help strengthen civil society's ability to engage with decision-making processes, collective civil society advocacy action and policy engagement. We will also help strengthen civil society accountability systems.

We will support awareness creation and capacity building of duty bearers to help realise people's rights to water and sanitation as well as develop their skills and systems for community engagement. We will facilitate the design and testing of accountability tools, and make the most of existing legal instruments to strengthen and promote standards for transparency and accountability as well as citizen's participation in decision-making. We will also invest in greater documentation on WASH to guide effective decision-making among duty bearers.



Men and women of Bwemba Village in Kasungu working together towards getting clean and potable water

---

## **Strategic objective 2:** **Sustainable, equitable and inclusive WASH services are delivered at scale**

---



WaterAid / Dennis Lupenga

We will work with government authorities and agencies, local service delivery partners, people's organisations and institutions, utility companies, research institutions and the private sector, among others, to develop and promote innovative approaches and technologies and systems that will facilitate scaling up of services to more people and improve the functionality, quality and inclusiveness of services. We will use our service delivery programmes and projects to develop, test, implement and scale up best practices for achieving quality and lasting services.

Our programmes will be embedded in sector systems and processes of service delivery in which government agencies will take the lead. We will work with key government agencies to create an enabling environment that fosters innovation, collaboration, best practice and shared learning among different players.

We will also consolidate learning from our programmes to influence national sector programmes, including those financed by development partners and donors. The programmes will promote effective private sector participation. We will identify effective ways to address sector blockages for better coverage, improved functionality and quality services.

---

### **Strategic Objective 3:**

**The WASH sector is well coordinated, responsive, accountable and creates an enabling environment for integrated delivery of equitable and sustainable WASH services**

---



WaterAid / Dennis Lupenga

We will support sector strengthening, integrated planning, resourcing, and implementation, monitoring and reporting. We will also ensure that duty bearers which include Government and other service providers are accountable and responsive to citizens in the realisation of WASH rights, and that comprehensive and harmonised policies, and legal and regulatory frameworks that support effective and coordinated delivery of WASH services are in place and functional.

We will support the review, development, harmonisation and use of policies, strategies and frameworks across sectors such as health, education and the environment. We will also support harmonisation of data for decision-making and investment planning as well as the development, management and sharing of key sector information and learning.

We will support the development and improvement of sector coordination mechanisms for WASH. We will also support the development of clear and collaborative financing mechanisms for key sector plans e.g. National Sector Investment Plan, National Sanitation Master Plan and District Sector Investment plan. We will support the establishment, improvement and use of accountability mechanisms and legal and regulatory frameworks at all levels.

We will foster integration with relevant sectors and facilitate cross-sector coordination planning, monitoring, evaluation and reporting.

---

## **Strategic objective 4:**

### **Sanitation and hygiene is recognised and prioritised across sectors as a public health concern and there is increased adoption of behavioural change at scale**

---



**W**e will ensure that the water, health and education sectors at national and district level recognise and prioritise sanitation and hygiene and jointly develop collaborative plans, strategies, policies and financing mechanisms to address the issues. We will also ensure that communities

prioritise improved sanitation and good hygiene as a social norm for sustained behavioural change at scale.

We will invest in building alliances with like-minded institutions to lobby the Government for clear institutional arrangements for sanitation leadership in the WASH sector and to advocate for increased financing. We will generate compelling evidence to inform our influencing through policy analysis, policy briefs and budget tracking.

We will help develop communication messaging to transform social norms on sanitation and hygiene behaviour. We will also support the design and implementation of hygiene behaviour change and sanitation promotion interventions using evidence-based novel approaches for sustainable outcomes.

We will raise awareness of sanitation and hygiene as public health issues with potential economic benefits. We will continue to support the Government and other stakeholders to implement national commitments and plans on sanitation and hygiene. Throughout the process, we will champion and support key national level initiatives seeking to prioritise sanitation and hygiene.



WaterAid / Dennis Lupenga

## Our approach

To achieve our strategic objectives and overcome sector challenges, we will make some key shifts, which include:

- i) Integration with other sectors beyond the WASH sector;
- ii) Ensuring our service delivery is aimed at influencing policy and practice in the sector;
- iii) More focus and investment sanitation and hygiene programmes,
- iv) Engaging in research that informs and inspires action on sector issues that will be key in accelerating the attainment of universal access; and
- v) Citizen empowerment to catalyse transformative action and responsiveness by duty bearers.

We will design and implement our service delivery and advocacy programmes as a coherent package with the four strategic objectives providing an overarching framework for programming and measuring our impact. Our district and town level programmes will integrate service delivery, sector strengthening and advocacy work, with clear, direct links to our national level influencing and sector strengthening agenda.

Our programmes will be designed to facilitate the rights to water and sanitation using

the Human Rights Based Approach. We will influence actors, policies, systems, frameworks and practices to support of attainment of these rights by all Malawians.

We will work in partnership with others using an Integrated Sector-Wide Approach to strengthen key sector building blocks such as sector policy and strategy, planning and coordination, financing, institutional arrangements including frameworks for regulation and accountability, and performance monitoring.

Developing and nurturing strategic partnerships and alliances to harness experiences, expertise and influence will be critical to the achievement of our objectives.

Our District Wide Approach will help define common goals and approaches among key actors at district level. It will also involve developing programmes that accelerate universal access to WASH through modelling, information sharing and influencing at district level. Changes will be delivered only if our district and town programmes embrace sector wide issues and model implementation approaches that address sector bottlenecks and create conditions for improving access to WASH at scale.





WaterAid / Dennis Lupenga

## Where we will work

To achieve maximum impact from our strategy, we will consolidate our current work and exit some districts where we have made significant progress. This will allow us to focus on an optimum number of districts where we can fully develop the district/town-wide approach, generating valuable programmatic experience to effectively influence sector policies, strategies and programmes.

We will consolidate work and implement exit strategies in Salima, Mzimba, Balaka, Karonga, Chikwawa and Rumphi districts. We will maintain a presence in the three rural districts of Kasungu, Machinga and Nkhosakota and the two small towns of Kasungu Municipality and Mponela, and Lilongwe City before scaling up again, from 2017.

## Partnerships

Our approach to working in partnership shall be guided by the principles of synergy towards a shared vision, mutual respect and support, equity and accountability. We will develop new partnerships on the basis of the value they can add to the realization of the universal access goal.

Our partnerships will therefore be strategic and comprise a mix of formal partnerships and collaborations. They will be developed with networks, technical institutions, civil society and development agencies that have the expertise to support the achievement of our strategic objectives.

## Measuring our success

We have developed a high-level success measurement framework with clear performance indicators. In line with this, we will develop a detailed monitoring and evaluation framework outlining information needs, responsibilities and timeframes that will guide and support staff to track and understand progress and achievements against the strategic objectives. Monitoring and evaluation will comprise a number of components and take place at different levels of programme implementation.

## Our team

WaterAid Malawi's current structure will be realigned and existing skills base will be strengthened in order to successfully deliver our country strategy. We will therefore engage in staff development to improve existing skills and knowledge through training

programmes, secondments in other WaterAid offices, learning visits, internships, and using the current global training programmes. We will also encourage personal development and learning and continue to develop managerial and leadership capabilities at all levels.

## Enabling frameworks

A number of enabling frameworks and strategies will also need to be developed. These will include partnership, fundraising and communication strategies. We will also strengthen our operational systems and processes, build the skills of our teams, and improve our style and ways of working to achieve optimal results with the resources we have.

## Fundraising and communication

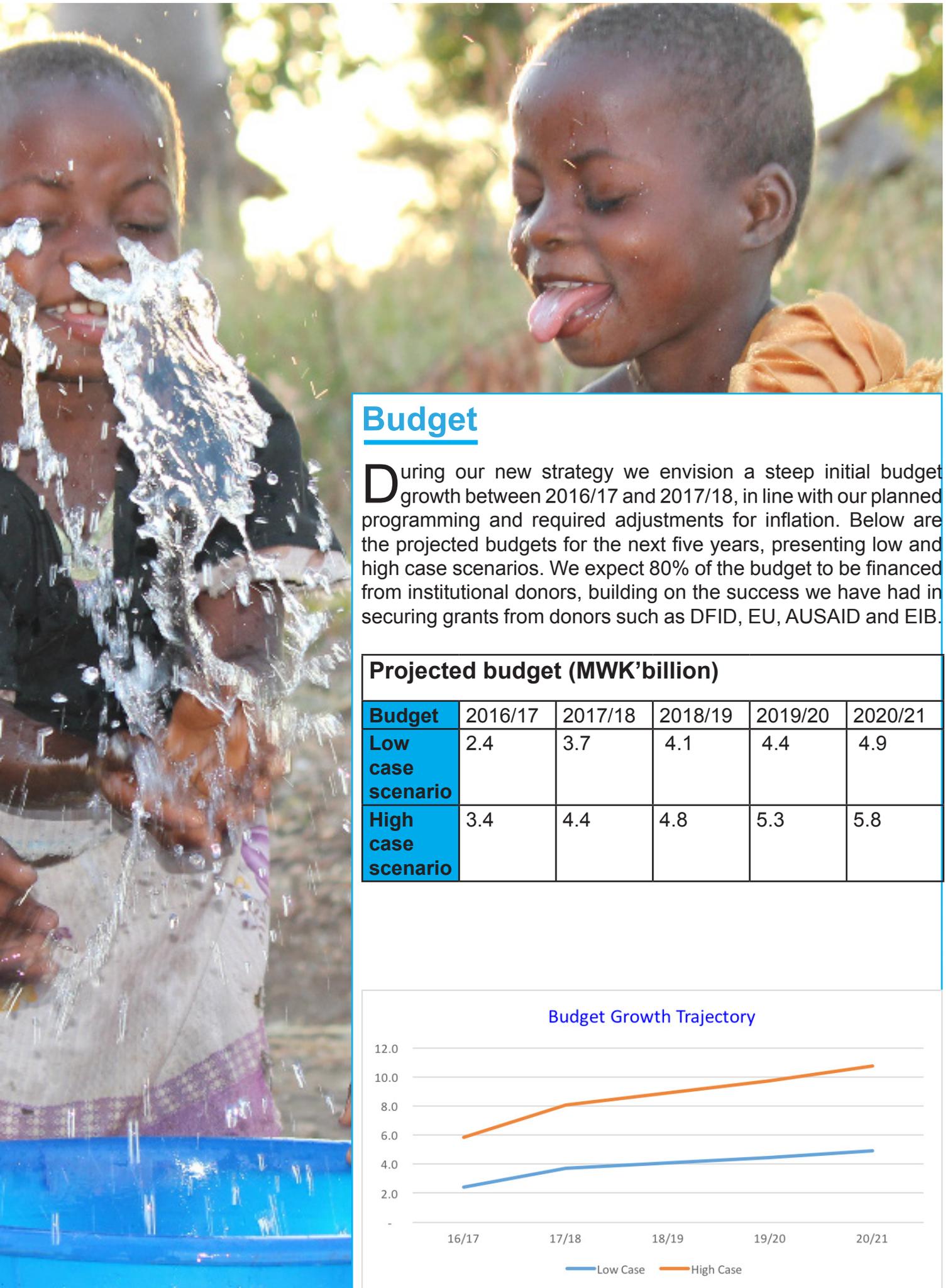
WaterAid Malawi will actively embark on in-country fundraising to anchor the support it receives from WaterAid UK and other member countries to implement its new Strategy.

We will enhance our communications, marketing skills and brand awareness so that WaterAid's work and ideas stand out in the sector and are recognised as unique and innovative enough to attract funding from different donors.

We will also strengthen systems for grants management within WaterAid and among our partners.



WaterAid / Dennis Lupenga



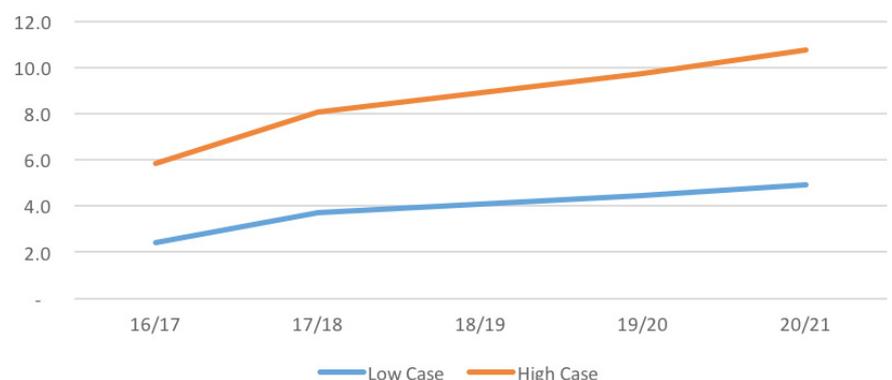
## Budget

During our new strategy we envision a steep initial budget growth between 2016/17 and 2017/18, in line with our planned programming and required adjustments for inflation. Below are the projected budgets for the next five years, presenting low and high case scenarios. We expect 80% of the budget to be financed from institutional donors, building on the success we have had in securing grants from donors such as DFID, EU, AUSAID and EIB.

### Projected budget (MWK'billion)

Budget	2016/17	2017/18	2018/19	2019/20	2020/21
Low case scenario	2.4	3.7	4.1	4.4	4.9
High case scenario	3.4	4.4	4.8	5.3	5.8

Budget Growth Trajectory





WaterAid in Malawi | Amina House

P/Bag 364 | Lilongwe

Tel: +265 (0)1 750 606/608

Fax: +265 (0) 1 750 608

[www.wateraid.org](http://www.wateraid.org)