

# WSP-Africa FY07:

**Regional Support Program to Help  
Africa Reach the WSS MDGs**

**Presentation to the WSP-Africa RAC,**

**May 2006**

**Piers Cross,  
Principal Regional Team Leader  
WSP-Africa**

# Outline

- 1. WSP Mission, Strategy, Impacts and Africa WSS MDG Support Program**
- 2. Highlights of Achievements in FY06**
- 3. Trends and What's New in FY07**
- 4. Governance, Management, Staffing, Finance**
- 5. Feedback Requested From RAC**

# WSP MISSION

The Water and Sanitation Program (WSP) helps poor people gain sustained access to improved water and sanitation services.

WSP is a global, field-based, international partnership that works with country clients to help WSS agencies develop large-scale sustainable WSS programmes.

Comparative advantage:

- Established, “honest-broker” support on WSS/poor
- Country-based, practical yet with comparative analytic capability
- Flexible, rapid response facility to provide country regional guidance
- Many established partners, location in WBG, well placed to coordinate

Can be a **Tugger**  
(supporting  
reforms, preparing  
for investment)



...or a  
**Speedster**  
(responding to  
demand).



# Evolution of WSP–Africa

■ 1970s

**TAG: Low-cost Technology**

- Afridev
- VIP & Sanplat
- Comm. Manag.
- ITN Africa

■ 1980s

**PPU: Project Preparation**

- Strategic San.
- DRA in RWS
- SSIPs
- PHAST
- Inst. Reforms
- WUP toolkit

■ 1990s

**RWSGs E & W:**

■ 2000s

**WSP: “One Africa”  
WSS MDG Support**

- AfricaSan
- Small Town Mgmt
- RWSN
- Blue Gold Series
- San Marketing
- MDG roadmaps
- WSS in PRSPs
- Finance strategies

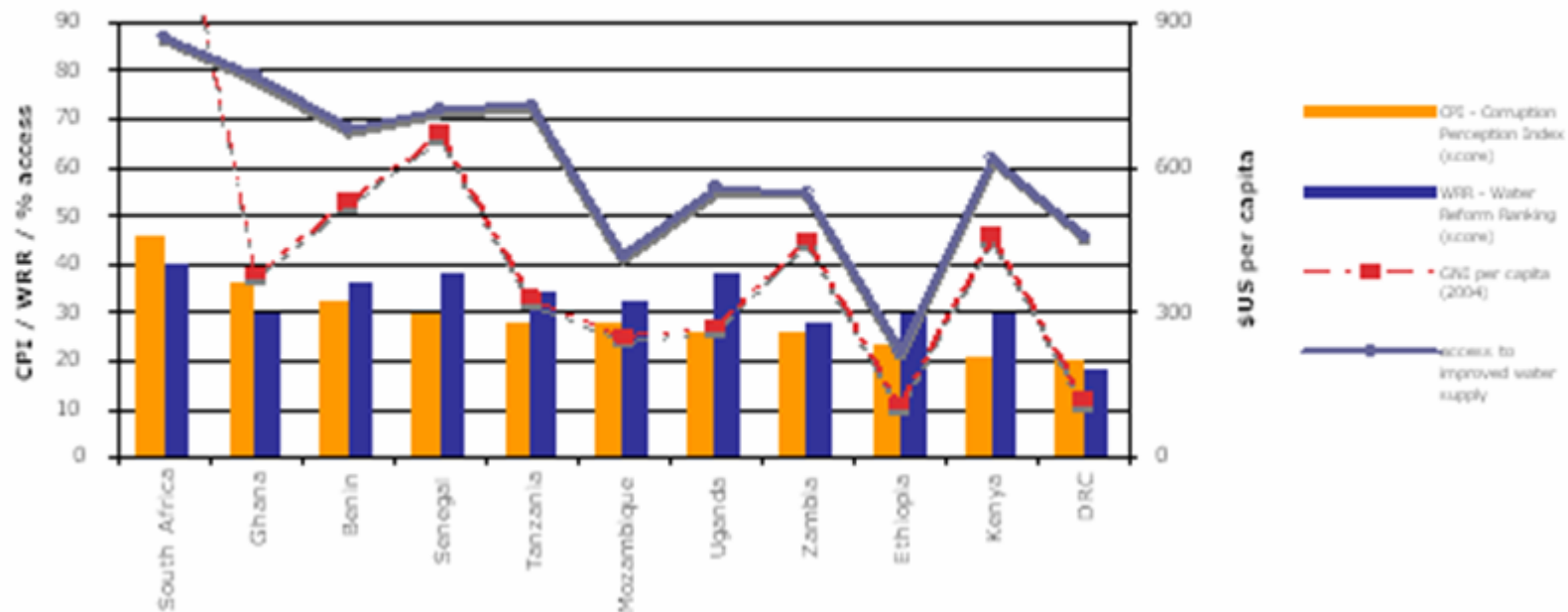
# 3 Critical Sector Entry Points to the Strategy for WSS MDG Achievement in Africa

## 1. INSTITUTIONAL REFORM ONGOING IN 39 COUNTRIES

- Slowly increasing political pluralism & governance, unbundling centralized management, domestic private sector engagement, decentralization, growing intra-continental collaboration
- **Opportunity to scale up in reforming countries**

Figure 1

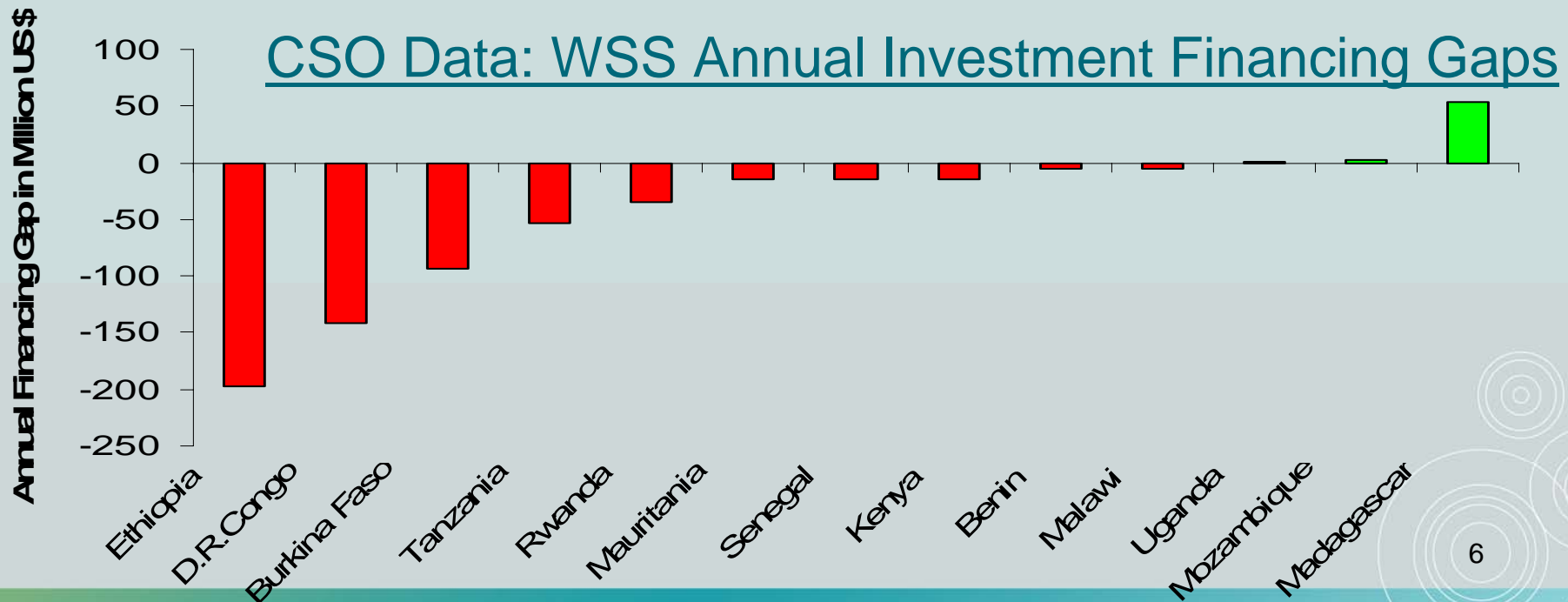
Corruption, Water Reform, GNI per capita and Access to Water



# 3 Critical Sector Entry Points to the Strategy for WSS MDG Achievement in Africa

## 2. FINANCIAL WEAKNESS IS CRITICAL

- Financing mechanisms unsustainable, high dependence on external concessional finance (>80%)
- New architecture for development aid: greater focus on poverty; fix institutions before investment; debt relief, budgetary support (rather than project finance); new public and private financial resources.
- **Financing strategy for MDGs provides entry for new approach**

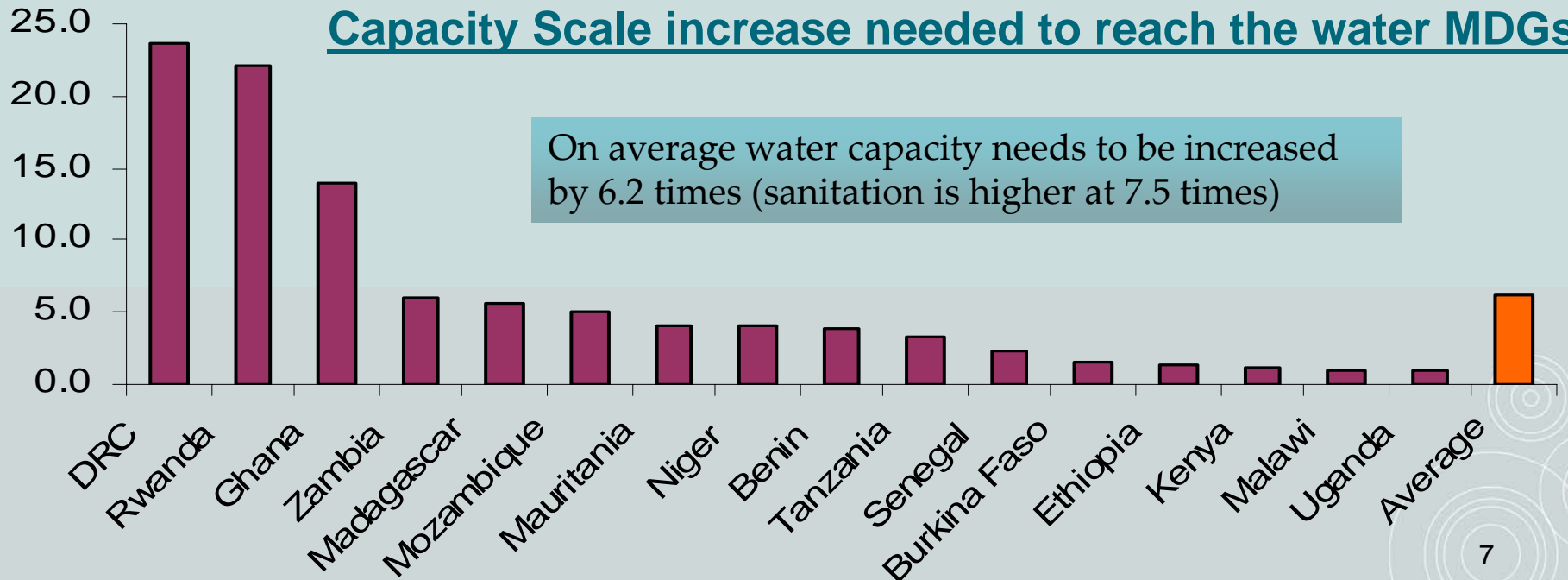


# 3 Critical Sector Entry Points to the Strategy for WSS MDG Achievement in Africa

## 3. CAPACITY IS CRITICAL TO DELIVERY ON THE GROUND

- Weak public sector, though gov still expected to deliver
- SWAPs, decentralization, engaging domestic PS and market power, household-centred approaches are new opportunities for capacity development
- **Opportunity to encourage SWAPs, improve leverage of domestic private sector and household resources**

### Capacity Scale increase needed to reach the water MDGs



# Africa Strategy: Where to Focus?

- A. Countries that will reach the WSS MDGs (e.g. RSA, Mauritius, Namibia, Botswana, Tunisia) – say, 10 countries**
- B. Countries which can, with help, reach the WSS MDGs (e.g. Uganda, Senegal, Benin, Burkina, Kenya, Tanzania) – 10**
- C. Countries struggling with key reform/capacity issues but could improve sector performance with considerable help (e.g. Ethiopia, Zambia, Malawi, Mali, Niger) – 19**
- D. Fragile environments (e.g. internal strife) and unable to make significant formal state-lead development initiatives (e.g. DRC, Sudan, Somalia, Zimbabwe) – 14**

**A - Source of lessons**

**B & C  
Best for large scale impact**

**D Needs new strategies**

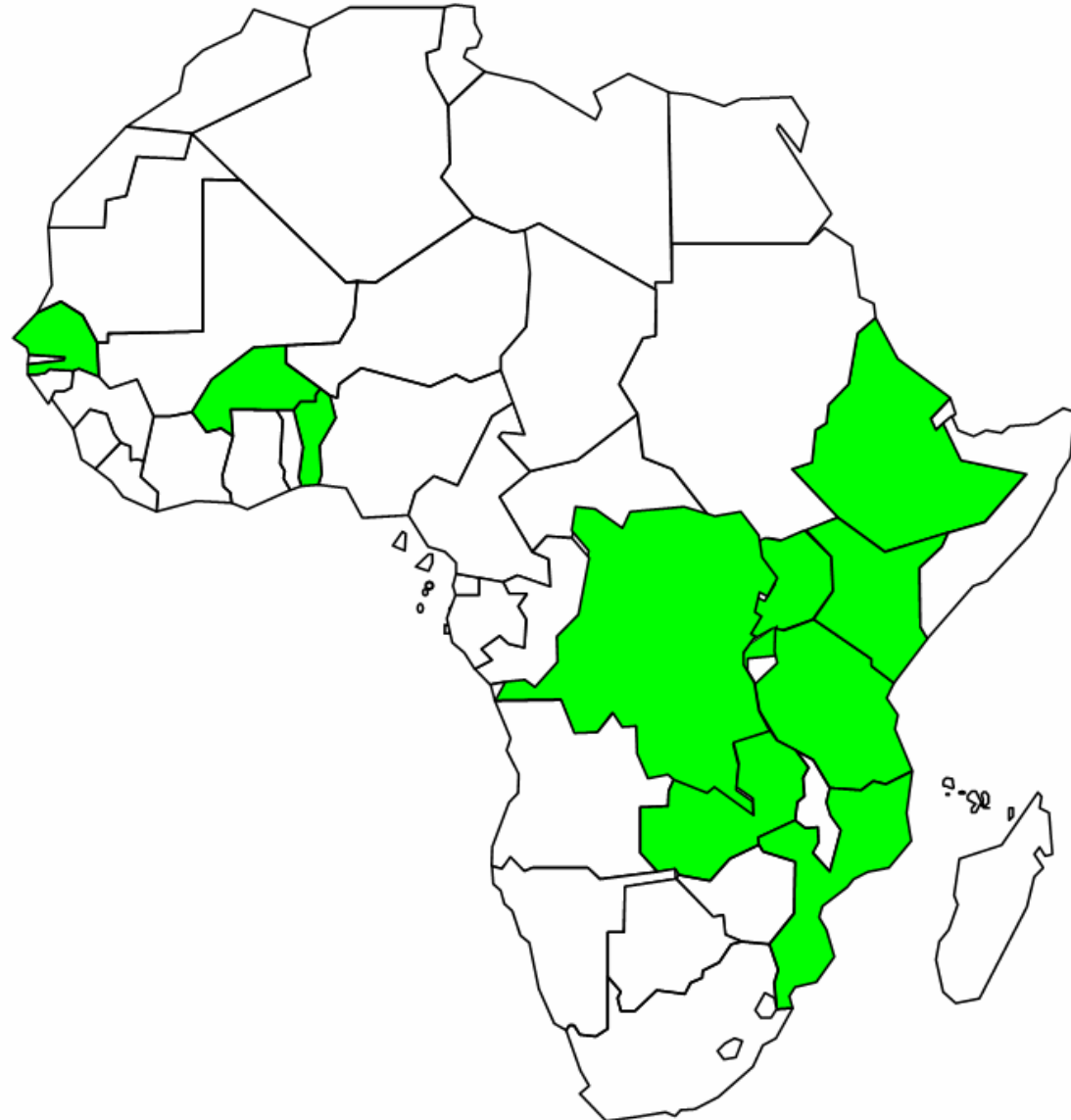


# WSP Africa Focus Country Selection

**FY 06** Benin  
Burkina Faso  
DRC  
Ethiopia  
Kenya  
Mozambique  
Rwanda  
Senegal  
Tanzania  
Uganda  
Zambia

WSP focus countries  
selection criteria:

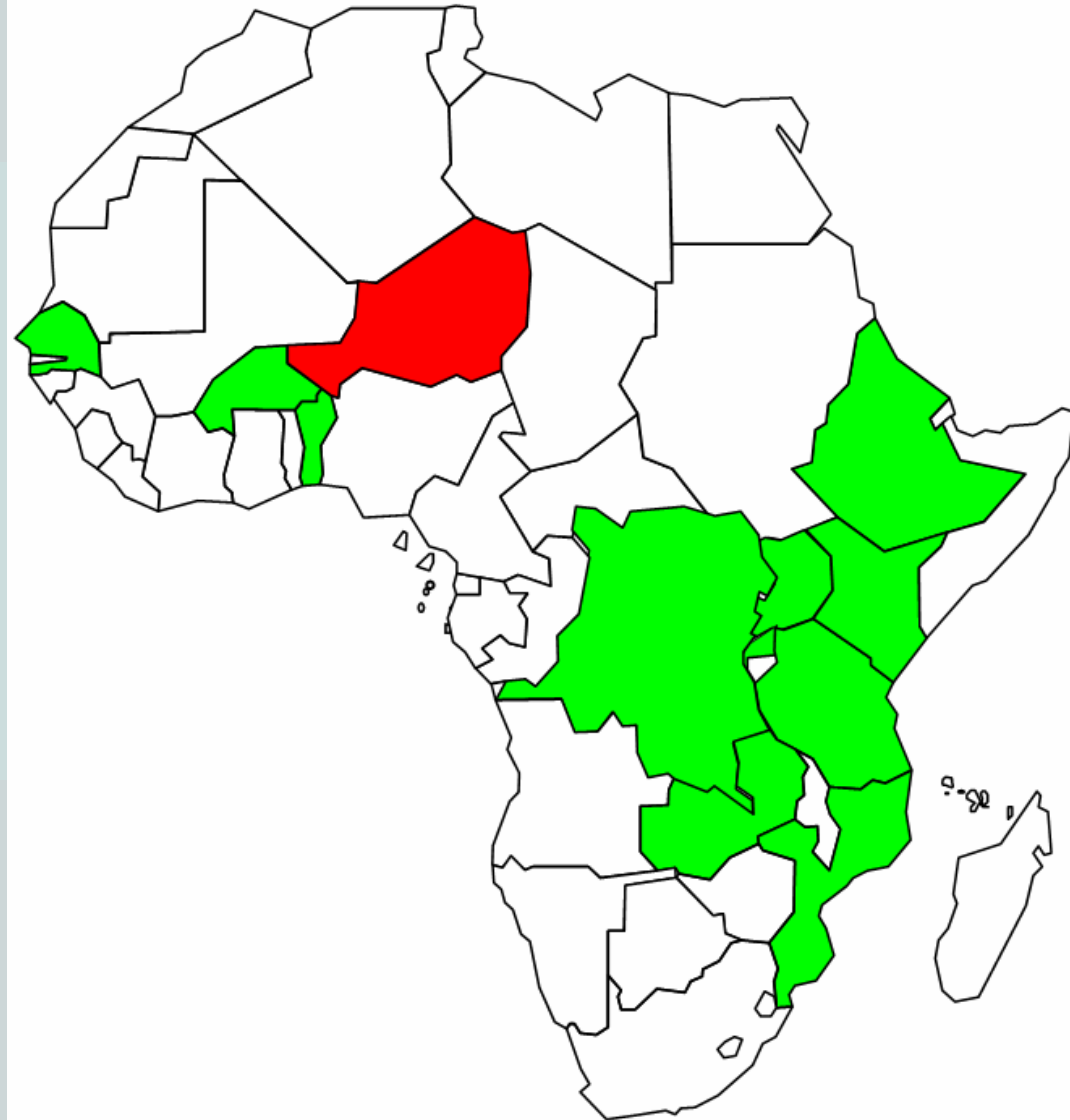
- Impact
- Viability



# WSP Africa Focus Country Selection

**FY 06** Benin  
Burkina Faso  
DRC  
Ethiopia  
Kenya  
Mozambique  
Rwanda  
Senegal  
Tanzania  
Uganda  
Zambia

**FY 07** +  
Niger



# WSP-AF WSS MDG Roadmap Support Program

## Five Components:

- 1. Support development, implementation, monitoring and co-ordination of country-owned WSS MDG roadmaps in focus countries**

# Rural Water Supply MDG Roadmap Progress

Stage of WSS MDG Road Maps	Benin	Burkina Faso	DRC	Ethiopia	Ghana	Kenya	Madagascar	Malawi	Mauritania	Mozambique	Niger	Rwanda	Senegal	Tanzania	Uganda	Zambia
Institutional Leader Identified	Green	Green	Green	Green	Green	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Green	Yellow
Stakeholder consultation	Green	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Yellow	Green	Green	Green	Yellow
MDG action plan	Green	Green	Yellow	Yellow	Yellow	Red	Yellow	Red	Yellow	Yellow	Yellow	Green	Yellow	Green	Green	Yellow
Resources mobilized	Green	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Implementation on track	Green	Green	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Yellow	Yellow

# Rural Sanitation MDG Roadmap Progress

Stage of WSS MDG Road Maps	Benin	Burkina Faso	DRC	Ethiopia	Ghana	Kenya	Madagascar	Malawi	Mauritania	Mozambique	Niger	Rwanda	Senegal	Tanzania	Uganda	Zambia
Institutional Leader Identified	Green	Green	Yellow	Green	Yellow	Yellow	Green	Red	Yellow	Green	Red	Green	Yellow	Yellow	Green	Yellow
Stakeholder consultation	Green	Green	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
MDG action plan	Yellow	Yellow	Yellow	Yellow	Red	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Resources mobilized	Yellow	Yellow	Red	Yellow	Yellow	Red	Yellow	Yellow	Red	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Implementation on track	Red	Red	Red	Yellow	Yellow	Red	Yellow	Yellow	Red	Yellow	Yellow	Red	Yellow	Green	Yellow	Red

# Urban Water Supply MDG Roadmap Progress

Stage of WSS MDG Road Maps	Benin	Burkina Faso	DRC	Ethiopia	Ghana	Kenya	Madagascar	Malawi	Mauritania	Mozambique	Niger	Rwanda	Senegal	Tanzania	Uganda	Zambia
Institutional Leader Identified	Green	Green	Green	Green	Green	Yellow	Green	Green	Red	Green	Red	Green	Green	Green	Green	Yellow
Stakeholder consultation	Red	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Yellow	Green	Yellow	Green	Yellow
MDG action plan	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Yellow	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Yellow
Resources mobilized	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Yellow
Implementation on track	Red	Red	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Yellow	Red	Yellow	Green	Yellow	Yellow

# Urban Sanitation MDG Roadmap Progress

Stage of WSS MDG Road Maps	Benin	Burkina Faso	DRC	Ethiopia	Ghana	Kenya	Madagascar	Malawi	Mauritania	Mozambique	Niger	Rwanda	Senegal	Tanzania	Uganda	Zambia
Institutional Leader Identified	Yellow	Yellow	Yellow	Green	Green	Yellow	Yellow	Yellow	Yellow	Green	Red	Green	Green	Green	Green	Yellow
Stakeholder consultation	Red	Red	Red	Yellow	Red	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Yellow	Green	Yellow	Yellow	Yellow
MDG action plan	Red	Red	Yellow	Yellow	Red	Red	Red	Red	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Yellow
Resources mobilized	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Yellow	Red	Yellow	Yellow	Yellow	Yellow
Implementation on track	Red	Red	Red	Red	Red	Red	Red	Red	Red	Yellow	Yellow	Red	Yellow	Green	Yellow	Red

# WSP-AF WSS MDG Roadmap Support Program

## Five Components:

1. Support development, implementation, monitoring and co-ordination of country-owned WSS MDG roadmaps in focus countries
2. Support implementation of key sub-sectors in focus countries, e.g. RWS in Benin, San in Uganda
3. Regional thematic work: develop tools and knowledge to solve key problems faced in WSS development: rural, urban/poor, san/hyg, finance, comms
4. Develop approaches for WSS MDG achievement in fragile environments and rapid response for selective support to other African countries
5. Strengthen regional partnerships and networks: AMCOW, AfDB, EUWI, ITNs, WUP, Africasan, HW partnership



# Outline

- 1. WSP Mission, Strategy, Impacts and Africa WSS MDG Support Program**
- 2. Highlights of Achievements in FY06**
- 3. Trends and What's New in FY07**
- 4. Governance, Management, Staffing, Finance**
- 5. Feedback Requested From RAC**

# FY06 Highlights: Supporting Local Ownership

## *Regional*

- ❖ Support AMCOW in promoting WSS MDG roadmaps
- ❖ WSS MDG Country Status Overviews for 16 countries
- ❖ Innovation adopted regionally: SWAp, Small Town PSP management, Utility-SSP contracts

## *Country*

- ❖ All WSP-AF focus countries developing country-owned WSS MDG roadmaps
- ❖ Extensive “leave no footprint” guidance and policy advice:
  - RWS strategy support in Benin and Zambia
  - Kenya reform comms and WSTF strategy

# FY06 Highlights: Improving Sustainability of Services

## *Regional*

- ❖ Development of new business models which promote sustainability:
  - Rural water supply leases - FRUGAL
  - Business development services for community managed schemes
- ❖ Sanitation – Marketing & PPP hygiene approaches, ecosan
- ❖ Community Report Cards for urban poor consumer feedback

## *Country*

- ❖ Sanitation marketing programs starting in Benin and Tanzania
- ❖ Experience of Ecosan in E Africa, Malawi
- ❖ Increasing value for money:
  - Lowering drilling costs in Senegal and Mozambique
  - Analysis of WSS unit costs in Kenya

# FY06 Highlights: Increasing Investment and Aid Effectiveness

## *Regional*

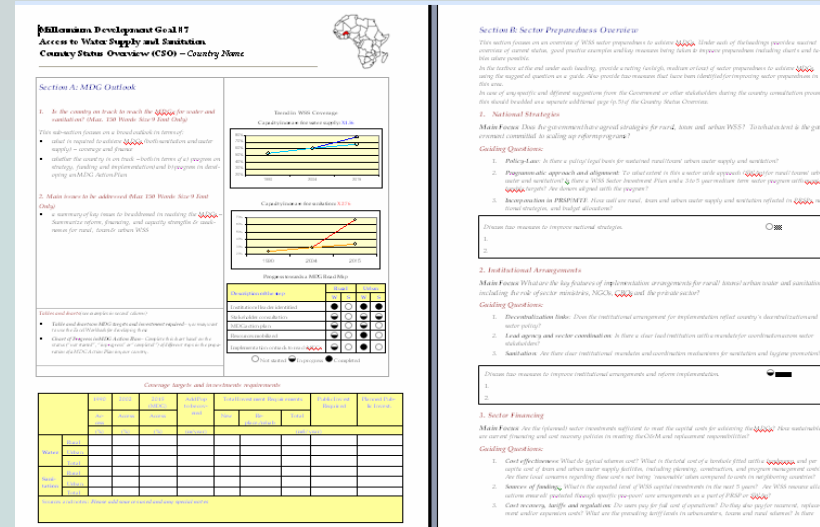
- ❖ Financing tools (SWIFT) and sector information and monitoring systems (SIMS) to support sectorwide approaches
- ❖ Tools for credit assessment of urban utilities and small water projects in collaboration with finance institutions and WUP
- ❖ Benchmarking PRSPs, sector advocacy and partnership with WB, AfDB and WSP donor finance

## *Country*

- ❖ Support to donor coordination/harmonization and SWAps
  - Uganda sanitation MDG/PEAP financing strategy/operational plan
  - Zambia and Tanzania development of a RWSS sector program
  - Kenya SWIFT and PER/ budget process support
  - National sanitation protocol in Ethiopia
- ❖ Using public resources to leverage user/market finance in the sector:
  - Applications for micro-finance in Kenya and Senegal
  - Assessment market borrowing potential for WSS for utilities

# Flagship Publication: First Country Status Overview (CSO) of WSS MDG Status in 16 African Countries

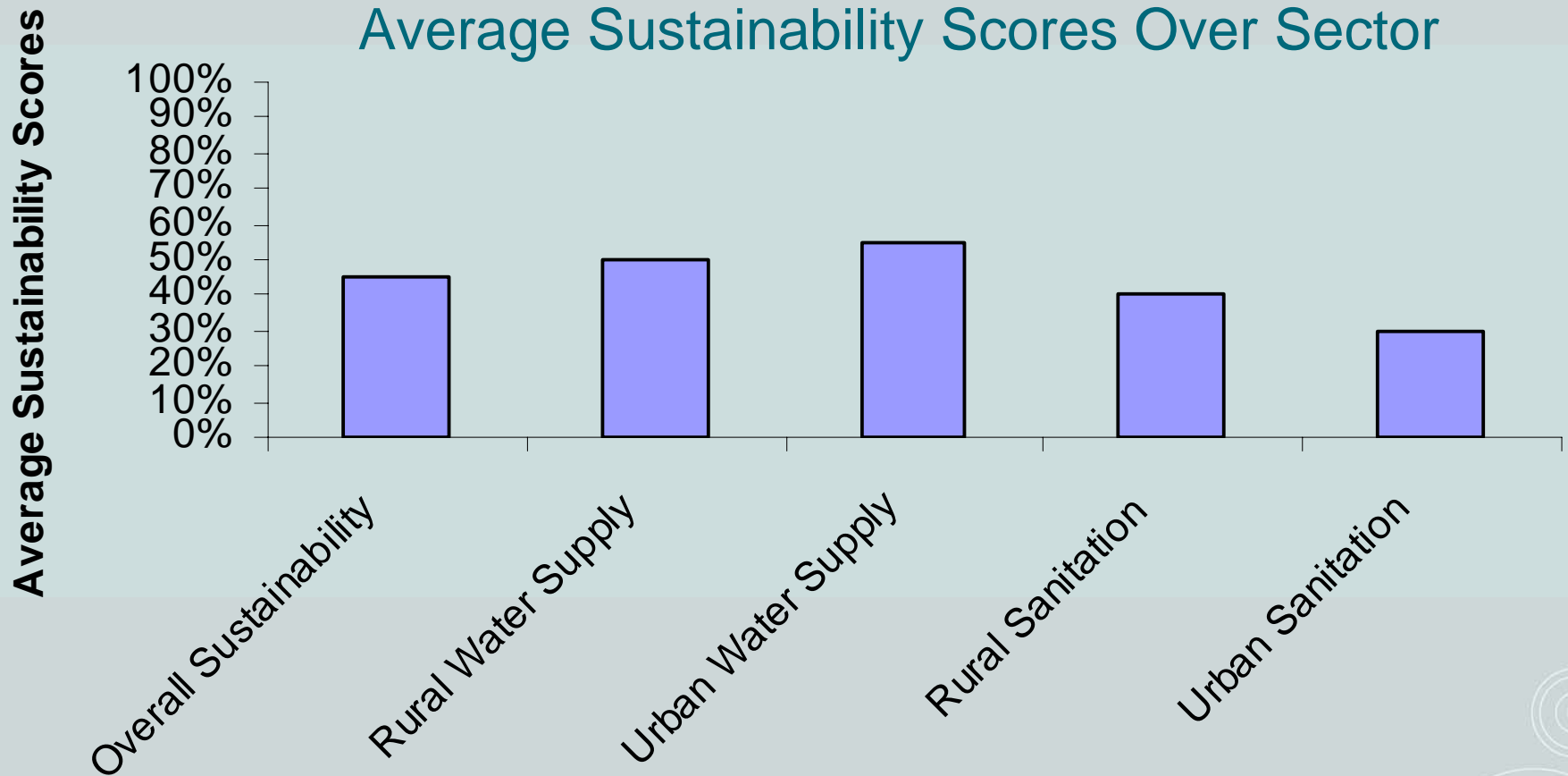
- ❖ Country-produced, easy-to-read, status report on WSS MDG achievement
- ❖ Based on best locally-accepted country data, standardized to allow comparisons
- ❖ Produced in partnership: Governments - AMCOW – AfDB – WBG – UN
- ❖ Developed by local sector experts, reviewed by local stakeholders, endorsed by Government, transparency if data disagreements



## 4 Page Format:

1. Progress in WSS MDGs & Implementation of MDG Roadmap
2. Sector Preparedness – institutional, financial
3. Sustainability Scorecard - rural/urban & water/san

# MDG CSO Data: Sustainability Scorecard



# Outline

- 1. WSP Mission, Strategy, Impacts and Africa WSS MDG Support Program**
- 2. Highlights of Achievements in FY06**
- 3. Trends and What's New in FY07**
- 4. Governance, Management, Staffing, Finance**
- 5. Feedback Requested From RAC**

# Overview of Trends in WSP-AF FY07 Business Plan

- ❖ **Consolidation from FY06: Slower \$, staff and country growth**
- ❖ **Deepen focus on WSS MDG roadmaps of framework for impact**
- ❖ **Thematic learning grounded in impact**
- ❖ **Global thematic learning**
- ❖ **Increased downstream work to increase impact: e.g. OBA, Sanmark, utility-SSP, finance strategies**

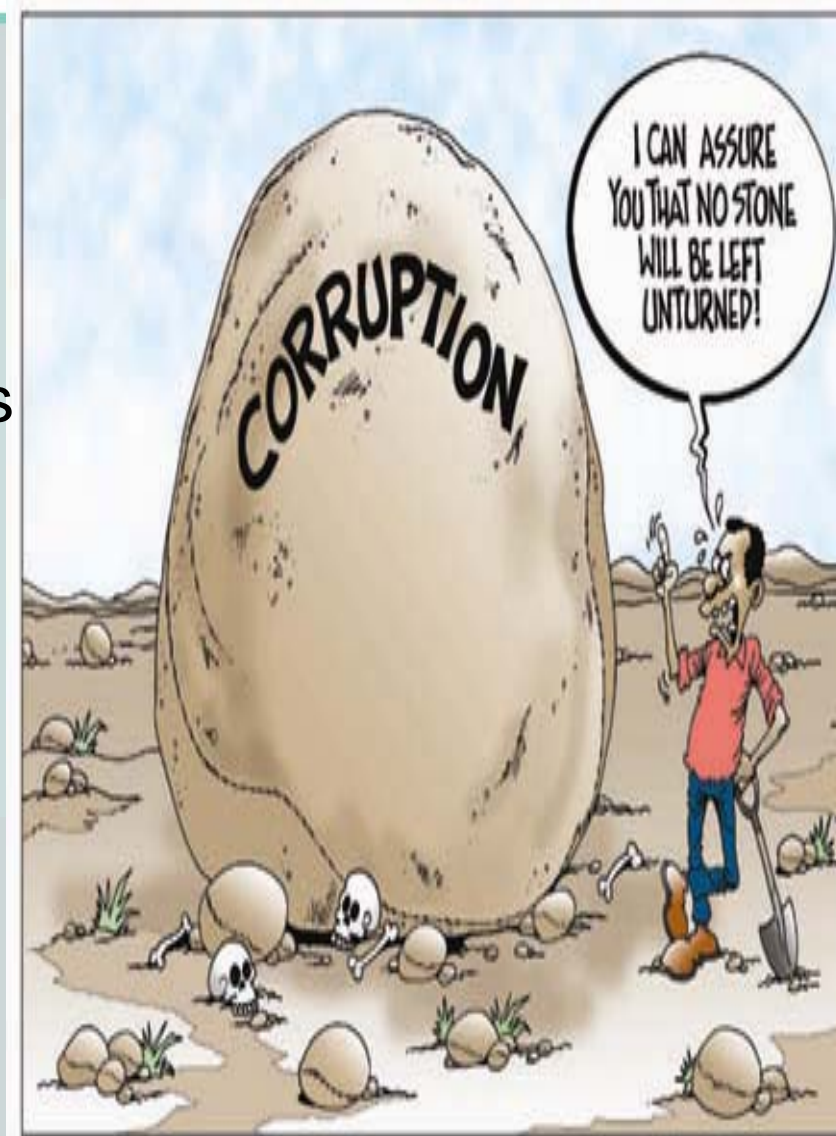


# What's New in FY07 Business Plan?

- ❖ **Focus on monitoring (SIMS), hands on public sector budget support and MDG financial strategies**
- ❖ **Strengthening domestic private sector engagement**
- ❖ **Applying new service delivery models to the poor: Sanmark, FRUGAL, Utility-SSP, HW PPP, consumer pressure/communications**
- ❖ **Increased attention to impact assessment**

# Framework for Tackling Corruption in the Water Sector

- Much neglected pillar of reform: scale unknown, but big: 20-40%
- Decentralization & SWAps > risk?
- Uganda meet + design East Africa diagnostic and intervention process
- Launch of WIN (fight corruption in water worldwide)
- 3-part, multi-level model:
  - 1 Public to **public** (Job allocations, transfers, personal loans)
  - 2 Public to **private** (Procurement, bidding, evaluations, marked up pricing, construction fraud)
  - 3 Public to **consumer** (Speed money, illegal connections, falsifying bills, meters)



# Outline

- 1. WSP Mission, Strategy, Impacts and Africa WSS MDG Support Program**
- 2. Highlights of Achievements in FY06**
- 3. Trends and What's New in FY07**
- 4. Governance, Management, Staffing, Finance**
- 5. Feedback Requested From RAC**

# Governance, Management and Staffing

## ■ Deepening Governance:

- Stronger RAC: pre-RAC meetings & RAC VCs (> representation)
- Strategic Collaborative Alliances (on MDGs) signed in: Ethiopia, Kenya, Mozambique, Uganda, Senegal and Zambia. In FY07 will sign with: Benin, Burkina, DRC, Niger, Rwanda, Tanzania.

## ■ Strengthening Management for Growth:

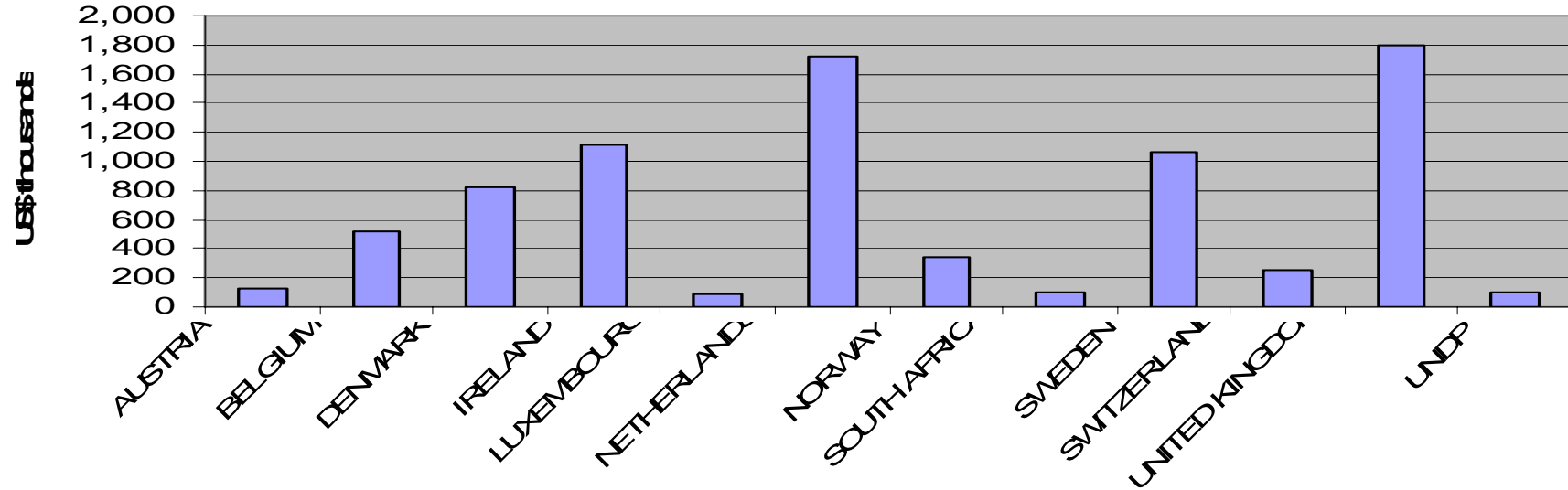
- Program Management Team – Thematic & Partnership Leaders
- Multi-country Task Teams: X-country learning & country support
- Finance, Admin and HR Team strengthened

## ■ Staffing: Getting Closer to the Action

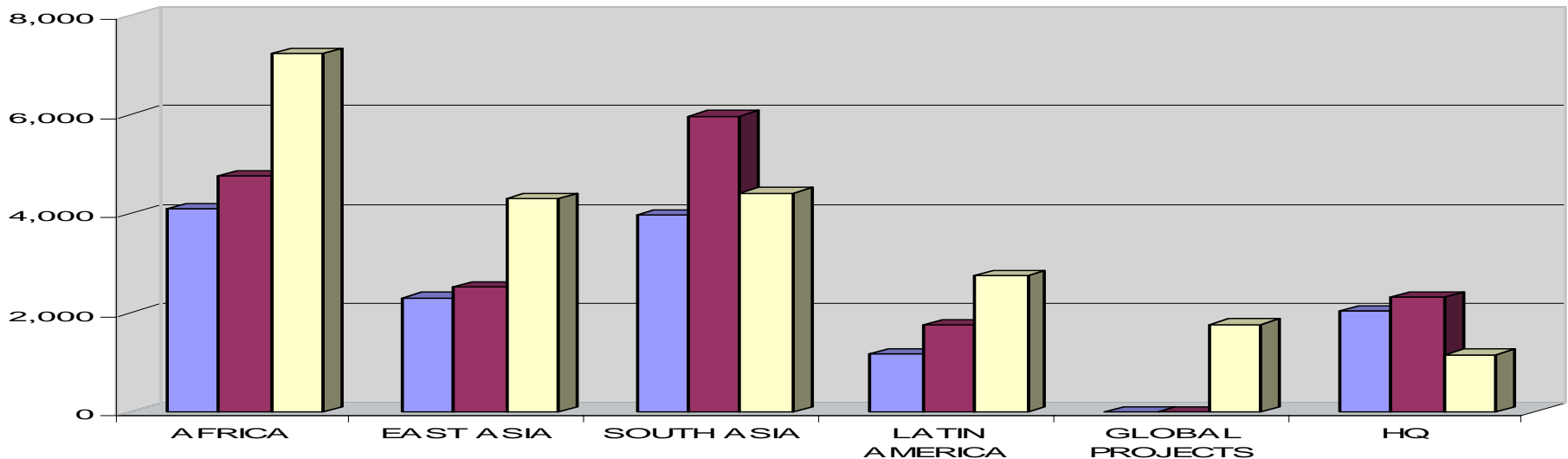
- Strengthen staffing in Dakar and Maputo hubs
- Extending Country Reach: Staff located in all focus countries
- Liaison Offices: AfDB, AMCOW, NEPAD/Jhb partnership office
- Team expands from FY06 38 staff/45 total team to FY07 46/57

# WSP Africa Funding

**Budget FY06 Funding-\$8.1 million**

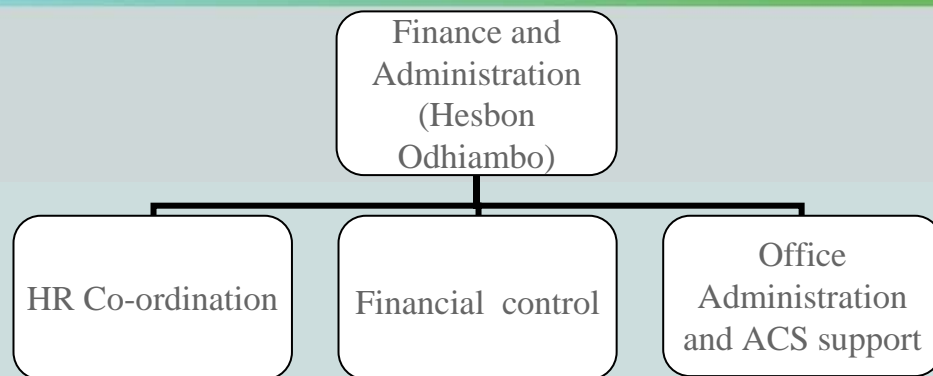


**By Region, FY04 to FY06 best estimates  
(in US\$ thousands)**



# Financial Management and FY07 Budget

- Annual Work Program & Budget Prepared – and peer reviewed
- Monthly monitoring of project and indirect costs.
- Mid Year Review and report
- SAP gives accountability for use of each donor's funds
- Annual Report, Annual report to each donor, Business Plan reviewed by Council and stakeholders
- External and Internal Audit Evaluations



## FY07 Draft budget-\$8.6 million

Category	Amount (USD '000)
Country Tasks (27)	4,6
Thematic Foci (19)	3,6
Management	0,2
Training	0,1
Cross Support	0,1
<u>Total</u>	<u>8,6</u>

# Outline

- 1. WSP Mission, Strategy, Impacts and Africa WSS MDG Support Program**
- 2. Highlights of Achievements in FY06**
- 3. Trends and What's New in FY07**
- 4. Governance, Management, Staffing, Finance**
- 5. Feedback Requested From RAC**

# Feedback Requested from RAC Members

- ❖ **Is WSP-Africa choosing the best strategic direction?**
- ❖ **Any comments on progress made in FY06?**
- ❖ **Has FY07 BP the right balance/focus in your area of interest/expertise?**
- ❖ **Any comments/suggestions to improve the impact or management of any aspect of WSP-Africa operations?**



# PARTNERSHIP AT WORK!

