

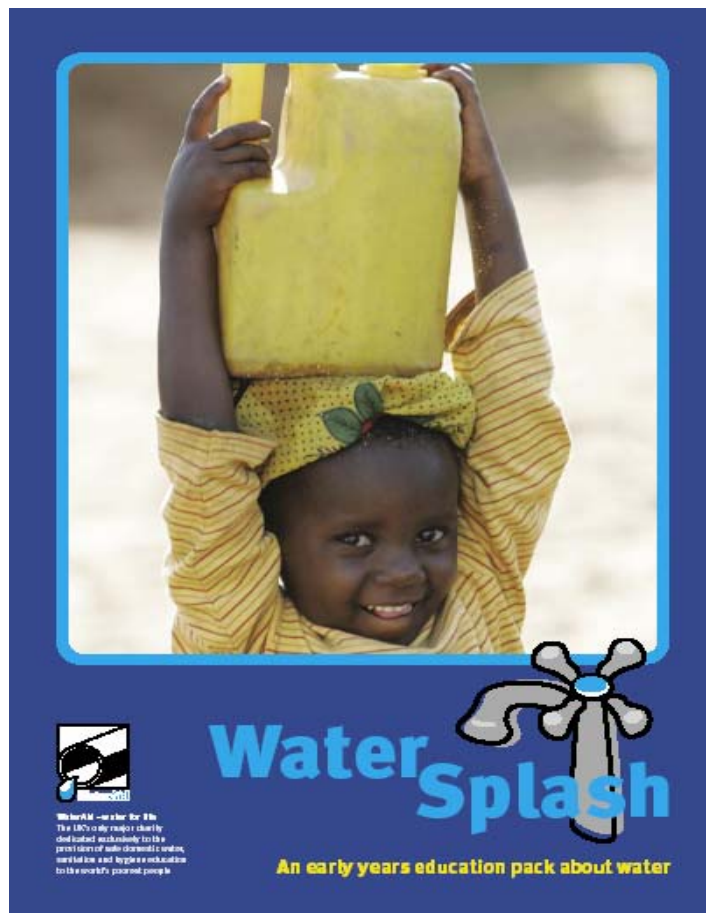
Partnership for Water

WaterAid

Partnership Programme Agreement

Report 4 (2005-2006)

August 2006



Summary

Purpose level – summary

WaterAid works by helping local organizations set up low cost, sustainable projects using appropriate technology that can be managed by the community itself. However, the organization recognizes that it cannot significantly reduce the number of people without access to safe water and sanitation on its own, and that it therefore needs to influence the policies of other key organizations, such as governments, to secure and protect the right of poor people to safe, affordable water and sanitation services: services that play a major role in reducing poverty and contributing to the Millennium Development Goals.

2005/2006 was a very successful year for WaterAid. It was the first complete year of implementation of WaterAid's 2005-2010 strategy, and outcomes indicate that the organization is well on the way to achieving the projections and likely to exceed them in future years. WaterAid's financial figures show a positive outcome with income up by 24% to £26.5m and spend by 26% to £25m, with 65% of spend on programme, public policy and education work.

Outcomes level – summary

Realizing the need to influence policies and practices of other key sector players, both governmental and non-governmental, WA country programmes with their partners worked closely throughout the year to pursue changes that would ensure that a larger number of poor would have access to water and sanitation. Key to this has been intensive dialoguing with various sector players, research, rooted advocacy and capacity building.

2005-2006 marked WaterAid's 25th year in operation. During this time the organization has moved from a small service delivery agency providing water and sanitation services in a limited number of developing countries, to the leading NGO working in water, sanitation and hygiene promotion in 17 countries across Africa and Asia. It has contributed to significant changes in government water and sanitation policy in these two regions, and is regularly consulted on major policy issues by governments in the South, donors in the North and a wide range of Multilaterals working in water and sanitation.

In 2005 WaterAid also set up WaterAid USA and intends to widen both its donor base and policy, campaign and education work in both the US as well as Australia through its sister organization WaterAid Australia.

Challenges and main lessons – summary

2005/2006 has been a year of growth for the organization. A major challenge for the future will be to ensure the continued growth of funds to support the organization's work and working at a pace that WaterAid's partners and staff teams have the capacity to sustain. WaterAid has learnt from its own experience and from case studies from other organizations that it is crucial to get structures and frameworks right if growth and expansion are to develop smoothly. WaterAid's senior management and Board are aware of these challenges and have been working to ensure a sustained and uniform growth.

Section 1: Report against purpose

Purpose: *To influence how water supply, sanitation and hygiene promotion services are delivered by major actors both in the countries in which WaterAid works and globally, concentrating particularly on issues of service sustainability and accountability as demonstrated by:*

1.1 Influencing policies and practices adopted by national governments

Examples include:

Getting to Boiling Point - The Public Policy and Education Department (PPED) assisted the development of policy capacity in country programmes and partners. For example, *Getting to Boiling Point*, which in 2005 focused on national assessments of public financing needs, is now being developed as a tool for district-wide financial needs assessment with local governments.

Charity Commission Seminar on Audit Best Practice and Fraud Prevention.

WaterAid took part in a seminar organized by the Charity Commission entitled “*Charities Working Internationally: Audit Best Practice & Fraud Prevention*”. Water Aid’s Internal Auditor presented case studies on how WaterAid has worked to ensure that its work in 17 countries is correctly audited and that fraud is prevented by its local partner organizations. WaterAid drew on its experience – several years ago - in India where a number of local partner NGOs had been unable to fully account for the use of funds they had received.

EU Water Initiative. Together with the Tearfund, WaterAid produced a briefing paper on the EU Water Initiative, which was presented to EU Development Ministers attending the last European Council meeting under the UK Presidency. The report, “*An empty glass - the EU Water Initiative's contribution to the water and sanitation Millennium targets*”, identifies major problems with the Initiative: These include a) lack of commitment by EU Member States to make it work, b) lack of consultation - the Initiative was designed by European officials, with no meaningful input from those responsible for delivering water and sanitation in developing countries, c) the Initiative is focusing on the wrong countries and regions - although the main point of the EUWI was to assist countries which are off-track on meeting the targets for water and sanitation, much of the Initiative's focus has been on regions and countries which are actually on-track, and d) a bias towards private finance despite the proven disinterest of international investors in financing water and sanitation projects in developing countries.

Following the report, WaterAid asked its supporters and the general public to write to their MEPs and Commissioner Louis Michel to express their concern about the Initiative. WaterAid has called for a substantial overhaul of the EUWI to improve its transparency and accountability and to address the concerns raised in their report

US Water for the Poor Act: WaterAid worked with the US NGO “Water Advocates” to provide input into the US Water for the Poor Act. Stephen Turner, Director of Public Policy and Education at WaterAid is also a Director of Water Advocates.

Previous to the act, USAID put about US\$ 500 million into water projects in 2004: assistance that went largely to Afghanistan, Iraq, Jordan, Egypt and the West Bank and Gaza, while only about US\$ 7 million went to Sub-Saharan Africa. Under the new Act, the US government funding to Sub-Saharan Africa, Asia, and Latin America is expected to double, with US\$ 50 million going to Africa. About US\$ 250 million is likely to go to new water programmes.

Fourth World Water Forum – Mexico Delegates from WaterAid's country programmes and policy department attended the meeting. The delegation included experienced partners from Nepal and Ghana who had been helping WaterAid deliver water services on the ground for many years.

WaterAid Chief Executive Barbara Frost joined Green Cross international President Michael Gorbachev and others as part of a high level panel discussing issues around empowerment and democracy. WaterAid also acted as co-convenor of UNDP's main session at the meeting.

The Freshwater Action Network (FAN), an independent network hosted at WaterAid's offices, had been contracted by the Mexican Government to facilitate the participation of southern civil society at the Forum. FAN worked with its sister networks in Africa and Central America to create space for southern NGOs to showcase their work from around the world.

Water Forum, Royal Geographical Society, London Prior to the Secretary of State for International Development's speech at the Water Forum, WaterAid sent Hilary Benn comments on progress in water, sanitation and hygiene services. Some of this information was used in his speech at the meeting, and Hilary Benn thanked WaterAid for its input.

Bangladesh: The Government of Bangladesh has taken initiatives to achieve 100% sanitation by 2010. However, it was observed that there was no uniform strategy amongst different implementing agencies. Realizing the importance of developing a national strategy for sanitation, WaterAid Bangladesh (WAB) made alliances with other key stakeholders and lobbied the Government including the Minister for Local Government, Rural Development and Cooperatives (MLGRD&Cos). As a result of successful lobbying, the Government agreed to develop the national sanitation strategy. WaterAid provided financial and technical support in the formulation and launching of the National Sanitation Strategy (NSS).

WAB also influenced in the development of National Hygiene Promotion Guidelines through presenting the practice, sharing experience and views of WAB on the issue with the government.

Along with the Unit for Policy Implementation (UPI) and International Training Network (ITN) of Bangladesh University of Engineering and Technology (BUET), WAB helped to prepare and submit through the Local Consultative Group's Chair the revised Draft of the Poverty Reduction Strategy Paper (PRSP) to the government's Planning Commission in which Water and Sanitation had been proposed as a separate component. Subsequently, the Water and Sanitation component has been accepted and incorporated in the final PRSP.

In alliance with UNICEF, WAB's Advocacy Team prepared a lobby paper entitled 'Discussion Draft on Challenges of Government Initiatives in achieving 100% Sanitation for All by 2010' and shared it in key forums e.g. National Task force on Sanitation, Local Consultative Sub-Group on WSS. WAB contributed in the draft formulation of the Bangladesh Country Paper on Sanitation to be presented in SACOSAN II in Pakistan. WAB also participated with UNICEF for jointly preparing a Paper on 'School Sanitation and Hygiene Experiences in Bangladesh' for a Thematic Presentation in the ensuing SACOSAN.

Ghana: WaterAid Ghana entered into new partnerships on Watsan Mapping with the Community Water and Sanitation Agency (CWSA) with potential to cover 71 districts in Ghana, on local MDG work with Plan Ghana, and provided financial and technical support for the partner CONIWAS to create a national platform to discuss sector policies.

India: WaterAid India worked with NGO partners to lobby and ensure that the central government initiated Total Sanitation Campaign is implemented effectively.

Madagascar: WaterAid holds the position of executive secretariat of the national water and sanitation initiative. Diorano-WASH is very strategic in terms of identifying advocacy targets and mobilizing allies. Advocacy, particularly on the national level was highlighted as a particular strength of WaterAid Madagascar in the opinion of government, NGO and donors in the sector.

Malawi: WaterAid influenced the revamping of WES Aid Coordination meetings after months of dormancy. These act as technical working group meetings on water and sanitation between donors and government departments and ministries. WaterAid was appointed secretary to this forum until March 2006, where it was privileged to access sector information and contributed to shaping the sector.

WaterAid also led the resurrection of WES Net, a forum for organizations that are non-governmental to enhance sector coordination and collaboration among NGO sector players. WaterAid is the current chair.

Nigeria: WaterAid Nigeria was invited to take part in most key sector interactions including the drafting of the Water and Sanitation Policy. WaterAid was also consulted when the sector ministry wanted to conduct a mapping exercise in the LGAs. The African Development Bank also consulted WaterAid and learned from its methodologies when it wanted to commence a new rural water programme.

WaterAid Nigeria also created a forum called “WATSAN Kitchen” which holds quarterly sector coordination meetings. This forum is now hosted by the Ministry for the sector. WANG also facilitated and supported the creation of the Network for Water and Sanitation to engage with sector actors on key sector issues. NEWSAN now enjoys support from the World Bank.

Pakistan: The second South Asia Conference on Sanitation (SACOSAN 2) was due to be held in Islamabad in October 2005 but, following the Pakistan earthquake, will now be held in September, 2006. The Draft National Water Policy and the Sanitation Policy have both been prepared and finalized. WaterAid Pakistan submitted comments on the draft sanitation policy, and has been actively engaging with the organizers, the Ministry of Environment, in order to ensure a conference which is well organized and results in substantive outcomes. WaterAid Pakistan met with the Minister of Environment and presented a set of recommendations to make the conference a success as well as to pledge WaterAid support to initiatives in the water and sanitation sector.

Uganda In 1998 the Government of Uganda reviewed structures and staffing in central government and realized that there was a need to harmonize Government policies and programmes in order contribute effectively to poverty alleviation. The Policy Analysis Unit was set up and WaterAid partners with it to oversee sectoral and inter sectoral policy review, analysis and monitoring.

1.2 Influencing policies and practices adopted by civil society and the private sector

Examples include:

Ethiopia: Ethiopia adopted the Bangladesh methodology of community led total sanitation with communities using red, green and white flags as hygiene promotion tools to encourage community ownership.

India: UN-Habitat and WaterAid India agreed to develop approaches for slum improvement with a focus on water, sanitation and hygiene education with local NGO partners. This promises to influence the larger investments in the cities and improve access to services by the marginalized.

Mali: One of WaterAid's first partners AWASBIF established a sanitation shop as an exhibition and selling place for sanitation items to promote public hygiene and good health.

Nepal: Reaching the most marginalized through a pilot project to provide accessible sanitation and hygiene education for disabled people that has led to the establishment of a disability friendly sanitation fund in collaboration with local government and NGOs.

Section 2: Report against outcomes

Outcome 1: *Increase prioritization of the water and sanitation sector in spending by government in 15 countries where WaterAid is operational, and ensuring the inclusion of the poor in the 2015 MDG targets*

WaterAid's 2006 update of "Getting to Boiling Point" showed that in 2005-2006 national water sectors across Sub-Saharan Africa and South Asia took only the smallest steps to improve their performance. Of seven key measures to improve sector performance only one – the development of national delivery and investments plans – has seen significant progress. There are still twice as many countries without national plans as with plans; adopting such plans by 2006 was a key commitment at last year's Millennium Review Summit. See appendix 1 Getting to Boiling Point – 2006 Update.

Nepal: WaterAid Nepal (WAN) has been successful in producing the following outcomes:

- The National Planning Commission recognized WAN's contribution and the organization has been included as one of the members of Task force on MDG Localization
- The second progress report on the MDGs published jointly by UNDP and NPC recognized WAN's contribution and the researchers consulted significantly with WAN while preparing the report.
- WAN has been instrumental in lobbying Central Bureau of Statistics/National Planning Commission and Department of Drinking Water and Sewerage (DWSS) to prepare updated and reliable information of water and sanitation coverage.

Bangladesh: WaterAid engaged with the Government of Bangladesh and other stakeholders in the National Sanitation Strategy and the Pro-poor Strategy for Water and Sanitation which promote the importance of access for all and of appropriate technology.

Malawi: WaterAid Malawi has also been central to developing a national sanitation policy. WAM participated in the Government led process as the only NGO member of the National Steering Committee. WAM's project sites in Salima and Embangweni hosted a team of researchers whose findings fed into the National Sanitation Policy (NSP).

WaterAid Malawi has also commissioned and funded a study to determine the levels of investment from the national budgets and other sources of funding and establish allocations as approved by parliament and actual funding trends for the fiscal years July 2000 to end June 2005. This study is underway and will be completed in June 2006.

Mozambique: WaterAid worked with the National Water Regulator (CRA) and the National Directorate of Water (DNA) in developing a national Management Information System for water points using the WA developed Water Point Mapping System for equity of distribution to rural communities.

Outcome 2: *Dfid supported to play an effective and active role in the water and sanitation sectors in the 15 target countries, including the implementation of DFIDs Water Action Plan*

DFID Water Action Plan During the year WaterAid made inputs into the DFID Water Action Plan by offering comments from its Country Programmes on DfID's own country offices quarterly progress reports. WaterAid also sent senior DFID London staff submissions commenting on the DFID Water Action Plan Update, giving WaterAid's analyses on the key blockages within the water sectors that WaterAid works in, along with suggestions as to how DFID can address them. See appendix for "WaterAid's DFID Water Action Plan Update response".

Zambia: WaterAid Zambia was heavily involved in the preparation of the 5th National Development Plan. This is perhaps, the most important way in which WaterAid Zambia was able to contribute to and influence the nature and form of the sectors' development agenda.

WaterAid Zambia played a significant role as it was one of the few organizations that constituted the working group to draft the water and sanitation chapter for the NDP under the auspices of the Sector Advisory Group (SAG). Through this process, WaterAid Zambia was one of the few NGOs invited to attend a monitoring and evaluation workshop to look at developing an M&E system for monitoring of NDP implementation.

To mark the International Decade on Water, the work of WaterAid's partners who are engaged in citizen's action and accountability was highlighted. This has led to the publication of "Bridging the Gap – Citizens' Action for Accountability" launched at the 4th World Water Forum. WaterAid assisted partners to better understand and document their water and sanitation supplies and to help all parties to engage in ongoing constructive dialogue so that service providers and governments can be held to account for service delivery and access for all. This work will continue in the coming years, as citizens' action and accountability are essential ingredients to effective provision of water and sanitation.

Outcome 3: *Water and Sanitation issues promoted within other sectors including health, education and livelihoods*

Zambia: WaterAid Zambia has also been part of a civil society initiative to contribute to the NDP process, and was selected to chair the Water, Sanitation and Low Cost Housing Thematic Group and participated in the production of a position paper on water and sanitation issues that need to be addressed in the NDP. The position paper was submitted to Ministry of Finance.

Bangladesh: WaterAid Bangladesh held a training session on the Asian Development Bank's policies for Civil Society Organizations in Rajendrapur, near Dhaka on 29-30 January, 2006 with a total of 26 participants from WAB urban partners, several NGOs and Government Ministries and Agencies related to the Local Government Division of the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C) and the Dhaka Water and Sewerage Authority (DWASA).

Nigeria: The partnership with Radio Nigeria to collaborate on including water and sanitation information in programmes covering health issues, “Know Your Rights”, and special days (e.g. World Water Day, World Health Day etc).

Burkina Faso: WaterAid continued to support the national advocacy networks and to engage sector operators. These networks include CCEPA and the Journalists Network (RICHE). These networks have earned a lot of respect in the sector and are in all deliberations. Both are also represented on the Consultation framework of Water and Sanitation Organizations established by the government.

WaterAid Burkina Faso has worked with a radio programme which focuses on practices and behaviour on water, hygiene & sanitation which will contribute to change communities' behaviour. To this effect, URTNA (Union of National Radio and TV in Africa), has trained six radio animators from WaterAid intervention areas on micro programme techniques. To date, 9 micro programmes have been produced and are to be broadcast.

Promotion within the Private Sector

Payroll Giving

Payroll Giving is a considerable source of income and opportunity for awareness raising for WaterAid, involving a wide range of UK-based employees across all industry sectors, mainly recruited through presentations about WaterAid's work at companies throughout the country. With access to such a huge and varied number of people in their workplace, this is a unique opportunity, not only to promote the most tax-efficient way of giving but also to raise awareness about the water and sanitation situation in some of the poorest countries in the world. Each regular giver is sent a “Welcome pack” (see attached) upon sign-up, with information about WaterAid's projects integrated approach combining water, sanitation and hygiene education, with details of other ways donors may like to get involved such as campaigning work. Income from Payroll Giving in 2005/06 reached £260k, with 2,200 participants, 700 of whom were new sign ups in 2005/2006.

Arup

WaterAid and Arup have formed a global partnership which draws on five themes: ‘collaborate, participate, innovate, educate and donate’. Arup staff are involved in activities such as fundraising, community awareness campaigns or actual project work, through pro bono provision of skills and expertise.

To date the partnership activities have included hands on project support for WaterAid country programmes, support for WaterAid's new website and intranet and a major global fundraising drive. On World Water Day, 22 March 2006, staff in 50 Arup offices launched their fundraising drive, raising awareness of WaterAid's work and vital funds to support work in Dhanusha, rural Nepal.

Pfizer Pfizer's Global Health Fellows Program makes up to 40 Pfizer employees available each year to support leading NGOs in developing countries to build their capacity as an organization. WaterAid's first Global Health Fellow was a Senior Marketing Manager from Pfizer's headquarters in New York City, assigned to develop a sanitation education strategy aimed at people in and around the city of Dar es Salaam. WaterAid has also benefited from two Fellows who have completed assignments in Nigeria and Uganda.

Promotion within education

Cranfield (the Institute of Water and Environment) WaterAid is one of eight organisations involved in a multi-stakeholder partnership involving private sector organisations, NGOs and academic institutions called Water and Sanitation for the Urban Poor (WSUP). WSUP works with local agencies to develop, design, seek funding for and implement medium to large scale water, sanitation and hygiene projects for urban poor people. WaterAid brings international experience of water and sanitation projects to the partnership and has the capacity to assist identification of project opportunities, engage local agencies and communities, and provide in-country support. Cranfield University works with WSUP partners to provide a research and evaluation function of activities, assist capacity building initiatives and establish effective means of capturing project knowledge and creating a 'knowledge base'.

WEDC The West Africa region of WaterAid has engaged with the Water Engineering Development Centre (WEDC) of Loughborough University to support the mainstreaming of sensitivity to disability issues across all Country Programmes and all projects within the region. Through this cross cutting regional initiative, WEDC provides support to ongoing work through education, training, research and consultancy to enable the consideration of needs, and the implementation of services, that benefit disabled people in low income communities.

ODI WaterAid's Public Policy and Education Department has worked with the Overseas Development Institute (ODI) in the publication of Water Policy Reports – specifically the "Implementation of Water Supply and Sanitation Programmes under Poverty Reduction Strategy Papers" (PRSPs). Furthermore, WaterAid has been engaged in work with ODI in a number of Water Point Mapping studies across Africa and Asia to establish the extent and reach of water supplies in individual countries.

LSHTM WaterAid, together with The London School of Hygiene and Tropical Medicine (LSHTM) have submitted a proposal to the World Bank's Community Infrastructure Upgrading Project (CIUP) for work in excluded urban communities across Dar es Salaam, Tanzania. If successful, the project will involve collaborative development and assessment of innovative approaches to sanitation.

ODI and WaterAid Ethiopia WaterAid was part of the winning consortium bidding for five years' research to be funded by DfID. The key concept underlying a very extensive piece of research is to better understand how money turns into water and turns back into money in terms of people's livelihoods and to look at ways in which the effectiveness and equity of these processes can be increased. The research will take place in 2 districts within Benishangul Gumuz, Oromia and the Southern Regions. The consortium will be lead by the Overseas Development Institute and also includes the IRC (Research institute based in the Netherlands) and IDR, the Institute of Development Research based in Addis.

- WaterAid worked to strengthen participation of non-governmental organizations in the decision-making processes of key international financial institutions: as a lead-partner with the World Bank in their new Civil Society Dialogue process; as part of the Asia Development Bank's water policy review; and in emerging structures within the Africa Development Bank.
- WaterAid also supported the work of the **Freshwater Action Network** in their role of strengthening southern civil society organizations to engage in policy dialogue, particularly with the European Union's Water Initiative.

- WaterAid played an active role in **Make Poverty History** which campaigned throughout 2005 for more and better aid, trade justice and debt cancellation. Several of our country programmes took part in the **Global Campaign Against Poverty**. Significant gains were made in terms of aid and debt but not in trade justice

Outcome 4: *local government and municipal capacity increased, improving the accountability of service providers through greater transparency and participation*

The Local Millennium Development Goal Initiative (LMDGI) aimed at localizing MDG targets, has become the core approach for strengthening local governments to be able to deliver and coordinate sustainable pro-poor water and sanitation on a large scale. This work cuts across all country programmes in West Africa and other non WaterAid countries in the region – including Senegal and Mauritania.

Burkina Faso: WaterAid organized an information and training workshop for about thirty traditional chiefs from the various regions of the country. The workshop aimed to build these chiefs' advocacy capacities and action plans to be implemented by the grassroots communities were drawn up after the workshop

Outcome 5: *Increased awareness and understanding among the UK public of development issues, in particular the relationship between water, sanitation and development*

WaterAid continued to develop its education programmes in the UK.

Water Splash: During the year WaterAid produced “Water Splash” an educational resource pack that teaches young children under five all about water - its uses and dangers, water conservation, the water cycle, as well as looking at water in other countries. Water Splash was developed by WaterAid working with the Education Forum of the Water Companies of the UK, with support from the National Day Nurseries Association. It supports the delivery of the Stepping Stones, and works towards the curriculum guidance for the Foundation Stage.

Water Splash joins other WaterAid publications and resource packs such as “WaterLiterate” and “WaterNumerate” aimed at educating children at school.

LearnZone: During the year WaterAid's Online “LearnZone” (www.wateraid.org/learnzone) has been developed and contains a wealth of teaching and learning resources for use in the classroom, home or elsewhere. It's possible to download educational videos, teaching packs and other material for people of all ages from the website. The WaterAid website was rebuilt with great success during the year, and the “LearnZone” attracted 480,000 hits, illustrating the success of WaterAid's teaching and educational material.

Local Groups: WaterAid has a strong tradition of working with local groups to increase the understanding amongst the general public in the UK of the water and sanitation problems facing the world's poor. In 2005/06 WaterAid had 8516 actions with schools and universities in the UK. These actions ranged from staff and volunteers going to give talks, to schools and universities asking for information by post or phone, and in many cases these establishments raising money for the organization. Similarly, there were 6307 actions with churches, 1345 with Rotary Clubs, 670 with the Inner Wheel, 654 with the Lions and 246 with nurseries.

Glastonbury Music Festival: WaterAid is one of three good causes supported at the Festival. 120 WaterAid volunteers provide environmental and awareness raising information to the 150,000

people attending. Water and sanitation are relevant issues, as the event requires over one million gallons of water and hygiene and sanitation become major concerns when turning a 900 acre dairy farm into a gigantic, bustling tented city. 2005 was particularly pertinent for water related causes as unseasonal rains created Monsoon conditions.

Media Campaigns and work WaterAid's work was increasingly picked up in the media, and in the 1st quarter of 2006 the organization received the highest media coverage in its competitor set.

- Keira Knightley was featured in the Sun doing an underwater photo shoot for WaterAid, with follow-up coverage in December in Vogue, Hello and other magazines.
- State of the World's Toilets report was picked up by Guardian and Sydney Herald for World Toilet Day 05.
- World Water Day letter 2006 was picked up by 20 local papers
- Strong local/regional media coverage for Coast Along and Munroe Challenge events
- Wright and Teague jewellery promotion for WaterAid was covered by Marie Claire magazine plus various others and there was similar coverage for the H&M WaterAid bikini.

Section 3: Main challenges and lessons learnt

Updated risks and assumption analysis

As stated in previous reports, there are no significant changes to risks and assumptions outlined in the original PPA. Over the year, WaterAid has continued to enhance its reputation amongst development professionals and the general public. Collaboration with the water industry continues and the organization has expanded its number of volunteers and supporters.

Major future challenges for WaterAid:

Sustainability

Ensuring the growth of funds to support the organization's work and working at a pace that WaterAid's partners and staff teams have the capacity to sustain will be a challenge. WaterAid needs to continue building the capacity of its partners and to encourage them to take the lead. Rather than WaterAid setting the agenda it is important that the organization lets its partners do this. This is a critical challenge and a key indicator of success.

Maintaining focus

The organization must maintain focus and develop its work with partners where it has established competence to deliver and can build its capacity to scale up. This may mean a focus on certain types of projects (e.g. School water and sanitation projects, urban work, total sanitation programmes, etc) where the organization can match need with the ability of partners to deliver. This is true for both service delivery and the policy and advocacy work which has grown so much over the past three years.

Managing diversity

To ensure that WaterAid is being responsive to local conditions, it needs to be regularly analyzing the country and regional contexts where it works in terms of governance, financing, need and demand, and local capacity. Country Programmes will be most successful and maximize WaterAid's impact by working with the most suitable partners who are promoting access to safe water, sanitation and hygiene promotion for economically poor and excluded people.

Partnership and Accountability

Lasting change is often determined by the ability of local communities and organizations to demand accountability and transparency from those who decide policy and implement

programmes. This will mean a broader understanding by the organization of the meaning and practice of partnerships.

Appendix 1: Hyperlinks

http://www.wateraid.org/uk/learn_zone/educational_resources/735.asp

http://www.wateraid.org/uk/learn_zone/educational_resources/730.asp

http://www.wateraid.org/international/learn_zone/1814.asp

[http://www.wateraid.org/uk/what we do/policy and research/documents and publications/default.asp](http://www.wateraid.org/uk/what_we_do/policy_and_research/documents_and_publications/default.asp)

[http://www.wateraid.org/international/what we do/policy and research/default.asp](http://www.wateraid.org/international/what_we_do/policy_and_research/default.asp)

[http://www.wateraid.org/international/what we do/policy and research/citizens action/default.asp](http://www.wateraid.org/international/what_we_do/policy_and_research/citizens_action/default.asp)

[http://www.wateraid.org/international/what we do/policy and research/advocacy/default.asp](http://www.wateraid.org/international/what_we_do/policy_and_research/advocacy/default.asp)

[http://www.wateraid.org/international/what we do/policy and research/private sector participation/default.asp](http://www.wateraid.org/international/what_we_do/policy_and_research/private_sector_participation/default.asp)

[http://www.wateraid.org/international/what we do/policy and research/financing the sector/default.asp](http://www.wateraid.org/international/what_we_do/policy_and_research/financing_the_sector/default.asp)

[http://www.wateraid.org/international/what we do/policy and research/poverty reduction strategy papers/default.asp](http://www.wateraid.org/international/what_we_do/policy_and_research/poverty_reduction_strategy_papers/default.asp)

Annexes

Public Policy & Education Update, Vol. I. March-May 2005

Public Policy & Education Update, Vol. II, June – August 2005

Public Policy & Education Update, Vol. III, Oct-Dec 2005

Public Policy & Education Update, Vol. IV, Jan-March 2006

Getting to Boiling Point – 2006 Update

WaterAid's submissions (Africa & Asia) to DFID on the DFID Water Action Plan Update

WaterAid Welcome Pack

Water Splash

Bridging the Gap – Citizen's Action for Accountability in Water & Sanitation