Intake report

West Africa Water Initiative

Knowledge Management project

**FINAL VERSION** September 2010

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**NIGER**

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**GHANA**

**MALI**

Intake report West Africa Water Initiative Knowledge Management project

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**1 Introduction**

In 2008 IRC wrote a proposal for a knowledge management component of the West Africa Water Initiative called ‘WAWI KM project’. The proposal can be found in the annex. During 2009 ARD / USAID and IRC had several rounds of seeking agreement on contents and conditions in respect to the proposal. In the beginning of 2010 an agreement was reached and IRC could start planning the work.

In short the WAWI KM project aims to help WAWI with a very practical KM strategy also leading to a communication strategy or plan to disseminate and offer the ‘lessons learned’ of the public private partnership WAWI. For this the WAWI KM project entails a fact finding mission by local consultants; Nii Wellington from TREND – Ghana, Jules August Sow from CREPA - Burkina Faso and Hervé Tiendrebeogo CREPA Siege.

As time for the WAWI project – in the mean time called WAWI II – is running out – ultimo the first quarter 2011 all accounts must be closed, the WAWI KM project needs to be executed fast. The planning for the fact finding missions is May / June and assembling a strategy is planned for July 2010 also considering the rainy season possibly / probably interfering with travel to project sites.

End February 2010 ARD offered IRC to join on a trip in Ghana, Burkina Faso and Mali, visiting WAWI people, partners and sites. Also this opportunity could speed up the talks on contracts, content and work with IRC’s subcontractors TREND (Ghana) and CREPA (Burkina Faso).

Mid March 2010 Jaap Pels from IRC joined Hammond Murray-Rust and later Sean Cantella, both ARD, on a trip along partners, people, contractors and sites involved in WAWI II sub-contracted projects which were managed by ARD. It was an excellent opportunity for Jaap Pels to get familiar with the situation on the ground and meeting people that have been long, some even from the beginning 2002, of the WAWI partnership.

Public consolidated information on WAWI is hard to find. Several attempts to maintain a website[[1]](#footnote-1)) failed and no public easy assessable repository with facts, figures, plan, progress and achievements is currently available. Definitely one of the aims of the WAWI KM project is to take stock of available information and annotate the documents. Another basic is to get an overview of activities. For the latter a generic, more global overview can be found in the annex. For example ‘the workshops organised by World Vision (WV) on gender mainstreaming IWRM conducted in all three countries’ need to be broken down to get more grasp on outputs, achievements and reached people and when possible impact.

Underlying the WAWI KM project is the WAWI KM framework shown in annex ‘Framework for WAWI KM research’. It shows that information from (knowledge sharing) activities and / or dialogues (workshops, building latrines, raising awareness, running a country WAWI platform, creating a newsletter etc) has to be created and managed, where taking stock, as WAWI KM project does, is crucial. To WAWI this is not new as in various reports, interviews and reviews it has been mentioned this should have been addressed better and centrally. See the recommendations in the annex: WAWI - Mid Term Status Review - March 2007 and WAWI – Rapport final d’évaluation de WAWI.

Once the information stock is there it can be repackaged and fed back to WAWI project partners and / or other audiences. Based on the gathered material the WAWI KM project will present a strategy to get ‘the WAWI message out’.

**2 Setting of WAWI**

The World Summit on Sustainable Development has formally endorsed ‘partnerships’ as a model for action. Organizations around the world are strengthening existing alliances, and fostering new collaborations to make progress on achieving Agenda 21 and Millennium Declaration goals. As part of this global movement towards partnership, the West Africa Water Initiative (WAWI) was born. Inspired by the vision of the Conrad N. Hilton Foundation, the Initiative grew from years of experience with World Vision and other international non-governmental partners in Ghana to provide rural water and sanitation as the entry point for community development.

To address the urgent problems in respect to water supply, sanitation and hygiene behaviour, there is an agreement that solving the challenges of integrated water resources management in today’s world will require a greater reliance on partnerships. Today’s voluntary alliances bring together a broad spectrum of society to confront the world’s water resources management problems. Partnerships unleash energy that results in creative, innovative, and effective action on the ground. Bringing together different partners with a broad array of strengths and experience, leads to synergies that far ‘exceed the sum of the individual parts’. The World Summit on Sustainable Development has also formally endorsed the partnership model as an important means for action. USAID has fully embraced the partnership approach. This ‘new way of doing business’ for USAID encourages the formation of public-private partnerships to leverage resources from many organizations, increase programmatic and institutional efficiency and synergy, and enhance positive outcomes on the ground.

As part of this movement towards partnership, the West Africa Water Initiative was born. Inspired by the vision of the Conrad N. Hilton Foundation (a private charitable organization based in the US), the initiative grew from years of experience with the international nongovernmental organization (NGO) World Vision and other partners in Ghana to provide rural water supply and sanitation as the entry point for community development. In 2002, the Hilton Foundation made a commitment to expand their long-standing efforts in Ghana, Mali, and Niger, and to add a peri-urban focus to their work in addition to the rural activities. While the core emphasis of WAWI remains the link between water and human health—in particular, diseases such as trachoma, Guinea worm, and diarrheal—the need for attention to a broader water management context has been recognized and embraced. Several other leading organizations in international water management were invited to engage with national and local governments, citizen groups, and communities in West Africa, and jointly address critical human health needs, poverty alleviation, and sustainable development through better management of water resources.

The 13 current (2010) members of the partnership represent a broad spectrum of institutional types, including a private foundation, a bilateral donor, international NGOs, universities, a public international organization, and a private for-profit sector industry association. All of the core member organizations have a broad international reach, and include:

1. Conrad N. Hilton Foundation
2. USAID
3. World Vision
4. United Nations Children’s Fund (UNICEF)
5. WaterAid
6. Lions Clubs International Foundation
7. Desert Research Institute
8. Winrock International
9. Cornell International Institute for Food, Agriculture, and Development (CIIFAD)
10. World Chlorine Council
11. Carter Foundation
12. Helen Keller International (HKI)
13. International Trachoma Institute (ITI)

At the same time WAWI is a success, a big success, given the amount of people provided with ‘hardware’, ergo water supply and sanitation facilities. On the ‘software side’, more specific in respect to behaviour change and gender issues, success is – given the detriment of the partnership as of 2008 – notable but could have been more. In terms of ‘orgware’, the partnership, success never had a chance because of an entrenched ‘challenges to collaborate due to overlapping responsibilities and incompatible personalities’. See also annex literature #22 on partnerships for Water and Sanitation in Africa.

What’s in a name? For WAWI, WAWI I and WAWI II several partners have their own naming policy. World Vision seems to continue under WAWI and started a SAWI (Southern Africa Water Initiative) and ZWAWI (Zambia WAWI). WAWI I seem to be not in use anymore and ARD coordinated activities go under WAWI II. In June 2010 it became clear the West Africa initiative will continue under the name of WAWASH and the USAID grant management will be done by FIU (Florida International University).

**3 WAWI Timeline: key moments**

Start: 2002  
Donor’s session of the WAWI Partners Meeting on December 30, 2002.  
Inception workshops: 2002 / 2003  
Partner meetings: every half year somewhere in the USA  
Secretariat funding stopped: 2008  
USAID support to WAWI: as of 2003; renewed in 2007 and re-shaped in 2010  
WAWI II: 2008 – 2012 funded by Hilton foundation in yearly tranches of $10M (see drawing paragraph 4)  
IRC fact finding mission and KM strategy synthesis: April – June 2010  
End of WAWI: September / December 2010 – January – February 2011  
Mid 2010 USAID funded activities of WAWI continues as WAWASH.

**4 Line of command / money WAWI I & WAWI II to grass root level**

The WAWI partnership had a steering meeting by all partners. They met regularly up to 2008 (see literature: 2008-WAWI-10th-Partners-HQ-Meeting), when communication between World Vision and others stalled. The USAID funded subcontracts are managed by ARD, where ARD assisted in proposal writing for the subcontracts.

Over time the partnership changed such that WAWI key area 4 - governance (of the) partnership – was no longer addressed. World Vision sort of kept working under WAWI banner and since 2009 also has a ZWASH (Zambia Water, Sanitation, and Hygiene Project) as part of the Southern Africa Water Initiative (SAWI; see literature 2009-WV-Southern-Africa-Water-Initiative-ZWASH.pdf).

For WAWI II ARD managed the USAID contract as ‘mortar between the WAWI bricks’ and as such – from a distance – they look scattered. Because of ARD’s Bamako presence, including a chief of party based in the region, a lot has been accomplished. For details see annex 1 and 2.

Key areas in WAWI II:

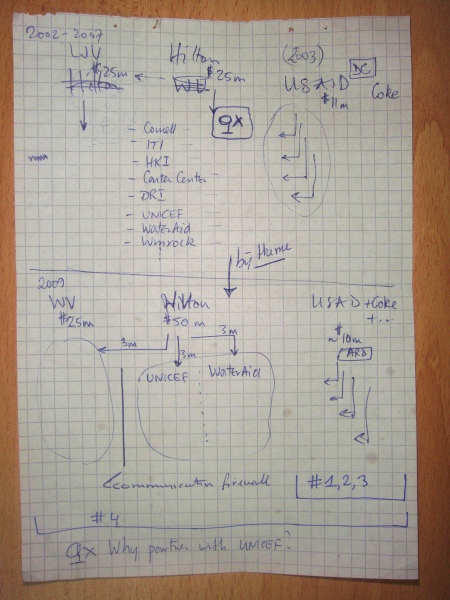
1. Innovative technologies
2. Cross cutting issues (Gender, Behaviour change)
3. Knowledge management
4. Governance (of the) partnership

The main issue is to get lessons learned from WAWI I and WAWI II on how to enable the future consortium to work together on follow-on USAID funded WASH activities.

Key issues looking back:

* Hammond Murray-Rust (ARD) is the only one to give outline retrospect (apart from Sharron Murray USAID).
* Given the proverb ‘He who pays the piper calls the tune’, USAID should reflect on 15% $ / impact; in most documents USAID talked of being a ‘catalyst’ in WAWI which would lead to their guidance of how the larger partnership would spend their funds. In the end, however, personalities and funding amounts trumped this role and it created a disconnect between perceived and actual influence on the larger project. Lessons learned from WAWI I dismissed with 'nothing new'.
* Chief of Party moved from Phil Rourke (US) with support from the Mali-based Regional Coordinator – Abdoul Diallo to Hammond Murray-Rust (US) and Abdoul Diallo to Sean Cantella as the first field based COP.
* WAWI 1st GDA public / private USAID experience.
* Never matured into partnership with common plan / indicators (story on # and # after 6 month still working).
* Funds USAID coming from different sources - un-earmarked!! Helping out other budget holders’ burn rate.
* Funds streamed irregularly and short term financing for what needs long term commitments.
* Now funds are channelled through West Africa bureau of USAID.

On the money flow (ballpark figures):

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Drawing by Hammond Murray-Rust, picture by Jaap Pels

* WAWI I started in 2002 with $25M by the Hilton foundation matched with $25M by World Vision.
* In 2003 USAID and other chipped in $11M.
* Chip in to (proxy) partners mentioned.
* USAID’s intent was to have a catalytic role in the alliance as a whole, expanding the areas of activity and long-term approach of all partners in line with the principles of IWRM.
* See ARD report 2008 WAWI I Final Report by ARD. This report provides a summary of ARD, Inc. activities as part of the West African Water Initiative (WAWI) program covering a five-and-half-year period (September 2002–March 2008.
* The workshop in 2008 was a tipping point where after World Vision kept going under the name WAWI and others under WAWI II.
* Funding streams were not streamlined: WAWI II Hilton funding started again in 2009; USAID funded renewed as from September 2007.
* The Hilton foundation decided to divide the $50M in five yearly tranches evenly divided over World Vision, WaterAid and UNICEF.
* Direct funding of UNICEF initiatives by USAID is not allowed due, in part, to the fact that all recipients must agree to the possibility of financial and programmatic audits conducted by USAID. UNICEF, as a multilateral organization under the control of the United Nations, cannot be audited by an outside entity. Money from USAID flows through subcontract management by ARD to subcontractors chosen in cooperation with WaterAid / UNICEF.
* Between World Vision and the other WAWI partners is a watershed / communication firewall, due in large part to the disbanding of the Secretariat (2008 meeting), which was established to facilitate such communication.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **WAWI I** | **2002** |  | **2002** |  | **2003** |
|  | World Vision |  | Hilton |  | USAID (**DC**) /  Coca-Cola /  Others |
|  | $25M 0) | <= $ ?? | $25M |  | $11M |
|  | - internal |  | * Cornell / ITI * HKI / Carter Centre * DRI / UNICEF * WaterAid * Winrock * .... |  | * Chip in to (proxy) partners left \*) * USAID’s intent was to have a catalytic role in the alliance as a whole, expanding the areas of activity and long-term approach of all partners in line with the principles of IWRM. * See ARD report 2008 |
| Workshop | 2008 |  |  |  | Proposed to organise by theme |
| **Objectives relevant** | 1 to 4 |  | 1 to 4 | 1 to 4 | 1 to 4 |
|  |  |  |  |  |  |
| **WAWI II** | **2009** |  |  |  | **2007 September** |
|  | $25M | ‘CF’ ) | $50M 2) |  | USAID Africa bureau ~ $10M |
|  |  | <- $3M | $3M | $3M |  |
|  |  | ‘CF’ | UNICEF | WaterAid | ARD (contract management sec) |
|  |  | ‘CF’ | - partners | - partner | Chip in ‘mortar to bricks’ between the project executed by (proxy) partners on the left \*) |
|  |  | ‘CF’ | - sub | - sub |  |
|  |  |  |  |  |  |
| **Objectives relevant** | 1 to 4 |  | 1 to 4 | 1 to 4 | 1 to 3 |

\*) Flow of money to organization is strictly bound to USAID regulations and funding stream was irregular because there was money 'found' in other projects that fitted WAWI and 'had to be spent'

0) Set up as match funding

1) ‘CF’ = communication firewall

2) A total for 5 years; 2009 – 2013

**5 Flow of primary information**

The object of research and recommendation by IRC, April – June 2010; quote from the 2008 ARD report: ARD has taken the lead on past efforts of knowledge management within WAWI. Specific reports completed included; ‘Drilling Costs’, ‘Donor Survey’, ‘Gender Mainstreaming’, and a series of ‘WAWI Lessons Learned’ (in progress). Many other documents have been produced primarily for WAWI’s internal purposes. Overall, there has been very little produced by the partnership for broad dissemination to other practitioners or national or international water institutions, apart from presence at big / global venues like the Stockholm World Water Week.

Consultants from TREND and CREPA have been hired to collect information and interview people on WAWI achievements. As mentioned above ample public information is available. Objective of the IRC efforts is to create a public repository with annotated information and description of activities.

Other information is hard to trace: see literature #22, an overview of partnerships: ‘Furthermore, there is no comprehensive, overall monitoring and evaluation strategy in place for WAWI and it should be noted that obtaining information on WAWI is not easy since it does not operate in a particularly transparent manner’. and #25, a 2008 preliminary assessment prepared for the Hilton Foundation: ‘Some projects as well as pilot efforts have been very successful but WAWI has not developed a system for scaling up or disseminating knowledge of successful approaches’.

**6 Flow of secondary information**

Secondary information is information on the project in terms of time / money etc. On money: see above. On reports / progress: regularly ARD was updated on project progress including reporting on ‘who, what and when’ and a bit on ‘how and why’. Here and there some primary information was added as narrative to these reports, but explicit efforts to create / maintain a repository with information on the primary activities failed.

**7 Way forward**

As stated in the project proposal, taking stock of activities and information (oral and digital) needs to precede dissemination and proper planning / strategizing for that. The CREPA and TREND consultant will go on a fact-finding / interview mission in May / June / July 2010. The minimum output is an annotated bibliography.

**I Literature**

Documents from which the main lessons are derived are given below:

1. 2003-CIIFAD-Annual-report.pdf
2. 2003-US-Japan-Initiative-WWF.pdf
3. 2004-Congressional-Report.pdf
4. 2004-EHP-Activity Report-WAWI-M&E.pdf
5. 2004-The-Sustainable-Development-Action-Programme-Progress-Report.pdf
6. 2005-CIIFAD-WAWI.pdf
7. 2005-DefTech-Quarterly-Report.pdf
8. 2005-Einaudi-Center-Annual-report.pdf
9. 2005-Gleitsmann-Thesis.pdf
10. 2005-WCL-Volume-5-Issue-1.pdf
11. 2006-GDA-The-Global-Devellopment-Alliance.pdf
12. 2006-WAWI-Lessons-Gender-Mainstreaming.pdf
13. 2006-WAWI-WWF.pdf
14. 2007-Gleitsmann-WAWI-Mali.pdf
15. 2007-Hydropolitics-Africa-Sample.pdf
16. 2007-Uphoff-CV.pdf
17. 2007-WAWI-Mid-Term-Status-Review.pdf
18. 2008-ARD-WAWI-Final-Report.pdf
19. 2008-CIIFAD-WAWI.txt
20. 2008-Commission-on-Sustainable-Development-Partnerships.pdf
21. 2008-Global-Development-Alliance-Brochure.pdf
22. 2008-GPPN-Partnerships -for-WASH.pdf
23. 2008-UNICEF-WASH-Annual-Report.pdf
24. 2008-WAWI-10th-Partners-HQ-Meeting.pdf
25. 2008-WAWI-A-Preliminary-Assessment.pdf
26. 2008-WAWI-Phase-one-Evaluation-Report.pdf
27. 2008-WHO-Global-Elimination-of-Blinding-Trachoma-by-2020.pdf
28. 2009-HIP-WAWI-Final-Report.pdf (In French: 20080301-WAWI-Rapport-Final-d’Evaluation-de-WAWI.doc)
29. 2009-WV-Southern-Africa-Water-Initiative-ZWASH.pdf

WAWI documentation found through WaybackMachine[[2]](#footnote-2)) (<http://www.archive.org>); an Internet archive on content from [www.waterforthepoor.org](http://www.waterforthepoor.org). The other website (wawipartnership.net) has not been archived.

* 2008-WAWI-in-AccountAbility
* WAWI-Brochure-English
* WAWI-Publications-2007
* WAWI-Brochure-French
* WAWi-text-Way-back-machine-2007
* 20080501-SDIN
* 2007-WAWI-Mid-term-Status-review
* 2007-WAWI-Hygiene-Assessment
* 2004-WAWI-gender-mainstreaming
* 2006-WAWI-Strategic-Plan-2006-2010
* WAWI-Way-Back-Machine (text form HTML pages saved as document)
* 2002-WAWI-Wtaredome
* 2002-WAWI-WSD
* 2002-WAWI-Press-Release
* 2002-WAWI-Media-Advisory

All the above mentioned documents / text are stored on the wiki and the pages are tagged with ‘Literature’.

|  |
| --- |
| **#1 2003-CIIFAD-Annual-report.pdf**  The West Africa Water Initiative (WAWI) partnership was launched in 2003 to provide potable water through borehole provision and operation in severely affected regions in Mali and Niger as well as in northern Ghana, and to carry out other related activities including the introduction and demonstration of drip irrigation systems as well as engender overall improvements in water quality and the surrounding natural resource base. The initial partners in WAWI, Conrad Hilton Foundation (CNF) and World Vision / International, invited CIIFAD and other organizations working in the region, such as UNICEF, Winrock International, Lions International, and the Helen Keller Foundation to join in this collaborative effort. WAWI builds on experience of the Ghana Rural Water Project (GRWP) funded by CNF and World Vision, and the Natural Resource Management and Sustainable Agriculture Partnership (NARMSAP) (pages 9-10). CIIFAD involvement in WAWI started in 2003 with faculty visits and student summer research reconnaissance in Mali, to get acquainted with local conditions and establish linkages with institutional partners. World Vision / Mali hosted these visits and arranged interaction with university, government and NGO professionals there.  CIIFAD has supported pilot research and farmer training activities in these regions, wanting to develop a base of knowledge on agriculture and environmental management around village water supplies among WAWI stakeholders and their surrounding communities. In Adianga, Ogodouroukoro, and Benebourou in Koro region of Western Mali, participatory knowledge-generation activities are enhancing understanding of the water supply needs of the communities, while highlighting critical competing uses for water in these water-deficit regions. During 2004, field research was undertaken by Brett Gleitsmann, graduate student in Biological and Environmental Engineering, on community water uses and the relation of groundwater accessibility to agricultural production and rural livelihoods in the Koro and Segou Districts in north-western Mali.  With the data generated, a model is being developed that accounts for the biophysical and socio-economic determinants of community water-use behaviours, and that can project current and alternative future water-use behaviour. This model will identify constraining and limiting factors as well as give cost and labour estimates for introducing different possible technical solutions. The research is being supervised by Professor Tammo Steenhuis (Biological and Environmental Engineering). Also during 2004, Hadji Diakité, Malian graduate student in the Cornell MPS program on International Development, did field research on water-use opportunities and constraints in women’s production activities in Segou District. Her work, supervised by Professor Margaret Kroma (International Extension), examines the relationships among women’s agricultural and non-agricultural livelihood activities, their access to water, and household food security.  CIIFAD knowledge-generation activities are illuminating the environmental and ecological consequences of the primarily agro-pastoral livelihoods in Mali as livestock exert tremendous pressures on the groundwater supplies and degrade grasslands. These areas are difficult ones to live in. Both people and their essential livestock herds depend on water for survival, as do any crops that are grown. Long-term involvement is needed to find and establish solutions because sustainable and diffusible improvements will not come easily and will require many kinds of learning by a great diversity of people and institutions. |
| ***#2 2003-US-Japan-Initiative-WWF.pdf***  *Highlights of the Initiative: Identification of Countries and Sectors for Potential Cooperation*   * *West Africa:*   + *Ghana, Mali, Niger and Senegal were identified as possible initial target countries for the Japan-U.S. cooperation in the water sector in West Africa. The two countries will focus on water supply and sanitation, with WAWI as a core initiative. The United States will implement WAWI in close cooperation with NGOs, private organizations, and other partners. Japan will utilize small-scale grant aid to support NGOs. It is also sending missions to Mali and Niger to design water supply projects and will share the outcomes of these missions with the United States.*   + *Japan will also promote its action for the eradication of guinea worm in West Africa, in close cooperation with the Carter Center.* |
| **#3 2004-Congressional-Report.pdf**   * The West Africa Water Initiative (WAWI) was launched in 2002 to maximize the impact of water-related investments by both private and public actors, targeting interventions on highly vulnerable rural and peri-urban populations in the developing world. In its initial phase, the alliance invests in small scale potable water supply and sanitation activities in Ghana, Mali, and Niger, as the entry point for an integrated approach to water resources management. The range of activities that will be undertaken by all partners includes: well drilling and rehabilitation, hand and solar pump installation, alternative water source development, construction of latrines, household and school based sanitation, and hygiene education. USAID’s investment commitment currently reaches about $5M, which will be spent over five years. The total amount leveraged from other partners is $36M over six years. Over 400,000 people will benefit from improved access to water supply and sanitation through the Initiative. * USAID draws on its extensive relationships in the international water community to build linkages with other important global initiatives in clean drinking water and adequate sanitation, including presentation of interventions at the World Summit on Sustainable Development in Johannesburg in August 2002, the World Water Forum in Kyoto in March 2003, and the 12th Session of the Commission on Sustainable Development in New York in April 2004. |
| **#4 2004-EHP-Activity-Report-WAWI-M&E**  Executive Summary The West Africa Water Initiative (WAWI) was launched in late 2001 to help improve the lives of poor and vulnerable rural and urban populations in the developing world. In order to accomplish the goals and objectives of WAWI, a partnership, currently comprised of fourteen international institutions, was assembled: the Conrad Hilton Foundation, World Vision, USAID, UNICEF, WaterAid, the World Chlorine Council, Winrock International, Lions Club International, the Cornell International Institute for Food, Agriculture and Development, the Desert Research Institute, the International Trachoma Initiative, the United Nations Foundation, Helen Keller International and the Carter Center.  In early 2003, the Environmental Health Project, funded through the Global Bureau for Health of USAID, was requested to develop a Monitoring and Evaluation (M&E) plan and, in particular, to select a core set of indicators. This process was to be based on research of existing practices for M&E, discussions with partners, and the programmatic framework. This document represents the results of this process. The M&E plan, as presented here, is intended to be a ‘living’ document for the WAWI partners and for the WAWI Secretariat. As this plan is used to monitor and assess progress towards the four WAWI objectives stated below, the indicators, operational definitions, and basic assumptions will most likely go through revisions and modifications by the users. This often happens as tools are being applied and activities progress. Therefore, this document should be used as a starting point and not as a definitive plan.  The West Africa Water Initiative’s four objectives are to:   * + - Increase the level of access for the poor and vulnerable populations to sustainable, safe water and environmental sanitation services.     - Reduce the prevalence of water-borne diseases, including trachoma, guinea worm, and diarrheal diseases.     - Ensure ecologically and financially sustainable management of water quantity and quality.     - Foster a new model of partnership and institutional synergy.   To measure the progress made toward the above-stated objectives, the following six core indicators were chosen:   * + - Percentage of target population with access to safe water viii.     - Percentage of households in target communities with access to sanitation.     - Percentage of caretakers and food preparers who wash their hands properly with soap, and at appropriate times.     - Number of cases of water-borne and water-related diseases (guinea worm, trachoma).     - Percentage of sites where the pump did not operate for a maximum of ten days.     - Work plans that were created and adopted by the respective country teams and annually updated.   A full presentation of each indicator, with an accompanying discussion, is presented in this report, along with recommended next steps for the implementation of the WAWI M&E plan. |
| **#5 2004-The-Sustainable-Development-Action-Programme-Progress-Report.pdf**  Clean Water for the Poor  This partnership is composed of three projects – an Urban Water Initiative, a West Africa Water Initiative (WAWI) and a Clean Water Investment Initiative – and is coordinated by the US (USAID). The Netherlands is currently in consultation with USAID concerning a possible contribution to the WAWI. The aim would be highly practical: to ensure good drinking water and sanitation in the context of poverty reduction in Mali, Niger and Ghana. The goal would be to provide half a million people with drinking water and sanitation by the end of 2008. UNICEF is involved in the partnership, as are a small number of private-sector companies and NGOs.  $34M has already been released from various sources, both public (USAID) and private (Hilton Foundation and World Vision). The request for a Dutch contribution was initially turned down, but negotiations are still under way with USAID about possible modifications to the original proposal. |
| **#6 2005-CIIFAD-WAWI.pdf**  WEST AFRICA WATER INITIATIVE (WAWI) -- MALI**:** WAWI was started up by USAID, the Hilton Foundation and World Vision to extend and extrapolate what has been done and learned about rural water supply development in Ghana to Mali and Niger. CIIFAD was invited to join WAWI because its work in Ghana was seen as a good precedent for the kind of multi-institutional collaboration, from village to capital, which can make development efforts more effective, participatory and sustainable.  In 2004-2005, graduate students Brett Gleitsmann (Biological and Environmental Engineering) and Hadji Diakité (International Development) did thesis research in Koro and Segou districts of Mali. They generated information that will inform WAWI’s development of rural water supplies for greater hydrological effectiveness and more socioeconomic benefit, particularly for women. CIIFAD conducted a national WAWI workshop in Bamako in May 2005 with Kroma (Education), Steenhuis (Biological and Environmental Engineering), and Uphoff (Government and International Agriculture; CIIFAD director) participating from Cornell with 50 Malians from the government, university and NGO sectors. |
| **#7 2005-DevTech-Quarterly-Report.pdf**  A substantial part of DevTech’s support went to USAID Operating Units during the third quarter. DevTech continues to provide a significant amount of support to the West Africa Water Initiative (WAWI), which began in the fourth quarter of FY04. This quarter, the three national gender consultants, with support from the US consultant / team leader, conducted regional gender training workshops in their respective countries – Ghana, Mali and Niger. Reports detailing the team’s work can be found in Annexes A and B of this report. |
| **#8 2005-Einaudi-Center-Annual-report.pdf**  West Africa Water Initiative (WAWI) - Mali:WAWI was started up by USAID, the Hilton Foundation and World Vision to extend what has been done and learned about rural water supply development in Ghana to Mali and Niger. CIIFAD’s work in Ghana has been seen as a good precedent for the kind of multi-institutional collaboration, from village to capital that can make development efforts more effective, participatory and sustainable. In 2004-2005, graduate students Brett Gleitsmann (BEE) and Hadji Diakité (Intl. Development) did thesis research in Koro and Segou districts, generating information to inform WAWI’s development of rural water supplies for greater hydrological effectiveness and more socio-economic benefit, particularly for women. In May 2005, CIIFAD organized a national WAWI workshop in Bamako with Kroma (Education), Steenhuis (BEE), and Uphoff (Govt. / Intl. Agriculture) participating from Cornell together with 50 Malians from government, university and NGO sectors. |
| **#9 2005-Gleitsmann-Thesis.pdf**  Permanent access to safe and sustainable water sources is a major concern for much of rural and peri-urban sub-Saharan West Africa. In response to this problem, many international, regional and local water supply development organizations are currently working to improve the level of access that the local populations have to safe and sustainable water sources. The West Africa Water Initiative (WAWI) was launched in Ghana, Mali and Niger in 2002 to promote broader partnerships between the various organizations working in the water supply development sector in the region. As part of this collaborative effort, the Cornell International Institute for Food, Agriculture and Development (CIIFAD), one of the founding partners of WAWI, has supported and funded the present study. The ultimate goal of this study is to generate a useful knowledge base that can be accessed by WAWI partners and other actors in the Malian water supply development sector to improve the sustainability of rural water supply projects in the region. To this effect, domestic water-use patterns, choice-of-technology preferences, sustainability perceptions, regional pump conditions and general hygiene practices were observed and recorded during a ten-month study in the Koro district of the Mopti region in Mali.  This research has contributed insight into the complex nature of the rural water supply situation in the Koro region of Mali. Choice-of-technology preferences vary according to several factors including local perception of water scarcity, individual water use requirements, and previous experience with various technologies. Sustainability of various types of water supply infrastructure is dependent upon the degree to which the technology corresponds to the needs of the local community and the community’s ability to maintain and repair it over time. Considering the poor state of the manual pumps observed in the district of Koro, it is apparent that efforts need to be made to ameliorate the situation. Learning from previous development projects, the latest approaches address the problems of the limited availability of spare parts, the absence of trained technicians at the local level and the limited role of women in the pump management scheme. Dedicating more time and resources to the maintenance and management aspects of rural water supply development is a positive action and should help to improve sustainability of newly installed water supply infrastructure. However, the continued lack of community involvement in the decision-making phase of water supply development projects, deeply entrenched patriarchal structures that continue to constrain leadership and decision making participation of women and minorities, principal stakeholders in water use, and the potentially global inappropriateness of manual pumps as a sustainable long-term option remain to be addressed. |
| **#10 2005-WCL-Volume-5-Issue-1.pdf**  A PERSONAL ACCOUNT: INITIATING THE MCNUTT WATER PROJECT IN SABOBA, GHANA by Ross Weber\* This personal account discusses the McNutt family’s connection to Saboba, Ghana and the process of creating a project to develop a well and other necessities in Saboba.  P. Ross Weber is an LL.M. candidate December 2004, at American University, Washington College of Law. He has a J.D. from the University of Idaho, College of Law and an M.B.A. from Washington State University, School of Business and Economics. To find out more about this project or to help fund new projects, please contact the author at [ross.weber@gmail.com](mailto:ross.weber@gmail.com). |
| **#11 2006-GDA-The-Global-Devellopment-Alliance.pdf**  WATER FOR LIFE IMPROVING THE FLOW OF HEALTH Sustainable freshwater is a critical underpinning of all development. By the year 2025, 2.8 billion people in 48 countries (one-third of the world’s population) are expected to face severe and chronic water shortages. Worldwide, more than 1.2 billion people are at risk of illness because they lack access to clean water services. With the Conrad N. Hilton foundation, The Coca-Cola Company, and other partners USAID is working to reduce the incidence of diarrheal diseases and other dangers of unsafe water, and to improve the management of water resources.   * WAWI unites 13 international organizations in partnership with local governments and communities to provide water supply and sanitation service delivery, hygiene promotion, and water resources management in rural and peri-urban Ghana, Mali, and Niger. WAWI is developing a coherent partnership model that promotes a community-driven, sustainable, integrated approach to service delivery and water resources management, over a period of six years, with a total of $44M in funding. * Recognizing the complexity of the challenge of global water access, both to its business and to the communities where it operates, Coca-Cola launched a Global Water Initiative in 2004 to understand and tackle risk issues in collaboration with other partners and stakeholders. The Community-Watersheds Partnership Program was the result of a strategic alignment of Coca-Cola’s social and business objectives with USAID’s strong development focus in the water sector. Both organizations seek to demonstrate that community development and business objectives are in many cases naturally allied in the water sector and can together create a much greater positive impact in developing countries. |
| **#12 2006-WAWI-Lessons-Gender-Mainstreaming.pdf**  EXECUTIVE SUMMARY The one-year Gender Mainstreaming Project for WAWI-supported water and sanitation activities commenced in October 2004. The purpose was to assist WAWI partner organizations to take account of the roles and relationships of men and women in the planning and implementation of their activities. The project was carried out by a gender consultant in each of three WAWI countries, Ghana, Niger, and Mali, and a consultant / coordinator from the United States. The consultants were contracted on a half-time basis. The work was funded by the USAID Office of Women in Development through its Task Order for Short-term Technical Assistance and Training with DevTech Systems. The project Scope of Work (SOW) called for three principal tasks: on-going technical assistance with partner organizations in each country; a workshop in each country, tailored to the needs of the partners in that country; and, formation of a gender working group in each country with representatives of partner organizations.  The final report for the project describes the activities under the project and analyzes their relative effectiveness. The first task of the consultants, which absorbed more time than was anticipated originally, was an analysis of partners’ gender attitudes and knowledge, and of the incorporation of gender analysis in their activities. The diagnostic visits with each partner organization served to introduce the gender consultant to the organizations and provide crucial information for customizing technical assistance and the workshops.  The most successful aspect of the project was the individual technical assistance provided to the partner organizations, largely because the organizations requesting assistance were motivated to make the most of it. In organizations where the managers were less convinced upfront of the importance of gender analysis, the consultants made less headway in providing technical assistance.  A workshop was hosted in each of the three countries in June 2005. The content of the training varied across countries, depending on the needs of the partners in each place. In Ghana, which has participated for several years in WAWI, attention was given to integration of gender considerations into the organizations’ work plans; in Niger and Mali, the focus was on tools for gender analysis in the field. The workshops were particularly successful in generating additional requests for individual technical assistance.  The third component planned for the project, the establishment of gender working groups, was not achieved in any of the three countries, in part due to the lack of a critical mass of people with a serious interest in gender issues in water and sanitation. This task may be achieved in the future as the partners gain experience with gender issues and seek a forum to discuss it with peers. On the other hand, the consultants in Mali and Niger did attend the monthly country meetings of the WAWI partners, and found them useful to inform others about their planned activities and achievements as well as to get up-to-date information about WAWI and its partner organizations.  The report concludes with a series of recommendations for the next phase of the WAWI gender mainstreaming program including:   * Planning of the next phase of the gender mainstreaming program should be carried out with the participation of WAWI partners and the national consultant in each country and be based on partners' needs. * The next phase of the gender mainstreaming program should assist field workers in learning how to help communities identify, analyze, and integrate gender issues into the water and sanitation activities they undertake with WAWI. * Special attention in the next phase should be given to government water and sanitation agencies, as well as other government agencies working with WAWI. * National gender experts should attend WAWI partners' monthly meetings and report from time to time on gender mainstreaming activities. * National gender consultants should compile a set of documents on gender integration in water, sanitation, and health / hygiene projects, and funds should be made available to share them with gender focal points and participants in training activities. * Monitoring indicators for the gender mainstreaming program need to be developed in collaboration with WAWI partners and associated government agencies. * WAWI funding organizations need to demonstrate their commitment to gender mainstreaming through continuous support and oversight of the institutions with whom they work to make sure that partners' commitment to gender mainstreaming goes beyond words.   The work of the gender consultants in the three countries is expected to continue under a different source of USAID funding for at least another year. |
| **#13 2006-WAWI-WWF.pdf**  USAID Focus Areas USAID support is directed to strengthening the Integrated Water Resources Manage­ment scope of the activities, embedding potable water activities in a broader, cross-sectoral framework. Specifically, USAID focuses on areas of intervention including Livelihoods and Income Generation, Governance and the Enabling Environment, Information Management, Gender Mainstreaming, and Hygiene Behaviour Change. Investments support institutional strengthening, capacity building, information management, stake­holder participation, water policy reform, and financial sustainability, as well as targeted on-the-ground technical support and service delivery. Through its interventions, the Agency plays a catalytic role in WAWI as a whole, expanding the areas of activity and long-term approach of all partners in line with the principles of integrated water resources management.  In addition to its financial and technical support, USAID has supported partnership con­solidation through efforts in communications, development of an initial Memorandum of Understanding, resource mobilization, and technical analysis and capacity building on cross-cutting issues. USAID has also supported the recent development of a five year strategic plan for WAWI, which lays out a collective vision to consolidate the WAWI operational model for increased impact and scaling up. |
| **#14 2007-Gleitsmann-WAWI-Mali.pdf**  This paper presents a qualitative assessment of the participatory water management strategies implemented at the community level in rural Mali through a water supply project — The West Africa Water Initiative (WAWI) — coordinated by World Vision International, a non-governmental and humanitarian organization. Data for the study were generated through a combination of primary and secondary sources in three villages. Results of the study indicate that while community-based rural water supply is a positive step in responding to the needs of rural Malians, the installation of boreholes with hand pumps informed merely by consultative participatory approaches and limited extension involvement will not necessarily proffer sustainable rural water supply in the region. A ‘platform’ approach to rural water supply management that can mobilize the assets and insights of different social actors to influence decision making at all stages, including the design and choice-of-technology stages, in water supply interventions is instead advocated. |
| **#15 2007-Hydropolitics-Africa-Sample.pdf**  This volume brings together specialist reflection on the hydro politics of Africa. It is the outcome of a specialist meeting at the Institute for African Development at Cornell University. Since that meeting which identified and emphasized the importance of hydro politics on the African continent – a topic which has been greatly neglected within the policy literature and policy process – the South African utilities sector has been developing the plan of damming the Congo with the intention of exporting power to Southern Europe. The power shortages of Europe create a profitable market for African enterprise but they may very well do so at the consequence of depriving Africa of the electrical power which could furnish its development. The time is clearly ripe to reflect on the hydro politics of Africa within the greater policy debate of African development.  Hydro politics is an area of African institutional structure which requires clearer and more forward thinking policy attention. And it requires that attention now. This volume does not deal explicitly with issues of solar power but the plan of the South African utilities sector to use the hydro-electric potential of the Congo to meet European electrical power needs raises the important issue of the prioritizing of Africa’s energy needs upon the African continent and having policies of solar energy development could play a part in compensating for any such diversion of Africa’s energy resources to Europe. Locally controlled solar power possesses less risk of diversion than do large hydro-electric schemes.  But water is more than a source of electrical power and the essays in this book investigate a range of interactions between riparian arrangements and the life of Africa. The essays in this volume focus on the complexities and opportunities offered by the riparian (i.e. river and water) systems of Africa. The volume draws attention to past institutional resolutions and their relationship to their contemporary political power structures; it sketches the ground for potential future conflicts and examines the deficiencies and problems of present water administration regimes. It moves beyond institutional structures to examine issues of health and disease linked to Africa’s water systems and considers issues of social equity in relationship to the access to water. It is but a beginning at a time of significant institutional and technological change, change which has consequences for the future hydro politics of Africa. |
| **#16 2007-Uphoff-CV.pdf**  NORMAN T. UPHOFF - CURRICULUM VITAE  Professor of Government and International Agriculture; Program Leader for Sustainable Rice Systems, Cornell International Institute for Food, Agriculture and Development (CIIFAD); Director of Graduate Studies, Field of International Development; Core Faculty, Cornell Institute for Public Affairs (CIPA), Acting Director, Spring 2007 |
| **#17 2007-WAWI-Mid-Term-Staus-Review.pdf**  WAWI – Mid Term Status Review – Rev.1 November 2006 The following summarizes the findings of a mid-term review carried out on the West Africa Water Initiative (WAWI) in the summer and fall of 2006. The review showed that WAWI is realising significant results in Ghana, Mali and Niger. The unique collaboration of 13 international partners is providing increased access to safe water and sanitation; taking steps to reduce the prevalence of water related diseases through hygiene behaviour change; putting in place mechanisms to ensure sustainable management of water resources; and fostering a new model of partnership and institutional synergy. At the same time, the partnership faces challenges as the alliance matures and seeks a way to increase the level of synergy and impact it creates. |
| From 2007-WV-Summer-Magazine.pdf  This would not be the work of governments alone. The summit ushered in a new era of partnership. Governments, businesses, academic institutions, and aid organizations would combine forces to tackle global problems. One partnership in particular epitomizes the new thinking: the West Africa Water Initiative. For years, the Conrad N. Hilton Foundation and World Vision have worked together to bring clean water to poor rural areas in Ghana.  In 2002 these organizations joined forces with eight others, including the Nevada-based Desert Research Institute, the U.S. government, and Cornell University’s Institute for Food, Agriculture, and Development. Each organization committed to bring their resources and expertise to drill more than 1,000 new boreholes, open up scores more alternative water sources, and provide 10,000 new latrines; an effort expected to benefit 500,000 people in Ghana, Mali, and Niger.  World Vision is responsible for drilling most of the wells, educating communities about well maintenance, sanitation, and hygiene, and channelling into the program more than $23M of donors’ money, matched by the Hilton Foundation. As Steven Hilton, grandson of the hotel chain’s founder said of WAWI: “We felt it was where we could have maximum impact on the most lives for the monies invested”. Almost five years down the track, World Vision’s six well drilling teams and associated staff. Hydrologists, sanitation specialists, and civil engineers are working hard to complete all project goals by the end of 2008. |
| **#18 2008-ARD-WAWI-Final-Report.pdf**  EXECUTIVE SUMMARY This report provides a summary of ARD Inc. activities as part of the West African Water Initiative (WAWI) program covering a five-and-half-year period (September 2002–March 2008). ARD provided the primary technical support to the United States Agency for International Development’s participation in the 13-member WAWI public-private ‘partnership’ to conduct water supply, sanitation, hygiene, and integrated water resources management activities in selected rural and peri-urban communities of Ghana, Mali, and Niger.  The ARD Scope of Work comprised two major interrelated components that were designed to achieve United States Agency for International Development (USAID) goals to support and strengthen the emerging WAWI public-private partnership for water resources management in the developing world, and to provide technical excellence, innovation, and leadership in the area of integrated water resources management. ARD carried out a two-pronged program to:  • Manage a grants program for selected WAWI partner grantees.  • Provide direct, specialized, and complementary technical assistance and training.  ARD had been directed to strengthen the integrated water resources management (IWRM) scope of the project, embedding potable water activities in a broader, cross-sectoral framework. Specifically, we have focused on four areas of intervention: Livelihoods and Income Generation, Governance and the Enabling Environment, Information Management, and Gender Mainstreaming. Investments have largely been directed to the ‘software’ side of the effort, e.g., institutional strengthening, capacity building, information management, stakeholder participation, water policy reform, and financial sustainability, as well as targeted on-the-ground technical support and troubleshooting. However, in order to support the United Nations Children’s Fund and WaterAid programs, some grants have been applied to ‘hardware’, primarily in the construction of wells and latrines.  The specific tasks funded by the USAID, and carried out by ARD within this task order, must be understood in the broader context of the considerably larger WAWI effort of which ARD forms a part. USAID intended to have a catalytic role in the alliance as a whole, expanding the areas of activity and long-term approach of all partners in line with the principles of IWRM. Responsibility for field-level coordination was accorded by the Conrad N. Hilton Foundation to the World Vision-supported Secretariat. Management and coordination of the partners, unfortunately, never achieved a level of desirable effectiveness. The 13 partners remained a largely independent group that grew in cohesiveness on some levels as WAWI progressed, but long-standing contentions remained an issue of concern to achieving the goal of effective partnership.  ARD managed a grants program that issued 32 grants and subcontracts totalling $1.8M primarily to WAWI partners, but also to other international and local firms, to support the overall WAWI objectives. ARD staff and individual consultants also provided focused technical assistance directly to the partner organizations as well as local non-governmental organizations and government agencies. Specific outcomes included the construction of 70 wells and thousands of latrines, participation of hundreds of trainees in workshops covering several focused subjects, and the training of village committees at each well site to manage their water systems. Training subjects included gender mainstreaming, hygiene, IWRM, and water data management systems. Considerable attention was also given to improving livelihoods through the promotion of drip irrigation technologies and gardening cooperatives primarily directed at women.  In consideration of the WAWI objectives of providing water and sanitation services to reduce the incidence of water-borne diseases in an ecologically and financially sustaining environment, the goals have been successfully met. Because of the improved water supplies, use of latrines, and application of recommended hygiene practices, hundreds of rural communities and several peri-urban neighbourhoods have doubtlessly lowered their susceptibility to water-related diseases. The objective of creating a model partnership with 13 partners proved, however, to be a challenge that remains in progress. USAID funded its contribution to WAWI through the first Water and Coastal Resources Indefinite Quantity Contract (IQC). As this contracting mechanism expired before the end of the first phase of funding by the Hilton Foundation, USAID solicited bids for a follow-on contract in July 2007 under the second Water and Coastal Resources IQC.  This second phase of USAID funding, commonly referred to as WAWI II, will cover the final year of Hilton funding and be used to support partners receiving funding under the foundation’s second phase of involvement. |
| **#19 2008-CIIFAD-WAWI.txt**  West Africa Water Initiative (WAWI) Overview of the Initiative. In September 2004, the Cornell International Institute for Food, Agriculture and Development (CIIFAD) joined a group of 13 international collaborators working on an interdisciplinary development program called the West Africa Water Initiative (WAWI) (see also WAWI partners website http: / / www.wawipartnership.net. The four core objectives of WAWI include improving access to safe water resources, reducing the prevalence of waterborne diseases, promoting ecologically and economically sustainable natural resource management, and fostering a new model of partnership and institutional synergy.  As an implementing partner in the WAWI consortium, CIIFAD provides facilitation in applied problem-focused agriculture and natural resource management issues throughout the project zones in Ghana, Mali, and Niger. CIIFAD also strives to build and develop professional capacities and strengthen partnerships with collaborating institutions, regarding these as complementary foci to WAWI’s principal goals of increasing access to safe water and enhancing ecological, financial, and social sustainability of water through participatory, problem-focused research and development. |
| **#20 2008-Commission-on-Sustainable-Development.pdf**  The present background paper is submitted to the sixteenth session of the Commission on Sustainable Development to complement the Secretary-General’s Report on Partnerships for Sustainable Development (E / CN.17 / 2008 / 10). It offers brief summaries of 98 CSD-registered partnerships for sustainable development as of 1 April 2008 where Agriculture (42 partnerships), Desertification (12 partnerships), Drought (12 partnerships), Land (28 partnerships), Rural Development (28 partnerships) and Sustainable Development for Africa (50 partnerships) are the primary focus of their activities. The summaries included are based on the information contained in the CSD Secretariat Partnerships Database which has been voluntarily submitted by CSD registered partnerships. On-line addresses as well as web links to the CSD Secretariat Partnerships Database are provided for ease of reference to expanded information. |
| Summary Partnerships for sustainable development are voluntary, multi-stakeholder initiatives undertaken by any combination of Governments, inter-governmental organizations, major groups and other organizations and institutions, which contribute to expedite the implementation of inter-governmentally agreed sustainable development goals and commitments in Agenda 21, the Programme for the Further Implementation of Agenda 21 and / or the Johannesburg Plan of Implementation.  The present report provides a general summary of information on the 334 partnerships for sustainable development registered with the Secretariat of the Commission on Sustainable Development as of 1 February 2008, as well as a more detailed summary of partnerships focusing on agriculture; desertification; drought; land; rural development; and sustainable development for Africa. 95 registered partnerships out of 334 have identified the CSD 16 / 17 thematic cluster as the primary focus of their work.  The report points out that while these initiatives vary significantly in terms of sustainable development issues addressed, management structures, number of partners and scope, there are certain factors that are common to all registered partnerships. By pooling their knowledge, skills and resources, these collaborative initiatives are working to find innovative solutions to sustainable development challenges and to develop knowledge networks to contribute to an environment of informed decision-making.  As requested by the CSD at its eleventh session, this report serves as a basis for the Commission on Sustainable Development’s discussion, during its review session, on the contribution of partnerships to the implementation of the inter-governmentally agreed sustainable development goals and commitments. |
| **#21 2008-Global-Development-Alliance-Brochure.pdf**  Introduction six years ago, the U.S. Agency for International Development (USAID) created the Global Development Alliance (GDA) business model to combine the assets and energy of corporations, foundations, non-profit organizations, and donors to expand on development assistance to the world’s poorest countries. This innovative model for public-private alliances is USAID’s commitment to maximize the effectiveness of aid to address development challenges more effectively.  Over time, the GDA business model has helped to transform and redefine the way USAID does business, shifting away from the traditional client-vendor relationship to welcoming the private sector as full and equal partners on development projects. As a result, USAID has cultivated more than 600 public-private alliances with over 1,700 unique partners, and leveraged $5.8 billion in resources from partners with $2.1 billion in public investment.  Today, we are achieving more in partnership than any single actor could accomplish alone. By combining the complementary assets and energy of private enterprise with the development expertise, convening and coordinating authority, financial resources, and global presence of USAID, the GDA business model has resulted in enduring alliances that encourage innovation and more effective problem-solving for maximum development impact. Not only are we now developing new alliances at a more rapid pace, we are working with the private sector at all levels including small and medium enterprises to huge multinationals. In addition, we are expanding a number of these partnerships with companies such as Intel, Starbucks, Microsoft and Cisco to a global level with a new model for cooperation. These ‘Global Frameworks’ allow both the Agency and our partners to undertake higher quality activities with less start-up time for quicker results.  Whether through a global framework or through a more traditional partnership, you can be part of our effort to build a new era of global economic growth and opportunity. The alliances that are highlighted in the following pages illustrate our many successes. However, much work remains to advance the use and effectiveness of public-private alliances. Together, we can achieve more robust and sustainable development outcomes. We look forward to working with you as your alliance ideas take shape. |
| **#22 2008-GPPN-Partnerships.pdf**  2.3 West Africa Water Initiative (WAWI) A few days before the WSSD, in August 2002, Steven M. Hilton, president of the Conrad N. Hilton Foundation (CNHF) (a philanthropic organization established in 1944 by the hotel entrepreneur), and Andrew S. Natsios, Administrator of the United States Agency for International Development (USAID), announced the launch of the West Africa Water Initiative (WAWI), which would ‘provide potable water and sanitation to rural villages in Ghana, Mali and Niger, West Africa’ (CNHF 2002). Its stated aims (CNHF 2004) include increasing access to safe and sustainable water supplies and sanitation services in rural and peri-urban areas; decreasing the prevalence of waterborne diseases; ensuring ecologically and financially sustainable management of water; and fostering a new model of partnership and institutional synergy that may be replicable elsewhere. Although WAWI was created ‘as part of the global movement towards partnership’ which was ‘formally endorsed’ at the WSSD (USAID Water Team 2004), it was not initially registered with the CSD Secretariat as a TTP. It is, however, now officially recognised as a TTP.  WAWI comprises ten core partners and three additional affiliate organizations. The ten core partners are: on the governmental side, one governmental bilateral donor organization; from civil society, three charitable / not-for-profit NGOs, one public international organization, two academic / consultancy research institutions, and two grant-making organizations; and from the private sector, one global network of national and regional trade associations. There are also three additional organizations (two NGOs and a public policy organization) which are sometimes referred to as partners, but at other times as agencies acting in an advisory capacity to the initiative, because unlike all the other members they do not provide any financial resources or receive grants from other members. Each partner has a specific role with defined responsibilities. The CNHF ‘is the primary external donor’ for WAWI, with ‘an important coordination and oversight role’ (Water for the Poor 2002). The CNHF has given grants to others partners on the basis that these are ‘match-funded’ (CNHF 2004). USAID has also provided grants (which do not require match-funding) to six partners. World Vision serves as the ‘lead agency for the implementation of the program’ (World Vision 2002).  Like EUWI and PAWS, WAWI has had its fair share of problems, including those relating to the perceived dominance of certain actors, in this case CNHF and World Vision as the biggest funding providers. As one WAWI member (Interviewee 6, 2004) explained, “*Hilton and World Vision dominate because they are, I’d say, eighty-percent equity holders in the project…I think [all partners] share a perspective of partnership, but…I suspect for most organizations they probably don’t feel their boat bears equal weight*”.  WAWI has also come under attack for being northern dominated and for sidelining African governments. As one partner (Interviewee 5, 2005) argued, “*It is a northern partnership which works in the south…I don’t think [African governments] … are involved and that’s why I think it’s a principally northern partnership…I think there have been formal meetings with government at various stages but [indigenous] government is not an active partner in any true sense of the word”*. Indeed, it is not the case that WAWI has negated to engage with indigenous government, however, this engagement has been more at the level of indigenous government sanctioning WAWI’s work, rather than in implementation.  During its first three years, some WAWI members were also sceptical about whether WAWI was developing any significant synergistic qualities and whether it was anything more than “*A collection of individual projects…funded by a different combination of donors…under the common banner of WAWI*” (Interviewee 5, 2005). However, in 2005 a strategic planning process was initiated for the partnership, and was completed in January 2006 (Doyle & Corliss 2006). The plan was created to try and help the partnership collectively achieve more through a strategic approach, than the individual partners could alone through localised project work, ‘with the view of scaling-up a successful model of partnership within current countries, the region and potentially other regions’ (Nerquaye-Tetteh 2006), and ‘ultimately significantly expanding [the partnership’s] reach and influencing sector policy and other investment decisions’.  Despite the above problems, WAWI has achieved significant outcomes on-the-ground including establishing a school-based sanitation programme, drilling around 700 boreholes / wells and constructing 8200 latrines (WAWI 2007). However, even though these outcomes were achieved, as one participant (Interviewee 6, 2004) pointed out, ‘a well by itself, or a latrine by itself brings a certain measure of change, but hygiene is the factor that really changes things, so it’s all about behaviour changes which is more challenging’. So it will be years before the sustainability of WAWI’s impact becomes clear.  Furthermore, there is no comprehensive, overall monitoring and evaluation strategy in place for WAWI and it should be noted that obtaining information on WAWI is not easy since it does not operate in a particularly transparent manner. |
| **#23 2008-UNICEF-WASH-Annual-Report.pdf**  Key Global WASH Collaborative Frameworks   * UN Water: mechanism to strengthen co-ordination and coherence amongst all UN bodies working in water and sanitation (UNICEF is a member and chairs the UN Water Task Force on Sanitation). * Global Framework for Action: a partnership of donors, developing countries, agencies and NGOs to address global WASH problems such as aid-effectiveness and mutual accountability while ensuring country level processes are adequately supported. * IASC WASH Cluster: consisting of 14 NGOs, two Red Cross movements and five UN agencies, working with international bodies and major bilateral donors for the coordination of WASH humanitarian assistance (UNICEF is the lead agency). * Water Supply and Sanitation Collaborative Council (WSSCC): an UN-affiliated multi-stakeholder partnership organization with a focus on advocacy and awareness raising (UNICEF is a member of the governing council). * Water Integrity Network (WIN): a membership network including Transparency International and a range of sectoral agencies to promote anti-corruption activities primarily in the water sector worldwide. * Public-Private Partnership for Hand Washing with Soap (PPPHW): collaboration of USAID, WSP, LSHTM, CDC, Unilever, Proctor and Gamble, CARE, UNICEF and other partners for advocacy and capacity building for programming initiatives on hand washing with soap. * WHO / UNICEF Joint Monitoring Programme (JMP): the official mechanism of the UN system to monitor global progress towards MDG Target 7c. * Rural Water Supply Network (RWSN): a global knowledge network that promotes sound policies and practices in rural water supply (chaired by UNICEF). * West Africa Water Initiative (WAWI): a collaborative framework for water and sanitation in selected West African countries, with funding from the Conrad M. Hilton Foundation. * Global Network on Household Water Treatment and Safe Storage Network (HWTS): a broad network of sectoral agencies established by WHO to promote HWTS as a key component of water, sanitation and hygiene programmes. * Guinea Worm Eradication Programme (GWEP): Established in 1986, including the Carter Center. |
| **#24 2008-WAWI-10th-Partners-HQ-Meeting.pdf**  On February 27-28, 2008, 27 representatives of the thirteen WAWI Partnership organizations met at the Palomar Hotel in Arlington, Virginia, for the 10th WAWI Partners HQ Meeting. Four consultants made presentations to the group. This global gathering was hosted by USAID / ARD and facilitated by Sherwood Shankland.  This document summarizes the discussions and points of consensus reached by the participants during the two day meeting. A joint communiqué of the results will also be written to provide each participant with common language to use in their communications with the many other WAWI stakeholders around the world.  Follow up action items for the next six months are also specified in this document, which are the responsibility of the participants to complete. The WAWI Secretariat, headed by Jean-Baptiste Kamate will coordinate these follow-up action items, with the full support and participation of WAWI Partner representatives and their organizations. |
| **#25 2008-WAWI-A-Preliminary-Assessment.pdf**  Prepared for the Conrad N. Hilton Foundation 15 November 2007.  This is a preliminary assessment of WAWI based on a substantial desk review of partnership documents, individual and small group interviews with many of the partners as well as an earlier facilitation of a WAWI partnership meeting in Seattle in April 2007. It is important to stress that this assessment is preliminary and does not include information that would certainly be gained with travel to project sites and secretariat premises in West Africa, which would likely highlight many positive elements of WAWI partners in action. Nonetheless, I am confident that this preliminary assessment provides enough material for the Foundation to begin serious deliberations about how it might increase impact from its investment in water, sanitation and hygiene projects in West Africa and to determine some immediate steps for WAWI Phase 2 planning.  EXECUTIVE HIGHLIGHTS   * The West Africa Water Initiative (WAWI) was launched in 2002. It is an ambitious endeavour to improve the social and economic well-being and health of individuals, families and communities in Ghana, Mali and Niger and to ensure ecologically, financially, and socially sustainable management of water quantity and quality. It is a partnership of 13 to 15 professional organizations, each with considerable international standing in its own right and with its own particular set of goals and organizational strengths and weaknesses. The result is a complex set of actors, projects and goals. * WAWI was formed around the nucleus of a very successful, decades-long partnership between the Conrad N. Hilton Foundation and World Vision in Ghana. World Vision was designated lead agency in the WAWI partnership by the Foundation and has more than matched the Hilton grant of $18.6 million thus directly managing the implementation of over 80% of all partnership funds. This has a complicating influence on the partnership in structural and relationship terms. * WAWI strategy, heavily influenced by the Foundation, has an explicit focus on health outcomes. Strategic tensions emerge most clearly in relation to the identification of very specific diseases in a broad water, sanitation and hygiene (WASH) strategy. Moreover, the lead partner in WAWI, World Vision, is at its core a community development organization motivated and focused on a broad set of humanitarian goals in which water serves as both entry point to the community and link to an array of social, economic and health outcomes. There is some misalignment between partnership-wide goals, individual partner goals and between strategy and implementation. * Partners are able to identify a very long list of important and significant accomplishments made with WAWI / Hilton Foundation funding. The most certain accomplishment is that collectively WAWI partners have ‘significantly increased access to safe water by rural households in all three countries’. The partnership has not established a monitoring and evaluation system that allows equally certain assessment of other objectives. Measurement of impact or attribution of accomplishment to the existence of the partnership is not possible with existing data and is likely to remain elusive. * WAWI does not have in place many of the enabling elements critical to partnership success. Partners have accepted on paper a governance structure that does not function well in practice and there is no agreed locus for leadership. There is substantial power inequity. Few systems are in place to achieve collaboration, foster sound decision-making, build trust and facilitate resource sharing, or share credit and recognition. There is significant tension in this area between USAID and World Vision with other partners somewhat marginalized in the process. These problems are not unique to WAWI. * The Foundation faces a tough strategic choice whether to strengthen impact around the existing portfolio of grants or continue to invest in a broader partnership that provides a very uncertain opportunity for expanded regional impact.   The remainder of the report is organized in four sections. In the first section, WAWI is placed in the context of broad sectoral goals and the Foundation’s broader water portfolio. In the second section, WAWI’s history, strategy and structure are reviewed as a foundation for judging effectiveness. In the third section, we look explicitly at partnership effectiveness in terms of achievements and standard measurements of partnership effectiveness. In the final section, we lay out broad strategic and structural conclusions that have emerged in dialogue with the Foundation.  Quote page 11: Some projects as well as pilot efforts have been very successful but WAWI has not developed a system for scaling up or disseminating knowledge of successful approaches. |
| **#26 2008-WAWI-Phase-one-Evaluation-Report.pdf**  The West Africa Water Initiative was launched in 2002 to improve the health and well being of families and communities in Ghana, Mali and Niger. Over its five years of existence, very significant contributions were made in the three countries for the achievement of WAWI objectives. Annual regional meetings were held in rotation in Mali, Ghana and Niger to allow all partners to review the achievements and challenges encountered during the year. In 2007, USAID / ARD completed a Mid-Term Status Review to provide a comprehensive assessment of the partnership in meeting the four stated objectives:   * Objective 1: **ACCESS TO SAFE WATER** – ‘Significantly increased access to safe water by rural households in all three countries has been achieved under WAWI assistance’. * Objective 2: **REDUCTION IN WATER-RELATED DISEASES** – ‘There is not enough data to show this objective is being met, although many partners are providing hygiene improvement messages in the target communities, and qualitative evidence indicates that the partnership is having a positive impact’. * Objective 3: **SUSTAINABLE WATER MANAGEMENT** – ‘It is difficult to determine whether this objective of sustainable water management is being met in practice due to the short time WAWI has been in existence. However, important steps are being taken to ensure that this objective is being met’. * Objective 4: **EFFECTIVE PARTNERSHIP** – ‘There have been significant achievements under this objective, but there is still considerable scope for improvement, and this objective is not being met in practice. … WAWI can best be described as a work in progress’.   In addition to the Mid-Term Status Review accomplished by USAID / ARD, the Conrad N. Hilton Foundation conducted a WAWI review and presented the results at the WAWI Headquarters Meeting in February 2008 in Washington D.C. The purpose of this assignment is to generate a consolidated WAWI final evaluation report mainly based on the Mid-Term Status Review done by USAID / ARD and the CNHF’s recent review. |
| **#27 2008-WHO-Global-Elimination-of-Blinding-Trachoma-by-2020.pdf**  Background on Trachoma which has a role in certain areas WAWI I and II worked. |
| **#28 2009-HIP-WAWI-Final-Report.pdf**  General Background. USAID provides technical assistance (TA) to the West Africa Water Initiative (WAWI) on cross-cutting issues. This support has continued over several years during the initial phase of WAWI, which ended in September 2008, and the new phase, which started October 2009. USAID support has occurred through different mechanisms. Assistance during WAWI I included a behaviour change component, specifically hygiene promotion activities. WAWI partners with field programs have implemented activities focused on practices at the household level that may reduce waterborne illnesses, such as diarrheal disease, trachoma, and Guinea worm. The technical assistance has been targeted at improving the quality and breadth of hygiene promotion implemented by WAWI partners.  During WAWI I, the program operated in three countries (Ghana, Mali, and Niger) and brought together different types of organizations, including:   * Government agencies implementing specific disease control programs (e.g., National Program Against Trachoma). * International NGOs with project implementation responsibilities on the ground, such as World Vision, WaterAid, the Carter Center, Helen Keller International (HKI), and the International Trachoma Initiative. * Local NGOs working as subcontractors of some of these international NGOs, such as New Energy in Ghana. * Private organizations under contract to address specific technical issues (e.g., Winrock International and CIIFAD). * Funding agencies or international development agencies, such as the Lion’s Club and UNICEF, working as financial partners and with some coordination responsibilities on a country-by-country basis. * The USAID-funded Hygiene Improvement Project (HIP) was given the task of providing technical assistance in behaviour change (BC) and monitoring and evaluation (M&E) to partners implementing WAWI I. HIP’s involvement with WAWI I had two distinct phases. The first was from January to December 2006, and the second from January 2007 to September 2008.   During the first phase, technical assistance was provided in both BC and M&E. A regional BC specialist operating out of Bamako, Mali, provided technical assistance to WAWI partners in all three countries. The purpose of the BC effort was to advocate behaviour change activities among participating partners in each country and to form and / or strengthen a network of individuals working in BC among national partners and their capability to promote hygiene. The M&E technical assistance had a limited scope and was provided through HIP’s M&E specialist based in Washington, DC, who travelled to West Africa as needed. The M&E specialist reviewed M&E data that WAWI partners collected in the participating countries to determine if they followed indicators defined for the partnership under a predecessor project funded by USAID, and if data procedures were equivalent, to make cross-country comparisons.  During the second phase, however, the focus of HIP’s technical assistance was exclusively on BC. Three BC specialists were hired locally in each of the WAWI countries. They lived in Bamako (Mali), Tamale (Ghana), and Maradi (Niger), respectively, within or in proximity to the geographic areas of interest for WAWI in all three of these countries. HIP partner ARD Inc. hired the specialists, and HIP was responsible for providing BC technical support.  During this phase, the BC specialists were hired to:   * Strengthen hygiene programming capabilities among the WAWI partners in each country. * Assist partners in the development and application of behavioural analysis skills, across hygiene and sanitation domains, according to the WAWI partners’ needs. * Help partners develop a common BC strategy in each country and improve the partner organizations’ technical ability to implement the strategy through a community of practice approach to behaviour change.   The remainder of this report focuses on the technical assistance provided in behaviour change during the second phase. The technical assistance provided in the area of monitoring and evaluation was very specific and intended to develop recommendations to implement common indicators. Results of the M&E technical assistance can be found in Annex 3. |
| **#29 2009-WV-Southern-Africa-Water-Initiative-ZWASH.pdf**  Phase I of ZWASH will supply safe water, basic sanitation, and hygiene education to more than 165,000 rural people in nine - World Vision - community development areas in the Southern province of Zambia by the end of fiscal year 2013. Capacity for maintaining the interventions also will be strengthened. Through water quality analysis, treatment, and monitoring, World Vision will ensure that safe, good-quality drinking water is provided to the people of Zambia.  Launched in December 2008, ZWASH is the first phase of World Vision’s much larger Southern Africa Water Initiative (SAWI). SAWI is modelled after World Vision’s successful West Africa Water Initiative. SAWI will provide safe water, basic sanitation, and hygiene education to more than 500,000 people in the countries of Zambia, Malawi, Mozambique, and Lesotho, from 2008 to 2016. |

**II Annexes**

1. Overview of WAWI and WAWI II projects / activity tasks
2. Overview of WAWI I and WAWI II grants and subcontracts
3. WAWI - Mid Term Status Review - March 2007; CONCLUSIONS AND MAIN RECOMMENDATIONS
4. Framework for WAWI KM research
5. Form for activities done
6. Form for information produced
7. WAWI – Rapport final d’évaluation de WAWI – Juin 2008; CONCLUSION ET RECOMMENDATIONS
8. IRC proposal for WAWI knowledge management
9. Partnerships for Water and Sanitation in Africa
10. Bismark Nerquaye-Tetteh, WAWI coordinator based in Accra, Ghana on WAWI, November 2008
11. 2008 Plans ARD
12. WEST AFRICA WATER INITIATIVE (WAWI) 2006-2010 STRATEGIC PLAN

**#1 Overview of WAWI I and WAWI II projects / activity tasks**

* Smiley faces mean that we provided water supplies even though water supply provision per se was not really in our terms of reference.
* Asterisks mean a partial support with significant comingling of funds from other sources making it more difficult to determine exactly what we contributed.
* Check marks mean direct intervention using our funds.

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| **WAWI I** | **Where** | **What** | **Activity Tasks** | | | | | | | | | | | | | | |
|  |  |  | **1** | **2** | | | | | | **3** | | | | **4** | | | |
|  |  |  | **Grants and Subcontract Management** | **Water Supply** | **Low cost Drilling** | **Self Supply / MUS** | **CLTS** | **Peri-Urban Water Supply / Sanitation** | **Point of Use** | **Advocacy** | **Hydrologic Information Management** | **Gender Mainstreaming** | **BCC** | **Partnership Governance** | **KM for CLTS** | **KM** | **National-Regional Coordination** |
| **Grantee** |  | **Main Activities** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| World Vision | Ghana | Partial construction and equipping of World Vision training center in Tamale | **√** |  |  |  |  |  |  |  |  | **\*** | **\*** | **\*** |  |  |  |
| World Vision | Regional | Workshops on gender mainstreaming IWRM conducted in all three countries | **√** |  |  |  |  |  |  |  |  | **√** |  |  |  |  |  |
| World Vision | Ghana | Hydrogeo data management system developed | **√** |  |  |  |  |  |  |  | **√** |  |  |  |  |  |  |
| World Vision | Ghana | Women’s garden associations created | **√** |  |  | **√** |  |  |  |  |  |  |  |  |  |  |  |
| World Vision | Ghana | Women’s banking systems established | **√** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| WaterAid Ghana (1) | Ghana | Peri-Urban Water Supply and sanitation in Tamale | **√** |  |  |  |  | **√** |  |  |  | **√** | **√** |  |  |  |  |
| WaterAid Mali (1) | Mali | Peri-Urban Water Supply and sanitation in Bamako | **√** |  |  |  |  | **√** |  |  |  | **√** | **√** |  |  |  |  |
| Desert Research Institute (DRI) (1) | Ghana /  Mali | Hydrogeo data management systems developed for Ghana and Mali | **√** |  | **√** |  |  |  |  |  | **√** |  |  |  |  |  |  |
| Winrock (1) | Mali | Self-Supply / MUS with Drip irrigation | **√** |  |  | **√** |  |  |  |  |  |  | **√** |  |  |  |  |
| Cornell CIIFAD | Ghana / Mali | Community-based livelihood initiatives undertaken in Ghana and Mali | **√** |  |  | **√** |  |  |  |  |  |  |  |  |  |  |  |
| Cornell CIIFAD | Ghana / Mali | Policy reflections | **√** |  |  |  |  |  |  | **√** |  |  |  |  |  |  |  |
| Cornell CIIFAD | Ghana / Mali | Capacity building for natural resource management conducted | **√** |  |  |  |  |  |  |  |  | **√** |  |  |  |  |  |
| CREPA Mali (2) | Mali | 35 WSS committees trained in Mopti, Mali | **√** |  |  |  |  |  |  |  |  | **√** | **√** |  |  |  |  |
| CADIS Mali | Mali | 20 WSS committees in Gao and Timbucto trained | **√** |  |  |  |  |  |  |  |  | **√** | **√** |  |  |  |  |
| SETRA Mali | Mali | Wells rehabilitated and 36 pumps installed | **√** | **☺** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| APDO (1) | Ghana | Community mobilization for 70 communities | **√** |  |  |  |  |  |  |  |  | **√** | **√** |  |  |  |  |
| Church of Christ (COC)(1) | Ghana | 10 boreholes drilled in Ghana | **√** | **☺** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| COC (2) | Ghana | 60 boreholes rehabilitated in Ghana | **√** | **☺** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| COC (2) | Ghana | Pump mechanics trained / Regional pump depot set up | **√** | **☺** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| APDO (2) | Ghana | Lessons learned from UNICEF Ghana experience written | **√** |  |  |  |  |  |  |  |  | **√** | **√** |  |  | **√** |  |
| APDO (2) | Regional | Regional workshop conducted | **√** |  |  |  |  |  |  |  |  | **√** | **√** | **√** |  | **√** | **√** |
| CREPA Niger | Niger | 20 WSS committees in Magaria trained | **√** |  |  |  |  |  |  |  |  | **√** | **√** |  |  |  |  |
| IGN Niger | Niger | 10 boreholes drilled | **√** | **☺** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Vergnet Niger(1) | Niger | 20 pumps installed and repairmen trained | **√** | **☺** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Vergnet Niger (2) | Niger | Infrastructure walls added to 20 pump installations | **√** | **☺** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Winrock (2) | Niger | Local manufacturers of treadle pumps trained | **√** |  | **√** |  |  |  |  |  |  |  |  |  |  |  |  |
| DRI (2) | Niger | Water data management in Niger assessed | **√** |  |  |  |  |  |  |  | **√** |  |  |  |  | **√** |  |
| WaterAid Mali (2) | Mali | Community hygiene improvement | **√** |  |  |  |  |  |  |  |  | **√** | **√** |  |  |  |  |
| WaterAid Mali (2) | Mali | Wells rehabilitated and pumps installed | **√** | **☺** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| WaterAid Ghana (2) | Ghana | Community hygiene improvement | **√** |  |  |  |  |  |  |  |  | **√** | **√** |  |  |  |  |
| WaterAid Ghana (2) | Ghana | 6 water systems constructed | **√** | **☺** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| WaterAid London | Regional | Country assessments in WSS conducted | **√** |  |  |  |  |  |  | **√** |  |  |  |  |  | **√** | **\*** |
| WaterAid London | Regional | WAWI advocacy strategy created | **√** |  |  |  |  |  |  | **√** |  |  |  |  |  |  | **\*** |
| WaterAid London | Regional | Partners trained on advocacy techniques | **√** |  |  |  |  |  |  | **√** |  |  |  |  |  |  | **\*** |
| Lions | Niger | Awareness of hygiene and water diseases raised in Niger | **√** |  |  |  |  |  |  | **√** |  | **√** | **√** |  |  |  |  |
| Lions | Niger | Advocated on behalf of WAWI | **√** |  |  |  |  |  |  | **√** |  |  |  |  |  |  |  |
| Enterprise Works | Niger | Borehole cost-effectiveness studied in Niger | **√** |  | **√** |  |  |  |  |  |  |  |  |  |  |  |  |
| Enterprise Works | Niger | Low-cost drilling alternatives promoted | **√** |  | **√** |  |  |  |  |  |  |  |  |  |  |  |  |
| Enterprise Works | Niger | Hand drilling demonstrated | **√** |  | **√** |  |  |  |  |  |  |  |  |  |  |  |  |
| APDO (3) | Ghana | Hygiene promotion conducted in Ghana | **√** |  |  |  |  |  |  |  |  | **√** | **√** |  |  |  |  |
| APDO (3) | Ghana | Hygiene training kits produced | **√** |  |  |  |  |  |  |  |  |  | **√** |  |  |  |  |
| Cabinet d’Etudes et Controle des Travaux (CEH SIDI) (1) | Niger | Diagnostic study of 36 village pump systems conducted | **√** | **☺** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CREPA Mali (2) | Mali | Water management committees in Mopti region reinforced | **√** |  |  |  |  |  |  |  |  | **√** | **√** |  |  |  |  |
| Compagnie Géo Ingénierie de Chine(CGC) | Niger | 35 pumps in 26 villages rehabilitated | **√** | **☺** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CEH SIDI (2) | Niger | Oversight of pump procurement and installation by CGC | **√** | **☺** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| CEH SIDI (2) | Niger | Oversight of community animation by CREPA | **√** |  |  |  |  |  |  |  |  | **√** | **√** |  |  |  |  |
| Constella Niger | Niger | Consumer acceptance of POU water treatment researched | **√** |  |  |  |  |  | **√** |  |  | **√** | **√** |  |  |  |  |
| Population Services International (PSI) Mali | Mali | Consumer acceptance of POU water treatment in Mali | **√** |  |  |  |  |  | **√** |  |  | **√** | **√** |  |  |  |  |
| Hellen Keller | Mali | Hygiene education program | **√** |  |  |  |  |  |  |  |  | **√** | **√** |  |  |  |  |
| CREPA Mali (2) | Mali | Water committees reinforced at 35 sites in Mopti | **√** |  |  |  |  |  |  |  |  | **√** | **√** |  |  |  |  |

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* Asterisks mean a partial support with significant comingling of funds from other sources making it more difficult to determine exactly what we contributed.
* Check marks mean direct intervention using our funds.

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| **WAWI II** | Where | What | **Activity Tasks inventory** | | | | | | | | | | | | | | | |
|  |  |  | **1** | **2** | | | | | | **3** | | | | **4** | | | | |
|  |  |  | **Grants and Subcontract Management** | **(Water Supply)** | **Low cost Drilling** | **Self Supply / MUS** | **CLTS** | **Peri-Urban Water Supply / Sanitation** | **Point of Use** | **Advocacy** | **Hydrologic Information Management** | **Gender Mainstreaming** | **BCC** | **Partnership Governance** | **KM for CLTS** | **KM** | **National-Regional Coordination** |
| **Grantee** |  | **Main Activities** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Winrock  - Potable Water/ Self Supply | Mali | Evaluation of potential for Self Supply / MUS | **√** |  | **√** | **√** |  |  |  |  |  |  |  |  |  |  |  |
| Constella –  GFA | Niger | POU implementation in Maradi | **√** |  |  |  |  |  | **√** |  |  | **√** | **√** |  |  |  |  |
| DRI | Niger /  Burkina | GIS-based analysis of suitable areas for low cost drilling | **√** |  | **√** |  |  |  |  |  | **√** |  |  |  |  |  |  |
| Winrock - MUS | Niger | MUS implementation program | **√** |  |  | **√** |  |  |  |  |  | **√** | **√** |  |  |  |  |
| RWSN / Practica | Niger | Manuals for low cost drilling | **√** |  | **√** |  |  |  |  |  |  |  |  |  |  | **\*** |  |
| SKAT  (UNICEF) | Burkina | Code of Practice for Low Cost Drilling | **√** |  | **√** |  |  |  |  |  |  |  |  |  |  | **\*** |  |
| WaterAid - WSUP | Mali | Peri-Urban Water Supply and Sanitation, Bamako | **√** |  |  |  |  | **√** |  |  |  | **√** | **√** |  |  |  |  |
| WaterAid America - Regional | Regional | Regional Advocacy activities | **√** |  |  |  |  |  |  | **√** |  | **√** | **√** |  |  |  | **√** |
| Relief International / EWV (UNICEF) | Niger | Training and drilling with low cost technologies | **√** |  | **√** |  |  |  |  |  |  |  |  |  |  |  |  |
| WaterAid | Burkina | Peri-Urban water supply and sanitation | **√** |  |  |  |  | **√** |  |  |  | **√** | **√** |  |  |  |  |
| PROMACO - POU Study | Burkina | POU potential in Burkina | **√** |  |  |  |  |  | **√** |  |  | **√** | **√** |  |  |  |  |
| TREND - KM (UNICEF) | Ghana | KM for CLTS in Ghana | **√** |  |  |  | **√** |  |  |  |  |  |  |  | **√** | **√** |  |
| Plan Mali CLTS (UNICEF) | Mali | CLTS implementation program | **√** |  |  |  | **√** |  |  |  |  | **√** | **√** |  | **√** |  |  |
| APDO (POU) | Ghana | POU implementation in Northern Region | **√** |  |  |  |  |  | **√** |  |  | **√** | **√** |  |  |  |  |
| IRC - TREND - KM | Regional | KM for WAWI | **√** |  |  |  |  |  |  |  |  | **\*** |  | **√** | **√** | **√** | **√** |
| Rural Aid CLTS (UNICEF) | Ghana | CLTS implementation program | **√** |  |  |  | **√** |  |  |  |  | **√** | **√** |  | **√** |  |  |
| CREPA - POU | Regional | Regional exchanges on POU implementation and potential | **√** |  |  |  |  |  | **√** |  |  | **√** | **√** |  |  | **√** | **√** |
| SNV CLTS (UNICEF) | Mali | CLTS implementation program | **√** |  |  |  | **√** |  |  |  |  | **√** | **√** |  | **√** |  |  |
| CONIWAS  2009 / 2010 | Ghana | Advocacy for Ghana NGOs | **√** |  |  |  |  |  |  | **√** |  | **√** | **√** |  |  |  |  |
| BPD / Accountability | Regional | Training in national level governance | **√** |  |  |  |  |  |  | **√** |  | **√** |  | **√** |  |  | **√** |
| CREPA CLTS (UNICEF) | Burkina | CLTS implementation program | **√** |  |  |  | **√** |  |  |  |  | **√** | **√** |  | **√** |  |  |

**#2 Overview of WAWI I and WAWI II Grants and Subcontracts**

(1), (2) etc. is an index number indicating how many times an organisation was involved.

| **TABLE: GRANTS AND SUBCONTRACTS ISSUED UNDER WAWI 1** | | |
| --- | --- | --- |
| **GRANTEES** | **PERIOD** | **Contact persons** |
| World Vision | November 2003 – September 2004 | In Mali – see country director In Niger- Mamane Hamadou, Water Project Manager  Tel: +227 20 41 11 03; Cel. 96 96 16 58 In Ghana – Samuel Diarra, Regional Coordinator for WV based in Accra Tamale – Mumuni Kere Osman, Water project Manager Tel: + 233 071 01056  Email: [mumuni\_osman@wvi.org](mailto:mumuni_osman@wvi.org) |
| WaterAid Ghana (1) | April 2003 –  June 2005 | Director  Tel: + 233 21 760 440 |
| WaterAid Mali (1) | April 2003 –  June 2005 | Adama Sanogo, Program Manager  Tel: + 223 20 29 54 50  Email: [asanogo@wateraid-mli.org](mailto:asanogo@wateraid-mli.org) |
| Desert Research Institute (DRI) (1) | August 2003 –  June 2005 | Alan Mckay  Email: [Alan.mckay@dri.edu](mailto:Alan.mckay@dri.edu) |
| Winrock (1) | August 2003 –  June 2005 | Bara Kassambara, Farmers to farmers Country Director  Email: [Kassambara\_bara@yahoo.fr](mailto:Kassambara_bara@yahoo.fr) |
| Cornell CIIFAD | May 2003 –  June 2005 | See Bara Kassambara |
| Centre Régional pour Eau Potable et l’Assainissement à Faible Coût (CREPA) Mali (1) | January 2005 –  December 2005 | Youssouf Cissé, Director  Tel : + 223 20 20 20 39  Email: crepa-mali@reseaucrepa.org |
| Cabinet d’Assurances pour le Développement Intègre au Sahel (CADIS) Mali Cadis Mali | January 2005 –  December 2005 | Mahamane Cissé, Director  Tel : + 223 20 21 21 21  Cel : 5866 74 59 46 |
| Société D’Equipement et Travaux (SETRA) Mali (1) | April 2005 –  August 2005 | Moctar Diakité, Director Tel: + 223 20 21 37 63  Email: setra@afribonemali.net |
| Afram Plains Development Organization (APDO) (1) | February 2005 –February 2006 | Dominic Dapaah, project coordinator Tel: + 233 71 27 156  Email: [dpsdomi@yahoo.com](mailto:dpsdomi@yahoo.com) |
| Church of Christ COC(1) | April 2005 –  February 2006 |  |
| COC (2) | April 2005 –  March 2006 |  |
| APDO (2) | February 2005 –April 2005 | Dominic Dapaah, project coordinator Tel: + 233 71 27 156  Email: [dpsdomi@yahoo.com](mailto:dpsdomi@yahoo.com) |
| CREPA Niger | March 2005 –  December 2005 | Zabeirou Yacouba, Director Tel: + 227 20 32 00 11, Cel: 96 96 10 33 |
| IGN Niger | May 2005 –  August 2005 |  |
| Vergnet Niger (1) | April 2005 –  August 2005 |  |
| Vergnet Niger (2) | March 2005 –  October 2005 |  |
| Winrock (2) | December 2006 –December 2007 | Emily Kovich, Project Coordinator  Tel: + 227 20 510 994  Email: [ekovich@winrock.org](mailto:ekovich@winrock.org) |
| DRI (2) | April 2007 –  December 2007 | Email: [Alan.mckay@dri.edu](mailto:Alan.mckay@dri.edu) |
| WaterAid Mali (2) | February 2007 –March 2008 | Tidiane Diallo  Tel: + 223 20 29 54 50  Email: [tidianediallo@wateraid-mli.org](mailto:tidianediallo@wateraid-mli.org) |
| WaterAid Ghana (2) | March 2007 –  March 2008 | Director  Tel. + 233 21 760 440 |
| WaterAid London | February 2006 –March 2008 |  |
| Lions Niger | April 2007 –  December 2007 | Dr. Ganda Sanda, Lions’ focal person  Cel. + 227 96 96 62 90 Email: [Ganda1@caramail.com](mailto:Ganda1@caramail.com); [oumarousanda@gmail.com](mailto:oumarousanda@gmail.com) |
| Enterprise Works | March 2007 –  December 2007 | John Naugle, 1100 H Street N.W., Suite 1200 Washington, DC 20005  Tel: 610-967-2959  Tel. 570-869-1417  Email: [naugle@enterpriseworks.org](mailto:naugle@enterpriseworks.org) |
| APDO (3) | February 2006 – December 2007 | Dominic Dapaah, project coordinator  Tel: + 233 71 27 156  Email: [dpsdomi@yahoo.com](mailto:dpsdomi@yahoo.com) |
| Cabinet d’Etudes et Contrôle des Travaux  (CEH SIDI) (1) | June 2007 –  December 2007 | Mohamed Sidi, Director  Tel: + 227 20 72 39 99, Cel: 96 96 41 53 Email: [ceh-sidi@intnet.ne](mailto:ceh-sidi@intnet.ne) |
| CREPA Mali (2) | June 2007 –  December 2007 | Youssouf Cissé, Director  Tel : + 223 20 20 20 39  Email: [crepa-mali@reseaucrepa.org](mailto:crepa-mali@reseaucrepa.org) |
| Compagnie Géo-Ingénierie de Chine (CGC) | June 2007 –  August 2007 | Rao HAINIAO, General Director  Tel. / Fax: + 227 20 75 43 85  Email: [chineyang@yahoo.fr](mailto:chineyang@yahoo.fr);  [Yangjiebd125@hotmail.com](mailto:Yangjiebd125@hotmail.com) |
| CEH SIDI (2) | June 2007 –  December 2007 | Mohamed Sidi, Director  Tel: + 227 20 72 39 99, Cel: 96 96 41 53 |
| Constella Niger | April 2007–  October 2007 | Odette Eiger, Project Coordinator  Email: [oeiger@gmail.com](mailto:oeiger@gmail.com) |
| Population Services International (PSI) Mali | April 2007 –  October 2007 | Steven Lutterbeck, Country Representative  Email: [Sluttebeck@psimali.org](mailto:Sluttebeck@psimali.org) |
| Helen Keller International Mali | January 2007 –December 2007 | Marjion Tuinsma, Country Director  Tel: + 223 20 21 08 21 |
| SETRA Mali (2) | June 2007 –  December 2007 | Moctar Diakité, Director  Tel: + 223 20 21 37 63 |
| CREPA Mali (2) | April 2007 –  December 2007 | Youssouf Cissé, Director  Tel : + 223 20 20 20 39  Email: [crepa-mali@reseaucrepa.org](mailto:crepa-mali@reseaucrepa.org) |

**#3 WAWI - Mid Term Status Review - March 2007 (Scan from ultra short version)**

CONCLUSIONS AND MAIN RECOMMENDATIONS:

There were three messages heard clearly from the WAWI partners:

* The partnership is valuable, and all partners were in favour of remaining in WAWI.
* Almost all partners emphasized that they wanted a partnership of equals, with more balanced funding and reduced influence of World Vision.
* A stronger point of focus is needed in all countries which can be pro-active in pushing the broad interests of WAWI. This was especially emphasized by partners in Niger and Mali, who lack direct contact with the Secretariat which is located in Ghana.

The partnership is achieving good results in the field. The various partners are all experienced organizations, who are very professional in their operations and with considerable prior experience in each country. However, there is a need to examine different operational scenarios to create a more effective partnership and improve overall performance. There are two main options:

1. Strengthen the existing practices whereby WV and Hilton are the lead partners. Resources should be provided to enable the Secretariat to address needed functions of internal and external communication, oversight of monitoring programs, and provide a repository for all WAWI related reports. TORs of work should be created for each position to clarify roles and responsibilities, and permit accountability.
2. Modify the existing structure to provide a more equal role for all partners. Decentralize many of the functions of the Regional Secretariat into three independent WAWI country offices that would support the NSCs by providing communication, monitoring of activities, and assuring that the integrated work plans are carried out. Partners would be invited to provide staff to these offices to share responsibility and ownership. Overall regional coordination functions could be lessened and some housed in one of the country offices.

It will be up to WAWI to come together and further develop their vision of what the partnership should look like, and from this choose the most appropriate option to pursue.

**#4 Framework for WAWI KM research**

Introduction

This text sets out the model, a lens to view upon, review and plan WAWI information & knowledge management and communication. Apart from all kind of administrative, planning and logistical issues, the activities WAWI undertakes broadly divide into ‘facilitate dialogues’ and ‘manage information’. The picture below shows these activities as blocks connected with 'process documentation' and 'versioning'. 'Dialogues' consists of multiple blocks to depict WAWI's involvement in various dialogues simultaneously. 'Information' is one block showing a 'central information repository'.

To facilitate dialogues encompasses a whole range of (mostly cerebral – head ‑ knowledge sharing) activities such as facilitating (training) workshop and arranging action research with partners or implementing projects but also capacity building for people to be able and feel confident and conversant to enter an arena and engage in dialogue or execute tasks themselves (e.g. training of trainers). For WAWI KM we call this an '**activity**'.

A practical example

Rural Aid's works in schools in Bolgatanga, north east Ghana. Schools are provided with toilets ‑ separate for boys and girls ‑ and children are educated in hygiene behaviour (wash hands at critical moments). Apart from the expectation that children will 'export' their skills to their family members the community is enrolled into a 'community led total sanitation' programme. For this to succeed the community is researched first (sensitized), agreement is reached with the various institutions ((local) governments) and a plan ‑ including operation, maintenance and management ‑ is made to be executed. So a number of time related activities (sensitizing, getting consent, building toilets, educate pupils, work with the community etc.) are organized resulting in / accompanied by a number of pieces of information (planning sheets, pictures of progress, reports to donors etc.).

To manage information (digital ‑ information management), refers to different activities such as the circulation of newsletters and creation of process documentation, take video, write publications or working papers and upkeep of the digital library or website, but also to less ‘formal’ outputs such as wiki’s and e‑mails. Absolutely communication (innovative and strategic and timely and in the right language etc.) is part of the activities to keep information flowing and feeding dialogues.

In the WAWI KM project proposal the three iterations in KM concept evolvement are presented: 'stock, flow and context' ('taking stock', 'sharing knowledge' and 'context specificity'). KM as 'Stock' is on the lower block; information, where 'flow and context' is on the block 'dialogues' (activities). Communication can be seen encompassing process documentation and versioning. Editors / reporters and documentation / communication officers tap into and research (global) WAWI relevant dialogues / projects and 'process documents' the news for example by uploading enriched information to the WASH news blogs (a blog is an information management tool to communicate with people connected to Internet). From there the news is versioned ‑ information is created ‑ in various forms (paper, e‑mail & website posts) through various channels to various arenas sometimes based on language, sometimes on access and sometimes on channel / audience. Communication aspects encompass all four 'blocks'. WAWI has to assemble an effective / efficient / innovative mix of activities in co-ordinance with resources. The WAWI KM project wants to contribute to that.

WAWI KM project

In short, the purpose of the WAWI KM project is to look back and into the future. The focus of this project is for the IRC International Water and Sanitation Centre to assist the WAWI alliance to develop a strategic and effective knowledge management and communications strategy to share technical information, ‘lessons learned’, success stories, and an overall WAWI program synthesis with various audiences. The main project activities include a fact finding mission to collect and annotate current available information, reports / documents, ‘lessons learned’ and success stories.

Videotaped interviews with WAWI (involved) people will be carried out as part of the research. See also [The use of FLIP cameras](http://mywash.net/wawi/index.cgi?the_use_of_flip_cameras). IRC will reflect on these findings to propose a comprehensive knowledge management and communication strategy looking forward for WAWI II and retrospectively for WAWI II. Goal and objectives are to develop a strategic and effective WAWI knowledge management and communications strategy that will provide technical information, ‘lessons learned’, success stories and overall WAWI program synthesis for a number of different internal and external audiences.

Use in research

In the WAWI KM stock taking and interviewing phase the below tables will guide the research. Some examples are given (Ref = reference). See activity and [information](http://mywash.net/wawi/index.cgi?information) for templates.

**Activity**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| A# | Activity | When | Who | Where /  Arena | Who /  Audience | With /  Alliance | Why /  Agenda | Result | **Process documentation** | Reference | Comments |
| A0001 | Workshop XYZ | 20070701 | World Vision Mr A | Mali | Village health worker | 1. Party A  2. Party B | Workshop objectives (ref) | Ref | **Report workshop XYZ** | • Document name  • URL |  |
| A0002 | Stand  WWF 5 | 20090815 | ARD Mrs C | Global | WWF visitors  • USAID  • WSP World Bank | CREPA World Vision | Advocacy | Ref | 1. WWF 5 materials  2. WWF 5 movie | 1. Document name  2. Movie name |  |
| A0003 | Building 20 latrines #3434 | 20080410 | CREPA Mr B | Mali, Community 45 | Community | Sani Safe | Project objective (ref) | Ref | 1. **Pictures building 20 latrines #3434**  2. Admin report | 1. Pictures  2. Admin report |  |
| A0004 | Website ABC |  |  | Website |  |  |  |  |  |  | Needs maintenance / process / budget |
| A0005 | Mail list IJK |  |  | Mail list |  |  |  |  |  |  | Non exist / needs to be set up |
| A0006 | Network MyWASH.org |  |  | Network |  |  |  |  |  |  | Invite WAWI staff |
| A0007 |  |  |  |  |  |  |  |  |  |  |  |

Legenda

|  |  |
| --- | --- |
| A# | A unique reference number to the entry in the activity overview |
| Activity | Description of the dialogue / the (sub) project / activity |
| When | Date in YYYYMMDD format |
| Who | Resource ‑ responsible person / organization |
| Where / Arena | Description arena (forum / community / website etc.) |
| Who / Audience | Description audience (target group) |
| With / Alliance | Description alliance / partners worked with |
| Why / Agenda | Description agenda (objectives / goals) |
| Result | Description of results |
| **Process documentation** | Description what / how process was documented and **information** material made List numbers per row should be same over various columns |
| Reference | Reference on the Activity |
| Comments | Comments |

**Information**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| I# | Information | When | Who | **Versioning** | Where /  Arena | Who /  Audience | With /  Alliance | Why /  Agenda | Result | Reference | Comments |
| I0001 | Report workshop XYZ (D0001) | 20070901 | World Vision Mr A | 1. **Workshop XYZ**  2. **Website ABC**  3. **Mail list IJK**  4. Venue HAL |  |  |  |  |  | 1. ??  2. URL ABC  3. Name IJK  4. Name HAL |  |
| I0002 | Pictures building 20 latrines #3434 (D0003) | 20081201 | CREPA Mrs B |  |  |  |  |  |  |  |  |
| I0003 | Manual on capacity building for hygiene behaviour | 20050601 | LSHTM Mr X /  Mrs Y |  | 1. Send by e‑mail / mail  2. Hand out at workshop ABC | 1. WAWI mailing list  2. Workshop ABC participants |  | Manual objective (ref) |  |  |  |
| I0004 |  |  |  |  |  |  |  |  |  |  |  |

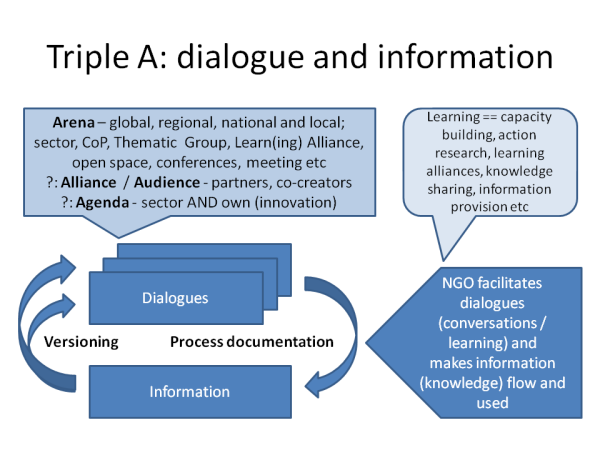
Legenda

|  |  |
| --- | --- |
| I# | A unique reference number to the entry in the information overview |
| Information | Description of the information |
| When | Date in YYYYMMDD format |
| Who | Resource ‑ responsible person / organization |
| **Versioning** | Description of **Activity** the information was versioned to  List numbers per row should be same over various columns |
| Where / Arena | Description arena (forum / community / website etc.) |
| Who / Audience | Description audience (target group) |
| With / Alliance | Description alliance partners worked with |
| Why / Agenda | Description agenda (objectives / goals) |
| Result | Description of results *Description des résultats* |
| Reference | Reference on the information |
| Comments | Comments *Commentaires* |

Resources

See also [ECDPM 2008](http://mywash.net/wawi/index.cgi?ecdpm_2008)  for a nice example of a strategy linking communication and knowledge management.  
See the WAWI KM project proposal for details on 'generations in KM' at [Project documents](http://mywash.net/wawi/index.cgi?project_documents).  
See [http: / / processdocumentation.wordpress.com](http://processdocumentation.wordpress.com)  on process documentation.

WAWI KM framework



Both activities, ‘facilitate dialogues’ and ‘manage information’, ‘feed into’ each other through versioning and process documentation. When facilitating dialogue and manage information we need to look at the ‘arena’ (for whom and where) at ‘alliances’ (with whom) and ‘agenda’ (what does the sector want and what do WAWI want). An audience is a part of an arena. Just addressing an audience is rather linear and most of the time one-off. An example is a press conference. It is more effective / efficient / more likely sustainable to work with networks of people; again pointing at dialogues.

Arenas involve players and alliances partners both forming social networks of people having relationships. An example: a WASHCost research meeting (an arena for facilitated dialogue amongst a small number of WASH sector people on life time costs for service delivery) is process documented resulting in a report (information to be managed). The nice version of the report is fed back to the wider WASHCost arena and hopefully the ideas reach the global WASH arena and result in action / better policies.

More versioning: a Source item is created and fed to the ‘WASH global E‑arena’; a user browses the WASH digital library with intuitive search functionality and finds the report. Process documentation: a WASH professional reports on how she used the SSHE material to design grade 10 lessons; users contribute to a forum on CLTS (global E‑arena).

**#5 Activity**

|  |  |
| --- | --- |
| Activity # |  |
| Activity |  |
| When |  |
| Who |  |
| Where / Arena |  |
| Who / Audience |  |
| With / Alliance |  |
| Why / Agenda |  |
| Result |  |
| **Process documentation** |  |
| Reference |  |
| Comments |  |

Legend (see also [Framework for WAWI KM research](http://mywash.net/wawi/index.cgi?framework_for_wawi_km_research))

|  |  |
| --- | --- |
| A# | A unique reference number to the entry in the activity overview / Numéro unique pour l'activité |
| Activity | Description of the (sub) project / activity /  Description du type d'activité (Atelier, construction de latrines, formation, sensibilisation, site web) |
| When | Date in YYYYMMDD format / Date sous le format AAAAMMJJ |
| Who | Resource ‑ organization / Personne Ressource, organisation menant l'activité |
| Where / Arena | Description arena (forum / community / website etc.) / Description de l'arène (forum / dans une communauté / sur un site web etc.) |
| Who / Audience | Description audience (target group) / Description de l'audience (groupe ou public cible) |
| With / Alliance | Description alliance / partners worked with / Description du partenariat / partenaires impliqués |
| Why / Agenda | Description agenda (objectives / goals) / Description des objectifs de l'activité (Exemple: activité menée pour sensibiliser, construction de latrines...) |
| Result | Description of results / Description quantitative des résultats (Exemple : nombre de latrines construites, nombre de dépliants ou de manuels distribués |
| **Process documentation** | Description what / how the activity was process documented and **information** material made / List numbers per row should be same over various columns / Description de la manière dont l'activité a été documentée et le support produit |
| Reference | Reference on the activity / Références concernant l'activité (fichiers, Url...) |
| Comments | Comments / Commentaires |

**#6 Information**

|  |  |
| --- | --- |
| Information piece I# |  |
| Information |  |
| When |  |
| Who |  |
| **Versioning** |  |
| Where / Arena |  |
| Who / Audience |  |
| With / Alliance |  |
| Why / Agenda |  |
| Result |  |
| Reference |  |
| Comments |  |

Legend (see also [Framework for WAWI KM research](http://mywash.net/wawi/index.cgi?framework_for_wawi_km_research))

|  |  |
| --- | --- |
| I# | A unique reference number to the entry in the information overview |
| Information | Description of the information |
| When | Date in YYYYMMDD format |
| Who | Resource ‑ responsible person / organization |
| **Versioning** | Description of **activity** the information was versioned to List numbers per row should be same over various columns |
| Where / Arena | Description arena (forum / community / website etc.) |
| Who / Audience | Description audience (target group) |
| With / Alliance | Description alliance / partners worked with |
| Why / Agenda | Description agenda (objectives / goals) |
| Result | Description of results |
| Reference | Reference on the information |
| Comments | Comments |

**#7 WAWI – Rapport final d’évaluation de WAWI – Juin 2008; CONCLUSION ET** **RECOMMENDATIONS (scan from a hard copy)**

4. CONCLUSION ET RECOMMANDATIONS

OBJECTIF 1 : AMELIORATION DE L'ACCÈS A L'EAU ET A L'ASSAINISSEMENT

Sur la base de la revue, cet objectif est entrain d'être atteint. Une amélioration notable de l'accès a eau potable par les ménages ruraux dans tous les trois pays a été atteint, avec plus de 1.500 forages réalisés / réhabilités et plus de 25.000 installations d'assainissement construits au Ghana, au Mali et au Niger. Les partenaires WAWI sont actifs dans la réalisation des systèmes hydrauliques dans les zones périurbaines et les petites villes, ayant réhabilité et mécanisé les puits existants bien fournis en eau. Lis fournissent aussi de eau pour les besoins de agriculture, beaucoup de systèmes de micro irrigation installés et avérés populaires parmi les agriculteurs et les femmes. La durabilité des activités Eau-Hygiène-Assainissement (WATSAN) est aussi entrain de se réaliser, par ex. les mécaniciens des pompes manuelles, les maçons artisans ont été formés et équipes, et fournissent des services adéquats aux sollicitations des communautés.

OBJECTIF 2 : REDUCTION DES MALADIES LIEES A L'EAU

Sur la base de la revue documentaire, il n'y a pas suffisamment de données quantitatives attestant l'atteinte de cet objectif, bien que la preuve qualitative indique que le partenariat a un impact positif. Les partenaires WAWI fournissent des messages sur amélioration d’hygiène dans les communautés cibles et sont activement impliqués dans la prise de conscience et les connaissances sur la prévention des maladies liées à l’eau. II est dit que les séances de sensibilisation des communautés ont entrainé une demande accrue pour les installations hydrauliques et d'assainissement. Au niveau scolaire, la santé et hygiène sont intégrées dans le programme scolaire à travers les efforts des partenaires WAWI au Ghana et au Mali. Des nombres importants d'élèves ont reçus une meilleure éducation sur la santé et hygiène en raison des interventions WAWI, et la mettent en pratique a école et a la maison. L'approche de Changement de Comportement entraîne adoption des comportements adéquats, particulièrement le lavage des mains au savon. Plus important, en raison des efforts des partenaires, il y a des réalisations sélectives dans la réduction des maladies dans tous les pays. La prévalence du trachome a été fortement réduite à échelle nationale, et les taux de prévalence du ver de guinée baissent aussi. Cependant, influence spécifique des activités WAWI dans ces tendances n'a pas été quantifiée.

OBJECTIF 3 : GESTION DURABLE DE L'EAU

II est plus difficile de déterminer si objectif de la gestion durable des ressources en eau ou des systèmes hydrauliques est entrain d'être atteint en pratique en raison de ('existence récente de WAWI. Cependant, sur la base de la revue documentaire, des mesures importantes sont prises pour s'assurer que cet objectif sera atteint. Les comités d’eau et d’assainissement (WATSAN) ont été créés dans toutes les communautés rurales, les membres ont été formés en gestion des installations et les fonds pour les opérations et la maintenance sont collectes. Les partenaires WAWI ont participé à élaboration ou a la révision des politiques étatiques en matière de eau, de assainissement environnemental et du trachome pour renforcer environnement global favorable dans lequel l'initiative opère. Les questions de la gestion environnementale sont traitées au niveau communautaire ainsi qu’à travers analyse hydrologique et la gestion des données / informations au niveau national. Les moyens d'existence et les activités génératrices de revenu sont aussi encourages a travers les programmes de Développement de la Micro Entreprise et installation de systèmes de micro crédit qui permettent aux agriculteurs de générer d'importants revenus. Des activités de recherche fructueuses sont entreprises, tout comme les investigations hydrogéologiques et de la qualité de eau.

OBJECTIF 4 : PARTENARIAT EFFICACE

Cet objectif n'est pas suffisamment atteint dans la pratique. II est certain qu'il y a eu des réalisations importantes au titre de cet objectif, mais beaucoup reste encore à faire dans ce domaine. Le modèle de partenariat WAWI est intéressant et unique. Si les efforts sont conjugués pour son bon fonctionnement, il peut servir d'exemple réussi pour les autres domaines et secteurs. Cependant, WAWI peut être au mieux décrit comme un « travail en cours ». Presque tous les partenaires ont insisté sur leur désir d'avoir un partenariat équitable « d'égal à égal », avec un financement plus équilibré. Les réalisations sont plus largement le résultat d’effort organisationnel individuel et non d'une action de collaboration, bien que des opportunités d'importante collaboration existent. Les réalisations reflètent très clairement les engagements de chaque partenaire par rapport à la conception des programmes inhérent au portefeuille de subvention de chaque partenaire. Par conséquent, le partenariat ne pourra pas s'attendre a avoir un impact significatif dans certains domaines si une subvention n'est pas faite pour atteindre un objectif particulier ou si la subvention est faite bien au-delà du domaine initial ou d'intérêt bien ciblé d'une organisation.

Les recommandations clé suivantes émergent de la revue :

* Accroître le financement pour tous les partenaires pour équilibrer le statut d'équité, et pour assurer des ressources suffisantes pour tous les partenaires.
* S'assurer d’engagement des bailleurs pour des ressources sur le long terme (au moins 5 ans), comme le CNHF le fait déjà.
* Réaliser une planification coordonnée de programmes de 3 à 5 ans au niveau national; la préparation et le processus de financement des projets, et des plans d'action annuels pour atteindre un plan a plus long terme.
* Trouver des voies et moyens pour travailler hors des zones géographiques des ADP, particulièrement pour soutenir le travail des partenaires intéresses par la réduction / élimination du trachome et du ver de guinée.

LES SUCCES

* Le Partenariat s'impose comme la meilleure voie d'assurer un développement intégré et durable. « L'union fait la force» Ex: Le périmètre maraîcher des femmes de Yangasso (Ségou, Mali) vitrine de la collaboration entre WV-WI-CIIFAD.
* La contribution financière des communautés est un bon indicateur de durabilité : Ex : Latrines SANPLAT a Kemeni & Touna (WV-WaterAid), Équipements Goutte à goutte (Wl).
* II est important dans un partenariat chaque acteur joue pleinement son rôle et à temps (Travail en équipe).

LES ENSEIGNEMENTS TIRES

* Grace au partenariat, les approches, méthodes et stratégies peuvent être harmonisées.
* L'implication des communautés a toutes les phases du projet est gage de durabilité;
* L'approche Programme global de développement est plus efficace qu’approche Projet de développement.
* La contribution du Lions Club dans organisation de la Journée mondiale de la vue en 2006 a été pertinente au Mali.

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Shankland, S. (2008). Summary Document: 10th WAWI Partners HQ, Arlington, February 27-28, 2008.

Au sujet de WAWI - histoire du WAWI, tirée le 18 mai 2008 de http: / / www.wawipartnership.info / about wawi / history of wawi.php

**#8 IRC proposal for WAWI knowledge management**

**Executive Summary**

Succinct description of objectives: to develop a strategic and effective WAWI knowledge management and communications strategy to share technical information, ‘lessons learned’, success stories, and an overall WAWI program synthesis with various audiences.

Main project activities:

A fact finding mission to collect and annotate current available information, ‘lessons learned’, and success stories. Videotape interviews with WAWI (involved) people as much as possible. Reflect on these findings and recordings and propose a knowledge management and communication strategy for guidance in WAWI II and in retrospect for WAWI I.

Main steps:

1. Team meeting to prepare checklist, interview script and video capacity building.
2. Preparation field visits and fact finding mission; mostly done by in country partners.
3. Reporting back findings to main contacts / stakeholders and ARD.
4. Compile the strategic plans.

Outcomes:

* CD-Rom with annotated information and video clips.
* A knowledge management plan for WAWI Phase I that propose specific actions and products to consolidate learning and knowledge from existing materials as well as additional information collection from specific partners as necessary. The plan will include a proposed timeline and specific list of deliverables.
* A knowledge management plan for WAWI Phase II that identifies the objectives, the audiences, proposed content, products / media employed and approaches used for KM products and tools. The plan will include a proposed timeline and specific list of deliverables.

Impacts: WAWI a multi-institutional public-private alliance - partners have much to be proud of, and there have been many interesting and innovative program elements advanced under the umbrella of the alliance thus far. At the same time, it has been recognized that WAWI’s record of achievements is mixed, especially related to partnership governance and achieving the ideal of coordinated, synergistic planning / management of activities.

It is also clear that WAWI has not done an effective job over the years either at managing existing water sector knowledge and information for the benefit of WAWI partners, or in capturing its own experiences, successes, challenges, and lessons learned to share internally or with the rest of the international water community.

WAWI has been a unique experiment, with experience it would be useful to document, synthesize, and disseminate as a valuable contribution to broader international water sector learning. Instituting a more dedicated knowledge management / learning programme within the WAWI network can also help inform the development and execution of work during Phase II of the alliance.

**Key staffing:**

J. Pels, Senior Programme Officer Knowledge Management, IRC

P. Moriarty, Senior Programme Officer, Coordinator IRC West Africa Programme, IRC, based in Accra

C. Pezon, Programme Officer, IRC

E. le Borgne, Information Officer, IRC

E. Larbi, Director, TREND, Ghana, Accra

A. Wumbei, Knowledge management expert, TREND, Ghana, Accra

S. Offi Some Consultant en communication CREPA, Burkina Faso, Ouagadougou CREPA Mali and Niger staff

J. Wessels, Associate on Innovative Communication, IRC (www.sapiensproductions.com)

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Ghana, Accra, November 2008

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**Acronyms**

CREPA Centre Régional pour l'Eau Potable et l'Assainissement à faible coût

HQ Head Quarters

ICT Information & Communication Technology

IRC International Water and Sanitation Centre

KM Knowledge Management

M&E Monitoring and Evaluation

NGO Non-Governmental Organization

TREND Training, Research and Networking for Development

USAID United States Agency for International Development

WAWI West Africa Water Initiative

* 1. **Introduction and Background**

In Phase I of WAWI, partner organizations worked to institute some level of joint reporting, communications and outreach, with inconsistent results. Several attempts were made to establish mechanisms including common M&E and consistent reporting practices, facilitation of effective internal communications to share information, experiences and accomplishments at the field and HQ level, and development of shared external outreach materials and analyses about the WAWI partnership as a whole. Much of the KM initiatives in WAWI came into play after the main program had been established, and it proved hard to retrofit this in to on-going activities. The lack of a clear mandate among partners for KM initiatives was also a contributing factor in the lack of significant KM outputs.

Moving into Phase II of the alliance under a different organizational structure, USAID is interested in working with partners to develop a strategic and effective WAWI knowledge management and communications program that will provide technical information, ‘lessons learned’, success stories, and overall WAWI program synthesis for a number of different internal and external audiences (see Box 2: WAWI target groups under ‘2 Project description’). Such efforts will not only benefit WAWI partners and others within the initiative’s focus countries of Mali, Niger and Ghana (with an expansion into Burkina Faso in 2009), but will have a wider relevance to the West Africa region such as the IRC West Africa Regional Programme, CREPA and AWIS (African Water Information System) and beyond.

**What is KM and how to understand KM in the WAWI context?**

KM originated in management science. Perhaps the strongest influence was that of Nonaka’s book ‘The knowledge creating company’, with the now famous distinction between tacit and explicit knowledge (Nonaka & Takeuchi, 1995). The KM movement gained momentum with the idea to share best practices through intranet software, and with private sector attempts at doing this[[3]](#footnote-3)). KM as a concept was introduced to the development sector in 1996, when the World Bank initiated its transformation into ‘Knowledge Bank’ (Carayannis and Laporte, 2002), although many development organizations claim to have practiced KM before it was so labelled. USAID’s Knowledge for Development strategy 2004 – 2008 assembles many of the proven principles from the literature.

The concept of KM has evolved over time and can be characterized by three distinct iterations:

* The 1st iteration, the ‘stock’ approach, focuses on delivering the right information to the right place at the right time. Information is central and is ‘pushed’ (explicit knowledge) to potential users and knowledge is perceived as a thing or object.
* A 2nd iteration, the ‘flow’ approach, recognizes that knowledge flows between people, be it explicit (information) or implicit (socialization / internalization[[4]](#footnote-4)). Knowledge sharing here requires actors to seek out information pro-actively and to use it rather than waiting for it to appear. Thus the flow approach emphasizes the need for both ‘push’ and ‘pull’ processes.
* In the 3rd iteration[[5]](#footnote-5)), knowledge is organic; a fluid, almost living, thing; and is closely related to its context. Because knowledge is created best through dialogue, KM that challenges existing structures and information flows helps new patterns, insights and new knowledge to emerge; ‘thinking out of the box’.

**A WAWI knowledge management and communications strategy**

Clearly the WAWI project internally might reach the 2nd iteration. Externally the 1st iteration is paramount, certainly for WAWI I activities. Also KM in (loose) networks focuses more on information / knowledge sharing rather than management. The latter two fit the request for a communications **programme** focusing more on the ‘push’ rather than the ‘pull’ processes.

In concrete terms the above point at an approach for strategic and effective WAWI KM and communications program along the following lines are based on the 1st generation / KM stock:

* For WAWI I: looking back, gather in a fact finding mission as much information as possible; make it digitally available; create an annotated bibliography and redistribute on a CD-Rom and website.
* For WAWI I interview and videotape in country WAWI staff and clients to extract lessons learned and success stories till date; align with the ‘African oral tradition’.
* Reflect on the above material and experience and create an outline for the overall WAWI program level synthesis; propose a KM and communication strategy for WAWI II.

The original focus of KM is on continuous performance improvement of organizations that are members of the WAWI ‘Initiative’ or ‘Network’. In this light it is worth emphasizing that KM within an organization and within a network is rather different: organizations have more possibilities to enable staff to meet face to face; knowledge is more ‘manage-able’; ‘good practice’ more easily shared and enforced in organizations then networks.

For WAWI to gear up to 2nd or 3rd generation KM - with an emphasis on knowledge sharing (KS) - will call for a very significant effort, and the likelihood of success over the time-span of WAWI II is probably only modest possible given constraints in time, space, budget and (WAWI Internal) connectedness.

* 1. **Project Description**

By means of visiting and interviewing WAWI project staff, consultants and direct clients, information will be gathered on the outcomes and outputs of WAWI phase I. The ideas and information provided will be reviewed to create a strategy to communicate efforts and results to internal and external target groups (see box 2 below).

During the interviews the network of WAWI partners and / or target groups will emerge. At the moment there is no comprehensive explicit stakeholder / client map available nor overview of outputs but it is assumed that tacit knowledge on this can be elicited and made explicit during the interviews. WAWI / ARD will provide a list of organizations / persons in Ghana, Mali and Niger to talk to. In this respect the 2008 WAWI report on technical support and grant management table 2.1, page 7, activities gives an indication of probable sources. Apparently all kind of reports, like a water sector actor map 2004 and drilling studies have been made which could be consulted / scanned for closer evaluation.

The aim of the mapping and material gathering is not to assess what has been achieved versus projected, not monitoring and / or evaluation, but aimed at collecting stories on, and explicit knowledge (information) generated during the process over the period ‘start WAWI till today’. The stories interviews will be videotaped as far as possible (resulting in rough material); the exact mode – complete recording or recap - will depend on the willingness of the interviewed people. IRC will provide the video camera / audio recorder.

The interviews will circle around the WAWI principle goals (see box 1 below) focusing on capturing what happened in the process of change and how it happens by reflecting and analyzing to come up with ‘lessons learned’ and success stories. A second objective is to take stock, annotate, organize and disseminate the available materials (reports, flyers, research findings, and distribution lists e.g. the explicit knowledge or information) in the original form. This will address the request for redistribution of technical information. An overall WAWI program synthesis based on lessons learned on WAWI goal 4 - a new model of partnership will be derived from the interviews. A key element here will be to try to discern the benefits of the WAWI partnership itself, i.e. those items that have provided added value above and beyond those that would have been accomplished if the partners had all worked unilaterally.

The KM strategy for WAWI I will indicate how to repackage this material further. The KM strategy for WAWI II will indicate packaging future communication materials.

Box 1: WAWI’s four principal goals

1. To increase the level of access to sustainable and safe water, and environmental sanitation services among poor and vulnerable populations.
2. To decrease the prevalence of water-borne diseases including trachoma, guinea worm, and diarrheal diseases.
3. To ensure ecologically and financially sustainable management of water quantity and quality.
4. To foster a new model of partnership and institutional synergy to ensure technical excellence, programmatic innovation, and long-term financial, social, and environmental sustainability in water resources management that may be replicable in other parts of the world.

Given the African context face to face story / information gathering is the key. Reports state that earlier attempts to establish a more formal / regular communication by e-mail deteriorated over time. The WAWI website was set up twice and at a first glance the currently listed WAWI II target groups will not be served sufficiently / specifically through electronic means alone, not least because of the range of groups / stakeholders, from general public, technical sector specialists and decision makers who all have their respected expectation finding information to their needs. Last, information needs might be hindered by difficulties in access and / or language and change over time. Referring back to the KM iterations mentioned above a WAWI strategy might involve purposely pushing out information and seeking face to face knowledge sharing to reach WAWI communication goals externally as well as internally. Out of the box thinking here might suggest a 13 piece WAWI Origami toy (with an URL / e-mail address and emphasizing partners fitting together) to give away, piggy backing better on other networks within West Africa, publish on a regular basis in Source bulletin and Source weekly and providing incentives for local partners to tell their WAWI success story in supra local arena’s like West African learning alliances, UNICEF Regional activities on WatSan, conferences, WWF’s, Stockholm water week etc.

Box 2: WAWI target groups

|  |
| --- |
| Internal: |
| 1. WAWI implementing organizations – technical staff and leadership |
| 1. WAWI donor organizations – technical staff and decision-making bodies |
|  |
| External: |
| 1. National and local government agencies in West Africa responsible for supporting and developing water, sanitation and hygiene services and shaping the overall enabling policy, financial and resource environment |
| 1. International water sector technical organizations |
| 1. International public and private institutions involved in development partnerships |
| 1. Donors involved in the water, sanitation and hygiene and related sectors |
| 1. General public |

While analyzing existing information products (explicit knowledge) an annotated biography will be assembled. This will be packaged, together with soft copies of the information materials on a searchable CD, with the potential also for addition to the web-site.

In addition, the interviews will shed light on a feasible strategy for knowledge management and communication during phase II.

* 1. **Project Goal and Objectives**

To develop a strategic and effective WAWI knowledge management and communications strategy that will provide technical information, ‘lessons learned’, success stories, and overall WAWI program synthesis for a number of different internal and external audiences.

* 1. **Expected Results and Impact**
  + A knowledge management plan for WAWI Phase I that propose specific actions and products to consolidate learning and knowledge from existing materials as well as additional information collection from specific partners as necessary. The plan will include a proposed timeline and specific list of deliverables.
  + A knowledge management plan for WAWI Phase II that identifies the objectives, the audiences, proposed content, products / media employed, and approaches used for KM products and tools. The plan will include a proposed timeline and specific list of deliverables.

A draft of both plans will be submitted for review and approval to ARD, Inc. and the USAID WAWI II CTO (manager). After receiving comments / input, IRC will finalize each plan.

* 1. **Technical Approach**

The approach will have the character of a series of fact finding missions, followed by analysis and writing up, as well as production of (series of) video / audio products:

* Preparation of check lists, interview protocols.
* Collecting, reading and annotating available material.
* Prepare fact finding visits; figure out who to visit when (planned beginning March 2009).
* Visit as many WAWI partners; local representatives; trainers; implementers and trainees as possible.
* Videotape as many interviews as possible (consent of interviewed needed).
* Map the network of all WAWI stakeholders.
* Identify ways to contact WAWI stakeholders (people) by mail or e-mail.
* Collect all existing WAWI information products; hard and soft copy.
* Create searchable soft copy repository of all material and create an annotated bibliography.
* Redistribute all soft copies by CD-Rom.

Create a strategy for knowledge management and communications for WAWI II based on the results of the interviews and review of the collected materials.

1. **Partners and Collaboration**

TREND, Ghana

CREPA, Mali and Niger and guidance from Burkina Faso

WAWI partners / consultants / local representatives / trainers

WAWI implementers and trainees

Sapiens productions (for audio / video production), The Netherlands

1. **Implementation Schedule**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| WAWI KM Strategy | February | March | | | | | April | | | | May | | | | June | |
|  |  | 2 | 9 | 16 | 23 | 30 | 6 | 13 | 20 | 27 | 4 | 11 | 18 | 25 | 1 | 8 |
| Preparatory team work |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| IRC team visit |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Preparing interviews |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Plotting the network |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Visiting / interviewing |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Reviewing |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Writing |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Peer review / Report back |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| IRC team visit |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Finalizing |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| IRC Back stopping |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

Outputs:

* Annotated bibliography of what WAWI I has produced  
  Overview of the WAWI network / possibilities of communication  
  Knowledge management and communications strategy plan Phase WAWI I  
  Knowledge management and communications strategy plan Phase WAWI II

1. **Management Plan**

This section provides information on the management structure supporting project implementation.

* 1. ***Staffing*** *(indicating key staffing positions and individuals, and the roles played by each)*

J. Pels, Senior Programme Officer Knowledge Management, IRC

P. Moriarty, Senior Programme Officer, Coordinator IRC West Africa Programme, IRC, based in Accra

C. Pezon, Programme Officer, IRC

E. LeBorgne, Information Officer, IRC

E. Larbi, Director, TREND, Ghana

A. Wumbei, Knowledge management expert, TREND, Ghana

S. Offi Some Consultant en communication CREPA, Burkina Faso CREPA Mali and Niger staff

J. Wessels, Associate on Innovative Communication, IRC ([www.sapiensproductions.com](http://www.sapiensproductions.com))

To tackle language issues effective, native French speaking IRC staff (Christelle Pezon, Ewen LeBorgne) and CREPA staff will be engaged in Francophone countries. IRC staff Jaap Pels and Patrick Moriarty will be engaged in Ghana supported by TREND staff.

The principle management of the project is done by Jaap Pels, IRC, where applicable / necessary delegated to the local partner staff.

Local partner staff will be involved over the whole period of activities. First to arrange and accompany the fact finding visits, to operate audio / video equipment, to annotate and archive WAWI explicit materials and probably they will be involved in reporting back to local partners / stakeholders and spreading result in their own networks.

IRC, TREND and CREPA cherish a long standing relationship which matured over time into a partnership allowing delegation of activities to these local partners in West Africa.

Joshka Wessels (Sapiens productions) is an IRC associate who will give guidance on the effective and innovative use of audio / video equipment and the editing of material.

* 1. **Teaming / Subcontract Relationships** (indicating other *subcontractor / sub grantees or partner organizations who will be involved in implementation)*

TREND, Ghana

CREPA, Burkina Faso, Mali and Niger

* 1. **Management Logistics** *(indicating office location / home office support arrangements, field coordination, lines of authority / communication internally and with ARD, etc.)*

IRC, The Netherlands, The Hague, Bezuidenhoutseweg 2 (see www.irc.nl)

TREND, Ghana, Accra (see www.trend.watsan.net)

CREPA, Burkina Faso, Ouagadougou (see crepa.watsan.net)

CREPA, Niger (see crepa.watsan.net); CREPA, Mali (see crepa.watsan.net)

* 1. **Financial Management Plan** *(indicating who is responsible for reporting financial details to ARD on behalf of USAID)*

IRC, The Netherlands is responsible for reporting financial details to ARD.

1. **Outreach and Communication Strategy**

Annotated bibliography of what WAWI I have produced, KM plan phase I and KM plan phase II are WAWI internal.

1. **USAID Branding and Marking**

USAID will be recognized in all project activities by being named in the introduction for all interviews and material gathering sessions. The USAID logo will be present on the annotated bibliography of what WAWI I have produced, KM plan phase I and KM plan phase II.

1. **Monitoring and Evaluation**

Not applicable.

1. **Reporting**

Just after the start – begin March 2009 – an inception report will be made collecting the preparative materials and finding. Most likely is country or language specific reports near the end of the project. An annotated bibliography of what WAWI I produced, KM Plan Phase I and KM Plan Phase II will be delivered in week June 15, 2009

The reporting is fairly routine (Quarterly Reports and a Final Report). But we also need an indicative plan of the technical materials you are producing, an expansion of what you had earlier:

* For WAWI I: looking back, gather in a fact finding mission as much information as possible; make it digitally available; create an annotated bibliography and redistribute on a CD-Rom and website.
* For WAWI I interview and videotape in country WAWI staff and clients to extract lessons learned and success stories till date; align with the ‘African oral tradition’.
* Reflect on the above material and experience and create an outline for the overall WAWI program level synthesis; propose a KM and communication strategy for WAWI II.

For example, there is reference to ‘lessons learned’ and ‘success stories’ and a synthesis report with recommendations.

1. **Environmental Review Form and Mitigation Plan**

Not applicable.

1. **Budget (proposal; final budget separate)**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Days | Travel | Back  stopping | Peer  review | Report | Day tariff | Day € | Travel | Totals |
|  |  |  |  |  | € 600 |  |  |  |
| Jaap Pels | 5 | 3 | 2 | 10 |  |  | € 2,000 |  |
| Patrick Moriarty |  | 2 | 2 |  |  |  |  |  |
| Christelle Pezon | 10 | 3 | 2 | 2 |  |  | € 5,000 |  |
| Ewen LeBorgne | 10 | 10 | 2 | 5 |  |  | € 5,000 |  |
| Johska Wessels |  | 2 |  |  |  |  |  |  |
|  | 25 | 20 | 8 | 17 | 70 | € 42,000 | € 10,000 | € 52,000 |
|  |  |  |  |  |  |  |  |  |
|  | All | Where |  | Day tariff all in | |  |  |  |
|  |  |  |  |  | € 300 |  |  |  |
| TREND staff | 40 | Ghana |  |  |  |  |  |  |
| CREPA  staff | 80 | Mali /  Niger |  |  | 120 |  |  | € 36,000 |
| Total |  |  |  |  |  |  |  | **€ 88,000** |
|  |  |  |  |  | Exchange rate cost Euro in USD | | USD 1.25 | USD 110,000 |

All proposals must include a detailed budget, preferably in a Microsoft Excel spreadsheet, with a summary table in the main body of the proposal.

Typical budgets for USAID projects include the following categories of expenditure:

* Labour
* International Salaries
* International Fringe Benefits
* International Consultants
* National Consultants
* National Staff
* Travel
* Airfare
* Ground Transportation
* Per Diem
* Allowances for International Staff (housing, education, etc, where applicable)
* Equipment (electronic equipment to be clearly indicated as a separate item)
* Other Direct Costs (office costs, communications, medical insurance, vehicle O&M, training costs, reporting, other identified costs)
* Sub-contracts
* Indirect costs (please include standard USAID NICRA rates, where applicable)

Budget charts should be accompanied by a detailed Budget Narrative which explains / justifies specific line items, defines units and rates employed, and articulates assumptions went into the calculation of each expense.

ARD will provide assistance in budget preparation as needed.

**#9 Partnerships for Water and Sanitation in Africa**

A report from the global public policy network on water management Stakeholder Forum ● SIWI ● http:gppn.stakeholderforum.org

**2.3 West Africa Water Initiative (WAWI)**

A few days before the WSSD, in August 2002, Steven M. Hilton, president of the Conrad N. Hilton Foundation (CNHF) (a philanthropic organization established in 1944 by the hotel entrepreneur), and Andrew S. Natsios, Administrator of the United States Agency for International Development (USAID), announced the launch of the West Africa Water Initiative (WAWI), which would ‘provide potable water and sanitation to rural villages in Ghana, Mali and Niger, West Africa’ (CNHF 2002). Its stated aims (CNHF 2004) include increasing access to safe and sustainable water supplies and sanitation services in rural and peri-urban areas; decreasing the prevalence of waterborne diseases; ensuring ecologically and financially sustainable management of water; and fostering a new model of partnership and institutional synergy that may be replicable elsewhere. Although WAWI was created ‘as part of the global movement towards partnership’ which was ‘formally endorsed’ at the WSSD (USAID Water Team 2004), it was not initially registered with the CSD Secretariat as a TTP. It is, however, now officially recognised as a TTP.

WAWI comprises ten core partners and three additional affiliate organizations. The ten core partners are: on the governmental side, one governmental bilateral donor organization; from civil society, three charitable / not-for-profit NGOs, one public international organization, two academic / consultancy research institutions, and two grant-making organizations; and from the private sector, one global network of national and regional trade associations. There are also three additional organizations (two NGOs and a public policy organization) which are sometimes referred to as partners, but at other times as agencies acting in an advisory capacity to the initiative, because unlike all the other members they do not provide any financial resources or receive grants from other members. Each partner has a specific role with defined responsibilities. The CNHF ‘is the primary external donor’ for WAWI, with ‘an important coordination and oversight role’ (Water for the Poor 2002). The CNHF has given grants to others partners on the basis that these are ‘match-funded’ (CNHF 2004). USAID has also provided grants (which do not require match-funding) to six partners. World Vision serves as the ‘lead agency for the implementation of the program’ (World Vision 2002). Like EUWI and PAWS, WAWI has had its fair share of problems, including those relating to the perceived dominance of certain actors, in this case CNHF and World Vision as the biggest funding providers. As one WAWI member (Interviewee 6, 2004) explained: “*Hilton and World Vision dominate because they are, I’d say, eighty-percent equity holders in the project…I think [all partners] share a perspective of partnership, but…I suspect for most organizations they probably don’t feel their boat bears equal weight*”.

WAWI has also come under attack for being northern dominated and for sidelining African governments. As one partner (Interviewee 5, 2005) argued: “*It is a northern partnership which works in the south…I don’t think [African governments]…are involved and that’s why I think it’s a principally northern partnership…I think there have been formal meetings with government at various stages but [indigenous] government is not an active partner in any true sense of the word*”.

Indeed, it is not the case that WAWI has negated to engage with indigenous government, however, this engagement has been more at the level of indigenous government sanctioning WAWI’s work, rather than in implementation.

During its first three years, some WAWI members were also sceptical about whether WAWI was developing any significant synergistic qualities and whether it was anything more than “*a collection of individual projects…funded by a different combination of donors…under the common banner of WAWI*” (Interviewee 5, 2005). However, in 2005 a strategic planning process was initiated for the partnership, and was completed in January 2006 (Doyle & Corliss 2006). The plan was created to try and help the partnership collectively achieve more through a strategic approach, than the individual partners could alone through localised project work, “*with the view of scaling-up a successful model of partnership within current countries, the region and potentially other regions*” (Nerquaye-Tetteh 2006), and “*ultimately significantly expanding…[the partnership’s] reach and influencing sector policy and other investment decisions*”.

Despite the above problems, WAWI has achieved significant outcomes on-the-ground including establishing a school-based sanitation programme, drilling around 700 boreholes / wells and constructing 8200 latrines (WAWI 2007). However, even though these outcomes were achieved, as one participant Interviewee 6, 2004) pointed out, “a well by itself, or a latrine by itself brings a certain measure of change, but hygiene is the factor that really changes things, so it’s all about behaviour changes which is more challenging”. So it will be years before the sustainability of WAWI’s impact becomes clear. Furthermore, there is no comprehensive, overall monitoring and evaluation strategy in place for WAWI and it should be noted that obtaining

**#10 Nerquaye-Tetteh B., WAWI coordinator based in Accra, Ghana on WAWI, November** 2008

West Africa Water Initiative (WAWI) From TrustAfrica wiki - African Regional Organizations

Bismark Nerquaye-Tetteh

WAWI Coordinator

Based in Accra, Ghana

Website: http: / / www.waterforthepoor.org / default.htm

Description

WAWI was established in 2002 after the challenges posed by the World Summit on Sustainable Development (WSSD). This initiative brings together 13 organizations with complementary skills to maximize the impact of water-related investments on highly vulnerable rural and urban populations in West Africa. The initiative invests in small-scale potable water supply, sanitation, hygiene, and water resources management activities in Ghana, Mali and Niger.

The resolve to create WAWI was accelerated by the efforts of the Hilton Foundation and its drive to expand its endeavours in Ghana, Mali and Niger and to add a peri-urban as well as rural focus to its work. Though the core emphasis of the Hilton Foundation remains the link between water and human health, in particular diseases such as trachoma, guinea worm, as well as diarrhoea, the need for attention to a broader water management context was recognized and embraced.

To support the overall goal of improving the health and well being of rural and peri-urban families and communities in the three target countries of Ghana, Mali and Niger, WAWI’s has put in place a thematic focus encompassing access to safe water and environmental sanitation to poor and vulnerable communities in rural and peri-urban settings; reducing the prevalence of water-borne and sanitation-related diseases, particularly trachoma, guinea worm and diarrhoeal diseases through the promotion of personal hygiene and environmental sanitation practices among the most vulnerable sections of the population; ensuring ecologically, financially and socially sustainable management of water quantity and quality; and, fostering a new model of partnership and institutional synergy to ensure technical excellence, programmatic innovation and long-term financial, social and environmental sustainability in water resources management excellent enough to be replicated in other parts of the world.

At the field level, National Steering Committees have been established in each of the three target countries to coordinate field partners, develop coordinated work plans and interface with the government on behalf of WAWI. These committees have achieved varied levels of success with the strongest national level organization located in Mali. In recognition of the synergy and importance of incorporating stakeholders in implementing programs, one of the national WAWI coordinating committees is chaired by a government official. Also fashioned along similar lines are WAWI subcommittees in water, agriculture, health and sanitation. These committees ensure that regional WAWI meetings provide opportunity to share lessons.

The initial financial contribution from all Partners stood at about $45M to be utilized over the first six years. They include: Conrad N. Hilton Foundation, Cornell International Institute for Food, Agriculture and Development (CIIFAD), Desert Research Institute (DRI), Helen Keller International (HKI), Lions Clubs International Foundation, UNICEF, U.S. Agency for International Development, UN Foundation, WaterAid, World Chlorine Council, Winrock International and World Vision. All the member organizations have broad international reach and significant strengths to bring to the table. Other collaborating institutions include, Helen Keller International, the Carter Center, and several USAID implementing organizations in the region. The Initiative also collaborates closely with governments and other local actors who are core participants at all stages of activity design and implementation to maximize the impact of water-related investments by public and private actors alike.

Track Record

In its quest to ensure safe water and sanitation, WAWI has constructed 55 boreholes that are in use to date. This project now guarantees that many rural households have access to adequate all year round supply of water through an increase in numbers of sustainable potable water sources. Additionally, 267 latrines and 75 waste pits have been constructed in rural areas as an undertaking to achieve good hygiene and sanitation. In conjunction with WaterAid, 9 water standpipes for a low-income community in Bamako have been completed. WaterAid has carried out a study on access to water for the poor in peri-urban areas. WAWI’s thrust is to avail water for agricultural purposes in rural areas and enhance their efficiency in the delivery of WATSAN services.

Having noted that the war against diseases is the fight against poverty, in its program on Disease Reduction, WAWI has increased community awareness and understanding of prevention of trachoma, guinea worm and diarrhoeal diseases. It has further carried out behaviour study on hygiene and sanitation with communities now practicing appropriate behaviours. As part of comprehensive awareness enhancement, school teachers, Koranic teachers, students, communities and WATSAN groups have been trained in health and sanitation promotion. 12 school health clubs have been created as part of a system to engrain behaviour change in the community, while IEC materials for school health education curriculum have been developed.

Water Management is one of the thrusts of WAWI. Through partnership with World Vision’s Area Development Points (ADPs) communities, especially women, have been mobilized, organized and empowered to own and manage water facilities for sustainability. They have also been trained and assisted to form enterprise development groups that manage water systems. In all these programs emphasis is placed on empowering women. In the process, Water quality testing is carried out on wells as part of a sound environmental management practice. In partnership with Winrock, micro irrigation demonstration sites have been crafted where farmers are trained.

Challenges

The importance of providing safe water and sanitation cannot be overemphasized and WAWI has helped achieve a comprehensive supply of safe water and sanitation in the target areas. Consequently, for them to deliver on their desirables, they face the task of increasing piped water in targeted peri-urban areas as well as water for irrigation purposes in rural areas.

Noting the difficulties associated with behavioural change in hygiene and sanitation, WAWI also faces a daunting awareness task among both the old members of the targeted communities and the school going children. So far, though on a small scale, awareness rising among teachers and school children is taking place. The challenge still remains regarding replicating good hygiene and sanitation approaches that result in reduced disease infections in target areas. For effectiveness, information relating to safe water and hygiene needs to be widely disseminated. WAWI’s other challenge at the moment is the dissemination of information to all schools and communities that are threatened by unhygienic conditions and lack safe water.

The concept of Water Management though not entirely new in urban areas is relatively new in rural areas. In many parts of Africa, West Africa included, rural folks have regarded water provision as a natural occurrence. The emerging challenges are on how they can pool resources to effectively manage water. In addition, given the prevalent patriarchal cultures women are the worst affected whenever water acquisition is a problem. Fast-tracking women involvement will be an important prerequisite for success on water management. Enhancing the capacity for water quality testing at the village level also presents significant challenges.

Though WAWI has established reputable partners interested in providing safe water and sanitation, its target area is significantly large and warrants increased funding. The problem of peri-urban and rural poor is hardly the concern of WAWI alone but rather all who prescribe to the achievement of the Millennium Development Goals.

Opportunities

Today many organizations are increasingly seeking opportunities for supporting underprivileged communities especially those that are poor and vulnerable. WAWI has so far successfully supplied piped water in targeted settlements. Nevertheless, cross-institutional capacity offers great opportunities for synergy. This stems from the fact that much institutional growth is possible when several organizations with different strengths come together in a common task. This includes mutual learning, information exchange and the sharing of materials and equipment. Synergies could successfully be derived from joint trainings in areas such as GIS, gender mainstreaming, monitoring and evaluation (M&E) and IWRM. WAWI needs to start consolidating lessons learned as part of its expansion program. Increasing awareness about hygiene and sanitation to a critical mass offers opportunities for dissemination of information to teachers, school children and rural communities.

Advocacy

A number of multiple experienced organizations has a potentially much greater voice and leadership role within the water sector than would any one individual organization acting independently. WAWI might consider helping community-based NGO partners become more centrally involved in lobbying environmental reform and advocacy around larger water sector issues in each country while ensuring that sector advocacy is well-rooted in the realities of the field. Some of key issues to be addressed could include: costs of service provision (reducing drilling costs, enhancing sustainability and maintenance), hygiene promotion (including demand creation, and consistent policy and approaches across partners and the sector); data and information management (including hydrologic information sharing and consistent data protocols); the role of private partnership (developing and disseminating partnership models); and, gender mainstreaming (facilitating ongoing sector-specific national gender working groups).

The enhanced cross-learning and sharing of experience achieved under a partnership model like WAWI leads to creative thinking at the field level. In specific areas such as hygiene promotion, the Initiative is actively looking to capture the best of what each partner has to contribute, integrate it with the current leading edge of practice in the field and develop a shared methodology and Information / Education / Communication (IEC) materials that will maximize behaviour change effectiveness. Over time, the refinement and dissemination of this technical approaches as well as the partnership management model itself has the potential to influence development across institutions and countries, thereby offering great opportunities for replication. Information needs to reach the targeted population to guarantee adoption of hygiene and sanitation ideals.

Although WAWI has built some effective partnerships to champion its goals, its undertakings derived from its core objectives seem to suggest that they have grand opportunities in resource mobilization sustainability. Leveraging resources is another area in which the WAWI partnership can yield benefits. The direct leveraging of each other’s funding, staff and constituencies as well as external resource mobilization are all potentially greater under a successful partnership. WAWI might have to deliberately pursue further extensive resource mobilization as well as direct capacity building and technical assistance to governments, which can eventually help to make more effective use of internal public resources for water supply, sanitation and water resources management.

**#11 2008 Plans ARD**

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| Activity 4.2 – Knowledge Management | Budget:  Regional: $100,000 |
| Geographic Location: Niger, Mali, Ghana, Burkina Faso | |
| Lead Implementing Organization: IRC (The Netherlands), CREPA (Mali, Niger and Burkina Faso), TREND (Ghana) | |
| Other Partnering Organizations: WAWI Partners, UNICEF | |
| ARD Activity Coordinator: Murray-Rust | |
| Activity Description:  ARD has taken the lead on past efforts of knowledge management within WAWI. Specific reports completed included; ‘Drilling Costs’, ‘Donor Survey’, ‘Gender Mainstreaming’, and a series of ‘WAWI Lessons Learned’ (in progress). Many other documents have been produced primarily for WAWI’s internal purposes. Overall, there has been very little produced by the partnership for broad dissemination to other practitioners or national or international water institutions.  ARD will work in Phase II to develop a more systematic and strategic program of knowledge management among WAWI partners at both the national and international level. The program of Technical Reports established under WAWI I will be included under this umbrella, as will other knowledge management products to be prioritized in consultation with other WAWI partners. ARD will also finalize the series of Lessons Learned in specific technical and partnership topic areas that were initiated under Phase I. It is hopes that the documented experiences of WAWI partners can help partners and interested observers throughout West Africa and beyond better understand the contribution of the WAWI partnership model in advancing water sector goals.  ARD will continue its efforts to see that all experiences are effectively documented, and that all materials produced by partners are readily accessible by posting the documents on the WAWI website. The ownership of the KM program will rest with WAWI partners so that it can continue into the future. | |
| Activity Objectives: Establishment of an effective and strategic knowledge management program that supports the WAWI partnership. Strengthened national capacity to access and use WAWI experiences in future plans. | |
| Milestones / Deliverables / Schedule:   1. Publications of 8 WAWI Lessons Learned in 2009, 6 in 2010 2. Development of 4 1-2 page WAWI Success Stories in 2009, and 4 in 2010 on selected topics 3. Updating and republishing of WAWI informational brochure (in French and English) (early 2008) 4. Development of a consultative and comprehensive strategic KM plan of action for WAWI (2009) 5. Report from KM specialist on best practices for KM activities suitable for WAWI partners (July 09) 6. Implementation of KM program for WAWI (ongoing 2009), including production of specific items identified. | |

**#12 WEST AFRICA WATER INITIATIVE (WAWI) 2006-2010 STRATEGIC PLAN**

The goal of this document is to tactically guide the WAWI partnership in reaching its goals and objectives over the short-, medium- and long-term. Actions are contemplated at all four levels (project area, national, regional and international), with the view of scaling-up a successful model of the partnership within current countries, the region and potentially other regions.

This strategic plan is a living document, amenable to change and meant to harness and galvanize the collective efforts of all WAWI partners to contribute towards improved health and well-being of needy people in selected areas of Ghana, Mali and Niger within the current WAWI program phase 2003-2008, and form the basis for moving beyond the present geography after 2008.

The Partner consensus was that a very effective WAWI partnership would be, in five years, able to:

* Produce results that are greater than the sum of the individual Partner efforts through strengthening partner commitment, coordination, and an effective and representative Secretariat.
* Take advantage of the growing global awareness of the importance of and willingness to invest in water and sanitation.
* Develop a proven and documented model for collaboration that can be adapted to address critical water and sanitation needs elsewhere in the world.
* Strategically use Partners’ ‘critical mass’ of experience to communicate with and influence the water and sanitation policies of governments, development banks, donors, IOs and NGOs at local, national and international levels.

Exhibit strong fundraising capability and secure funding for all WAWI Partner activities to support the scaling up of the integrated operating model within an expanded service area.

The purpose of the WAWI Strategic Plan is to tactically guide the WAWI partnership towards becoming the type of organization described above over the next five years, and position itself to scale-up a successful model of partnership within current countries, the region and potentially other regions. This Strategic Plan proposes that WAWI can achieve this through the implementation of a set of three strategic priorities.

These actions will result in significant changes in the way in which WAWI as a whole and the individual Partner staff conducts business:

* At the field level, coordinated, partnership-wide annual project area Action Plans will be developed and serve as the basis for country level and region wide three-year strategic work plans that guide programming, resource development and deployment, and fundraising.
* The Headquarters’ Partners and WAWI Secretariat will put in place increased communication and coordination mechanisms to support development and implementation of integrated Action Plans.
* The Secretariat and Headquarters’ Partners will seek to refine and document the existing operational model within each country and use lessons learned to develop a regional model.
* WAWI will expand application of the model to provide services in areas outside the existing ADPs, and eventually scale up to the national level.
* The Partners will work to establish a more autonomous WAWI identity built on the strengths of the individual partners as well as the synergistic value of the alliance as a whole.
* WAWI will take a seat at the table of international discussion using its wide ranging expertise to positively influence government capacity building, policy making and planning at multiple levels.

At the Headquarters’ Partners’ Meeting in London on October 24 and 25, 2005, the Partners approved the overall strategic direction, the proposed Priority Strategies and the short-term (1 year), medium-term (3 year) and long-term (5 year) milestones associated with each strategy. A more detailed set of preliminary actions required to achieve the short-term milestones were approved. For each, individuals volunteered to take the lead, target completion dates were set, and measurable results were defined. This detailed plan will permit ongoing status reports on action items at future Headquarters’ Meetings.

With a clear WAWI brand, a documented successful model and a well-organized, fully resourced Secretariat, the Partnership can successfully expand its participation on national, regional and international levels – ultimately significantly expanding its reach and influencing sector policy and investment decisions.

1. ) A number of URL’s are used for WAWI but non functional in 2010: [http: / / www.waterforthepoor.org](http://www.waterforthepoor.org),

   [http: / / www.wawipartnership.net](http://www.wawipartnership.net) [↑](#footnote-ref-1)
2. ) This service used to archive static versions of websites. Since the expansion of the number of websites became as huge as today, the service stopped. [↑](#footnote-ref-2)
3. ) Some of these companies include Accenture (ex-Andersen), Ernst & Young, British Petroleum, Amoco. [↑](#footnote-ref-3)
4. ) This describes the SECI model by Nonaka. [http: / / www.ejkm.com / volume-2 / v2i1 / v2-i1-art6.htm](http://www.ejkm.com/volume-2/v2i1/v2-i1-art6.htm) [↑](#footnote-ref-4)
5. ) [http: / / www.readwriteweb.com / archives / 002319.php](http://www.readwriteweb.com/archives/002319.php) [↑](#footnote-ref-5)