



# A DECADE OF SUPPORT FOR WATER GOVERNANCE REFORM

Final report of the GoAL WaSH programme





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**UNDP Governance, Advocacy, and Leadership in Water, Sanitation, and Hygiene Programme (GoAL WaSH)** was established in 2008 to accelerate achievement of the water and sanitation target of the Millennium Development Goals and subsequently the relevant targets of the Sustainable Development Goals. Learn more at <https://www.watergovernance.org/programmes/goal-wash/>.

## Acknowledgements

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# A DECADE OF SUPPORT FOR WATER GOVERNANCE REFORM

**FINAL REPORT OF THE GoAL WaSH PROGRAMME**

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# FOREWORD

“The water crisis is a governance crisis.” This assertion from the United Nations Development Programme (UNDP) Human Development Report in 2006 was the catalyst for launching the Governance, Advocacy, and Leadership in Water, Sanitation, and Hygiene (GoAL WaSH) Programme over a decade ago.

UNDP GoAL WaSH was established in 2008 to accelerate the achievement of the water and sanitation targets of the Millennium Development Goals (MDGs) and subsequently the more ambitious water, sanitation and participation targets of the Sustainable Development Goals (SDGs).

Countries with specific water-related challenges, often in a post-conflict context, were selected for GoAL WaSH support. This support built on the alignment of government and UNDP country office interests in addressing those challenges by way of governance reform.

Further, as a ‘gap-filling’ mechanism, GoAL WaSH complemented other ongoing initiatives and built synergies to allow national authorities to accelerate the realization of water governance reforms. As a result, GoAL WaSH has promoted water governance reform in 15 countries across all regions of the world.

The GoAL WaSH programme was designed and initiated by Piers Cross, one of the world’s most influential water experts and activists, who passed away in 2017. Piers conducted the initial reviews in most of the countries where the programme started. His deep understanding of the water governance challenge, and inspiring vision towards crafting reform in a participatory manner were essential for establishing and managing the programme. His legacy will live on.

The GoAL WaSH achievements would not have been possible without the commitment of the GoAL WaSH teams at the Stockholm International Water Institute (SIWI), UNDP country offices, and the support from Sweden

channelled through the Swedish International Development Cooperation Agency (Sida).

Evaluations have concluded that the GoAL WaSH programme has been able to provide prompt responses, quality advice, and substantial support to project countries. Over the years, governance reform has paid off: for every USD 1 invested in GoAL WaSH over the last five years, USD 16 were leveraged from governments and other partners.

Beyond investments, time is a critical factor. The GoAL WaSH projects are small in monetary terms, but they were long term, reflecting the importance of partnership and trust for supporting governance reform. Running for over a decade, the programme was completed in 2019, but the building of capacities of people and institutions continues.<sup>1</sup>

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<sup>1</sup> The GoAL WaSH delivery mechanism closed as funding for water and sanitation services work was discontinued. However, the successful approach of GoAL WaSH continues in the area of freshwater and coastal resources protection in a linked initiative entitled [GoAL-WaterS](#).

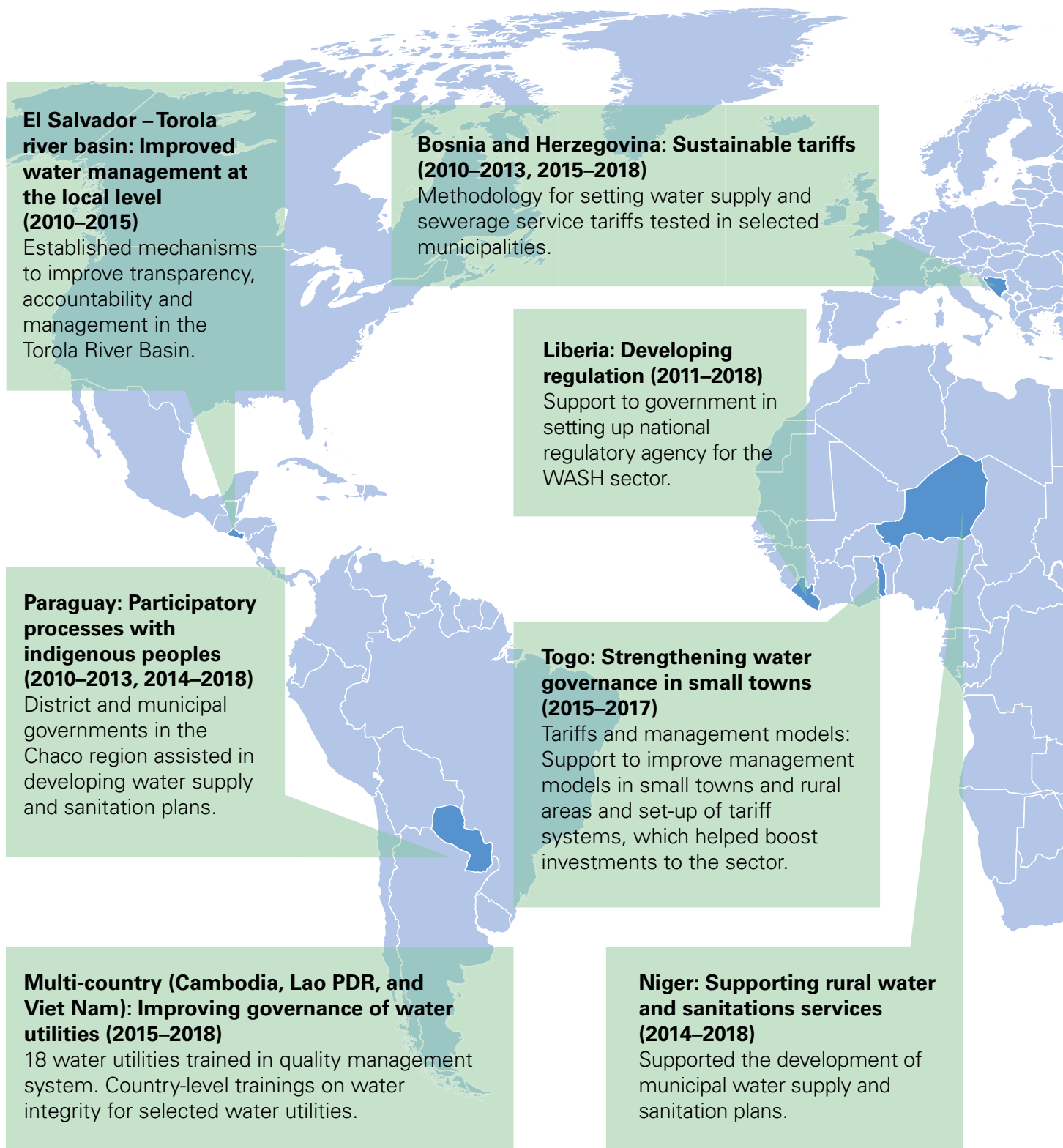




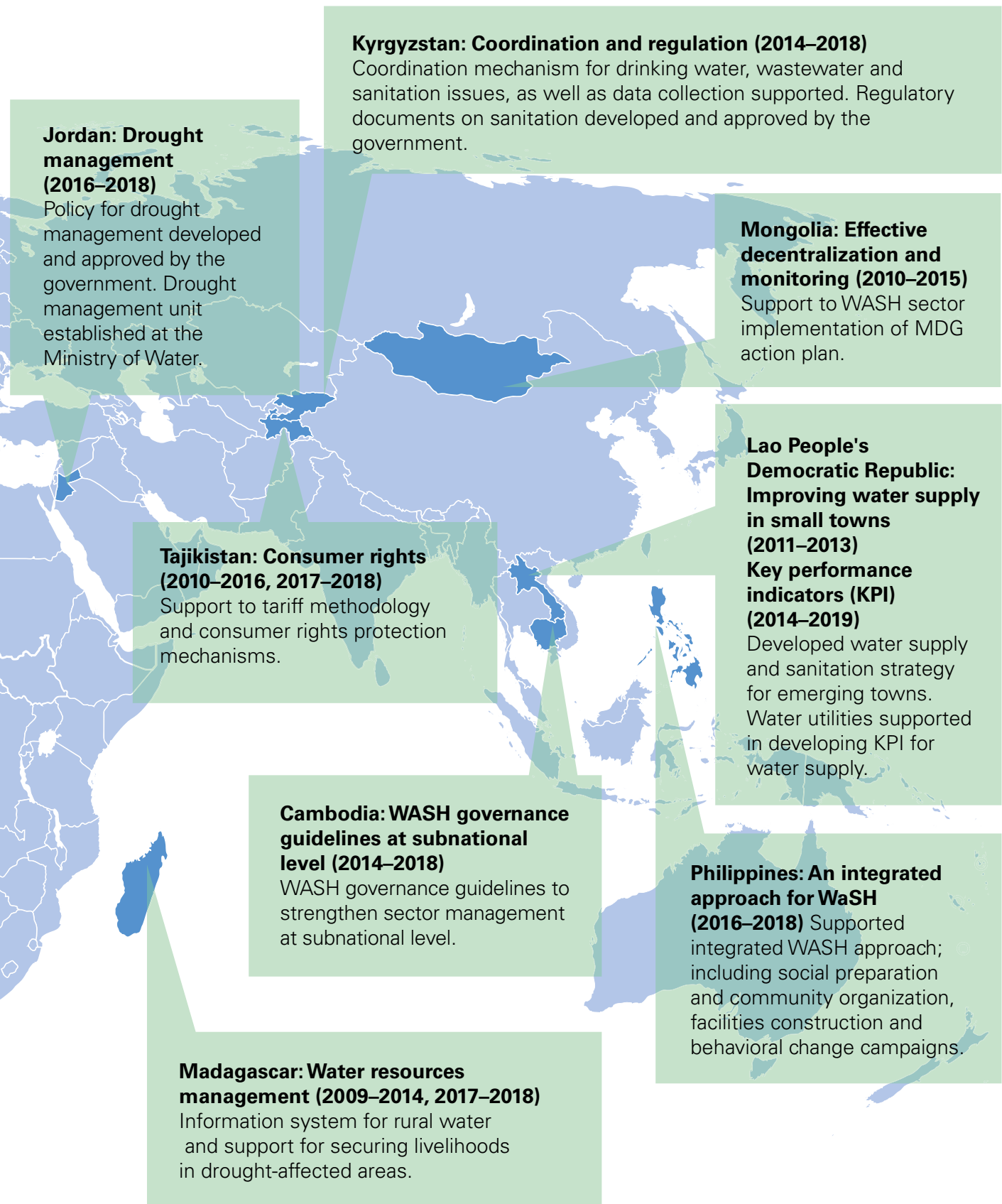
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Figure 1: Map of GoAL WaSH programme interventions







# INTRODUCTION

## GoAL WaSH at a glance

The challenges of reforming legal and regulatory structures in some of the world's most vulnerable regions are daunting. How do you support decentralization processes in countries with limited resources and capacities? How do you develop sustainable and affordable tariff systems in impoverished areas? How do you unite people and institutions in the belief that water and sanitation services are a common good and a human right, and so need to be managed sustainably? These are some of the issues addressed by the United Nations Development Programme (UNDP) Governance, Advocacy, and Leadership for Water, Sanitation, and Hygiene (GoAL WaSH) programme.

UNDP GoAL WaSH was established in 2008 to accelerate achievement of the water and sanitation Millennium Development Goals (MDGs) and continued towards the fulfilment of the Sustainable Development Goals (SDGs). The programme was implemented in 15 countries in its different phases and finalized by 2019 (see Figure 1).

GoAL WaSH, implemented through UNDP Country Offices, was managed strategically by the UNDP-SIWI Water Governance Facility (WGF), housed by the Stockholm International Water Institute (SIWI). The GoAL WaSH country programme designs were based on dialogue among different levels of government, the UNDP country offices, and the UNDP-SIWI WGF.

Designs are based on three main principles: a) demand-responsive: responding to needs formulated by countries; b) flexible: adapting to changes in the national context; and c) gap-filling: being complementary to ongoing initiatives.

GoAL WaSH supported work in three main areas: assessment, analysis and consensus building around priorities and opportunities in the national water and sanitation context (understanding the situation); b) commitment, planning and coordination for new policies, laws, coordinating mechanisms, and regulatory functions (preparing for change); and c) making reality of the reform, through the support to implementation with accountability and transparency (implementing change).

Figure 2 shows the theory of change underlying the work of UNDP Water and Ocean Governance Programme, to which GoAL WaSH has contributed.

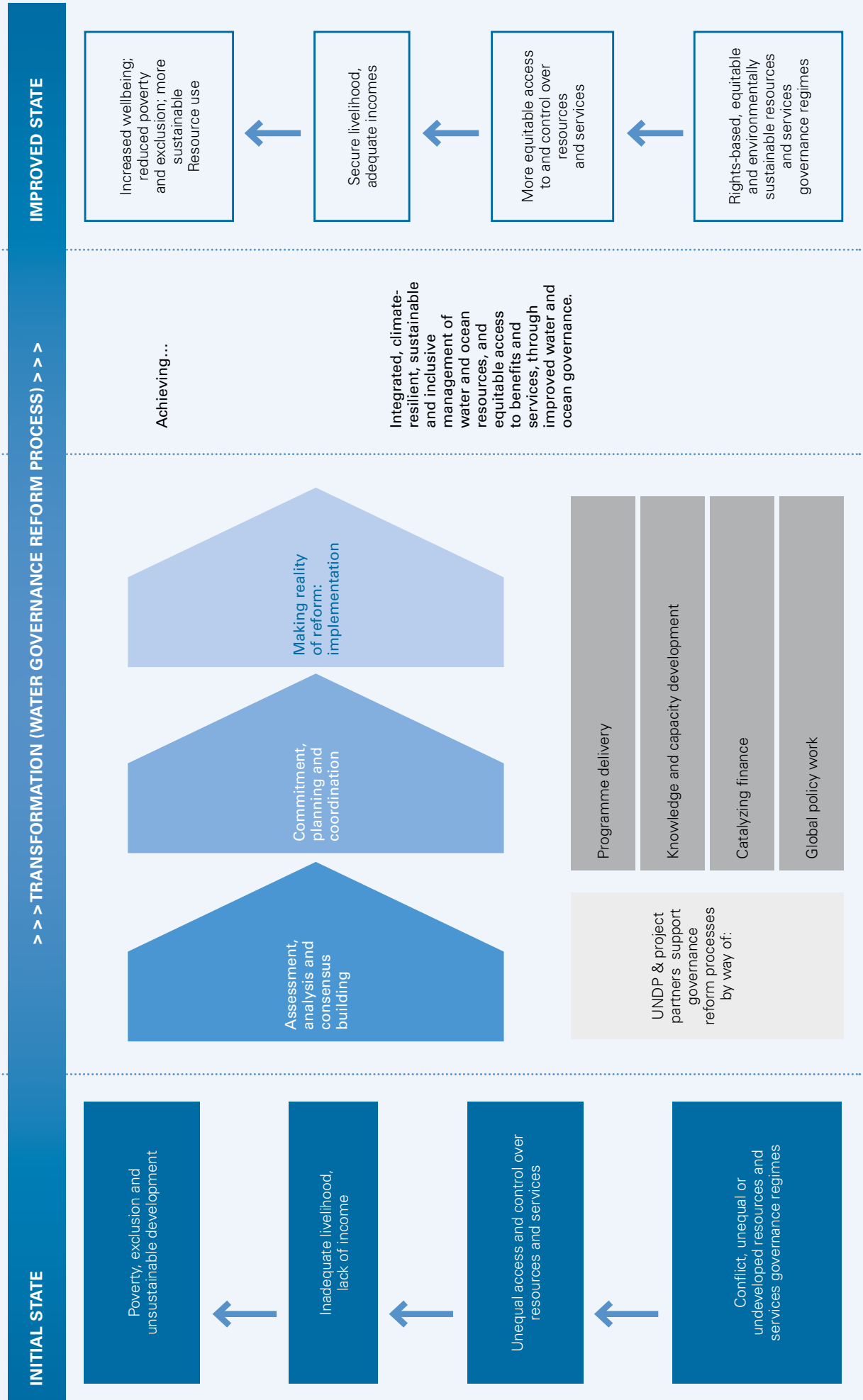
Countries were selected for support on the basis of alignment of national (or local) government and UNDP country office interest in strengthening water governance, and having specific water-related challenges. Further, as a 'gap-filling' initiative, GoAL WaSH aimed to complement other programmes, e.g. investments, to build synergy and allow national authorities to accelerate implementation of ongoing water governance reforms. As a result, GoAL WaSH has been active in countries across all regions, in different water governance-related aspects. The main elements of each project intervention are outlined in Table 1.



Credit: © Pilar Avello



Figure 2: Theory of change of the UNDP Water and Ocean Governance Programme



**Table 1: Summary of country programmes**

Country	Focus of GoAL WaSH interventions
Bosnia and Herzegovina	The first phase focused on an awareness-raising campaign on water rights and responsibilities, specifically targeting school children in ten municipalities. The second phase supported the development of a methodology for setting water supply and wastewater tariffs. The methodology defines tariffs to enable recovery of all costs, including operating and investment maintenance costs, as well as capital investment costs. It also included a study on the administrative positioning of intended legal bodies for setting tariffs for water supply, and wastewater collection and treatment services. The tariff methodology was tested in four selected pilot municipalities in 2017–2018. The tariff methodology is now being applied by at least 16 additional municipalities, and it is under discussion at parliamentary level to be recommended for adoption.
Cambodia	GoAL WaSH supported the development of WaSH governance guidelines in 2016. Since then, government officials at national and provincial levels have been trained in how to implement the guidelines. In 2018, representatives from four provinces (including provincial, municipality, and Sangkat councillors) undertook training on such topics as WaSH institutional functions, WaSH challenges, and how to improve WaSH services at commune and village levels.
El Salvador	The project strengthened national and local capacities for effective development and implementation of a new regulatory and institutional framework for water supply and sanitation. The aim was to increase the sustainability of water and sanitation services. It also supported dialogue towards enacting a national water law. Due to political confrontation relating to the law, the second phase focused on strengthening capacity among local actors to manage water in the Torola river basin, developing as well a social audit manual to be used at local level.
Jordan	The project mainly supported drought management, establishing a drought management unit at the Ministry of Water and gaining governmental approval for a water sector policy for drought management in 2018. To put drought management in place at municipal level, three pilot projects have been implemented in different locations focusing on water saving and water efficiency.
Kyrgyzstan	GoAL WaSH supported a coordination mechanism for drinking water, waste water, and sanitation issues, and WaSH data collection for the sector. This included developing a new statistic for rural areas to improve assessment of drinking water quality, which was approved for official use from 2016. The project included a training component. Ten regulatory documents on sanitation were also developed and, by January 2019, all had been endorsed by the government.
Lao	In Lao, GoAL WaSH worked with the United Nations Human Settlement Programme (UN-Habitat) to support the water sector. First, a strategy for water and sanitation in emerging towns was developed, for the first time in the country. This was complemented with support to utilities in developing key performance indicators for water supply (including indicators relating to sustainability, water safety, and reliability of services). A database with technical information and designs on water and wastewater infrastructure was also developed for the use of the government officials, which has reduced the costs and improved the quality and efficiency of the design of new infrastructure. During the second phase, 80 staff from 11 water utilities received training on key performance indicators and water database development.
Lao PDR and Cambodia - Mekong Regional	Within the GoAL WaSH Mekong regional project, 18 water utilities from Lao and four from Cambodia received training in a quality management system. This led to the Nam Papa State-owned Enterprise (NPSE) Attapeu water utility in south-eastern Lao being awarded International Organization for Standardization (ISO) certification (ISO 9001:2015) for quality management systems. This was the first ISO certification for a water utility in Lao. Staff from four water utilities in Cambodia, four in Lao and one in Viet Nam were trained on the Integrity Management Toolbox methodology. This supports organizations in making integrity a part of their strategic plans, business models, and daily practices, aiming to reduce risks and improve performance.
Liberia	GoAL WaSH supported the establishment of a regulatory agency for the water supply and sanitation sector. In 2017, the Liberian House of Senate passed the National Water Supply and Sanitation Commission Act. In November 2017, the Act was signed off by all relevant government departments and approved by the President of Liberia. The agency was named the National Water, Sanitation and Hygiene Commission. A WaSH Pool Fund feasibility study was also carried out with the objective to inform government and partners on how to proceed in improving financing for the sector.

Country	Focus of GoAL WaSH interventions
Madagascar	The original project began in 2009, aiming to strengthen water governance and advance national progress in Madagascar on the water supply and sanitation MDGs. However, it came to a halt in 2009 due to the national political crisis. Project activities were realigned in 2011 to focus on technical interventions, with a geographical focus on the northern part of the country to ensure complementarity with ongoing UNDP Madagascar projects. From 2017, the interventions aimed to secure livelihoods in drought-affected areas (following a two-year period of extreme drought). Project activities included constructing a dam and two boreholes for agricultural use and setting up management arrangements for the water infrastructure.
Mongolia	The project supported government efforts to establish and institutionalize monitoring systems for water supply and sanitation. Assistance to the government in establishing and heading a sector working group on the MDGs and a road map towards water MDG, which ensured an increased focus on water supply and sanitation. The programme supported the development of service delivery models at decentralized level ( <i>Soum</i> ), including the coordination set-up as well as development of technical standards to enable proper use of facilities and improve water treatment systems.
Niger	The project developed the national sanitation guide, under the guidance of the Ministry of Hydraulics and Sanitation, and in collaboration with UNICEF, which has become the 'go-to' reference document for sanitation interventions. The project developed guidance for a local water and sanitation development plan (Plan Local de l'Eau et de l'Assainissement) to help municipalities analyse the water and sanitation status of their communes and prioritize investment. A total of 18 municipal water and sanitation development plans were validated. Following this support, the government is currently developing an additional 80 local plans covering all regions of the country.
Paraguay	GoAL WaSH supported the establishment of the Inter-Institutional Water and Sanitation Platform for the Chaco, and the elaboration of participatory water and sanitation plans with indigenous communities in the Chaco region. Capacity on relevant intercultural issues was also strengthened among local governmental and civil society organizations, with the collaboration of the National Institute for Indigenous Peoples. The experience and methodology were documented for further replication in other parts of the Chaco. Technical units for water supply and sanitation were set up in six municipalities. The units are now included in the municipalities' budgets and so will continue to operate. Project support also helped the government set up an additional nine technical units in the Chaco region.
Philippines	The project focused on an integrated WaSH approach, which includes a package of interventions comprising social preparation and community organization, construction of water supply and sanitation facilities, and behavioural change campaigns. The target population was 13 municipalities that were left behind in terms of achieving SDG 6. Local citizens' groups have been established to monitor the implementation of integrated safe drinking water, sanitation, and hygiene at the community level. The approach has also been adopted by other municipalities in the country.
Tajikistan	The project supported the introduction of a new tariff methodology for rural water systems. It also trained water service providers in tariff-setting, the application of consumer rights protection mechanisms, and strengthening relationships between service providers and consumers. Public Advisory Councils have been established in water supply companies to protect the rights and interests of consumers. The final year of implementation supported a local intervention in a rural district, installing water meters for households and establishing a transparent and accountable water management mechanism at village level, which can be replicated in other rural areas.
Togo	GoAL WaSH support focused on strengthening capacities for sustainable management of drinking water supplies in small towns. Technical guidelines for management of rural water supply were developed. An assessment of the status of services and tariffs in small towns and emerging urban areas led to the development of a financing plan for their improvement nationwide.

During the ten years of programme implementation, 250 outputs were produced in 12 countries, with over half focused on developing policy and legislation together with guidelines for implementation. In terms of the theory of change, the first phase (2008–2013) focused on understanding the situation and preparing for change, which included the development of policy documents, legislation, educational materials, and operational guidelines. During the second phase (2014–2019), GoAL WaSH mainly supported the implementation of agreed policy frameworks, as shown in Figure 3.

**Figure 3: Phase of programme implementation**

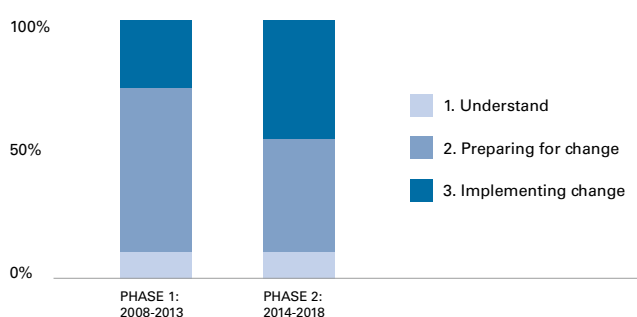
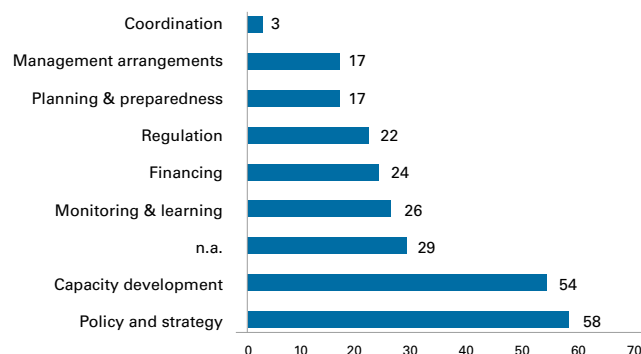


Figure 4 illustrates the distribution of the 250 outputs, based on the core governance function they relate to.<sup>2</sup> The figure shows that the programme focused mainly on policy and strategy development, followed by capacity development at various levels. Monitoring, financing, and regulation of services also received detailed attention in some countries.

**Figure 4: Total products by governance function**



**Note:** 29 products have been taken out as they were promotional materials, press releases, and other products related to the dissemination of the programme or its achievements.

## A strategic investment

In addition to achieving the intended results, GoAL WaSH has generated further benefits and synergies. During the first phase (2008–2013), GoAL WaSH leveraged USD 2.40 for every USD 1 invested.<sup>3</sup> During the second phase, when the main policy support moved towards implementation, GoAL WaSH helped leverage an additional USD 63 million at country level. In other words, during 2014–2018, each dollar invested in a GoAL WaSH project leveraged USD 16 from other organizations, donors, and governments.<sup>4</sup> This means that some of the projects have generated snowball effects, stimulating further processes in the relevant countries.

In some countries, methodologies developed by GoAL WaSH have been replicated across the country. For example, the tariff-setting methodologies developed and piloted through GoAL WaSH in Bosnia and Herzegovina, and Tajikistan are being replicated in larger programmes. In Niger, GoAL WaSH supported the development of 18 municipal water supply and sanitation plans. Following this support, the Niger government has begun developing an additional 80 local water and sanitation plans covering all regions of the country.

In other countries, new institutional arrangements promoted by GoAL WaSH have been replicated on a large scale. In Paraguay, the programme supported the creation of technical units for water and sanitation in six municipalities. The units were included in the municipalities' budgets, and nine additional units were set up by the government.

In the Philippines, GoAL WaSH supported the implementation of an integrated approach (known as iWaSH, where the 'i' stands for 'integrated') in several regions. In all, 16 municipalities developed iWaSH sector plans using the iWaSH Toolbox (comprising training modules, assessment tools, etc.). Following the training supported by GoAL WaSH, where local government units received training on how to conduct an integrated sector assessment and planning on WaSH, another 345 municipalities

<sup>2</sup> Jiménez, A., Saikia, P., Giné, R., Avello, P., Leten, J., Liss Lymer, B., Schneider, K., and Ward, R. (2020). Unpacking water governance: A framework for practitioners. *Water* 12, 827. <https://doi.org/10.3390/w12030827>

<sup>3</sup> Regallet, G. (2012). Strategic Review of GoAL WaSH Programme, unpublished internal report.

<sup>4</sup> Data compiled by GoAL WaSH team through country surveys conducted in 2016 and 2018.



developed their sector plans, supported by the government. Similarly, coordination and dialogue mechanisms supported in Kyrgyzstan led to improved definition of priorities and funding channels and attracted support from international agencies.

Meanwhile, the management systems developed for water infrastructure supported by GoAL WaSH in Madagascar have been used by decentralized water and sanitation technical services and local stakeholders, including non-governmental organizations (NGOs) to establish a harmonized water service delivery model in two regions of southern Madagascar. The harmonized system will be applied in the management of agricultural and pastoral water infrastructure throughout these regions.

Studies and assessments highlighting problematic situations in the water sector, and proposing solutions, help to trigger investment and generate further important impacts. For example, in Togo, GoAL WaSH supported a study and helped design a road map to improve drinking water systems in small towns. These documents prompted the Government of Togo to commit an investment of USD 23.4 million to improve water systems in semi-urban areas.

## Lessons learned

An evaluation<sup>5</sup> and external review<sup>6</sup> concluded that the GoAL WaSH programme has been able to provide prompt responses, and quality advice and support to project countries. This has enhanced capacities and increased options to improve water and sanitation governance. Country responses have been diverse and responsive to specific national needs, priorities, and characteristics. The programme's high degree of flexibility allowed it to respond to specific country needs and demands, and was the key to efficiency and effectiveness, particularly considering the relatively modest resources available. The evaluation found that GoAL WaSH resources for each country were deployed strategically to where they would create the greatest impact under the local conditions.

The external review found that GoAL WaSH had successfully raised awareness on water governance in several countries, particularly in fragile and post-conflict economies. According to the reviewers, the programme generated comprehensive sets of country-specific and generic outputs, and created a database of knowledge and information products. In the review team's interviews with a sample of GoAL WaSH partners, "it was very evident that they all greatly appreciated the outcomes of the GoAL WaSH interventions in their countries and they had high regard for the quality of the support received from GoAL WaSH staff."

Throughout this experience, three lessons stand out. Firstly, policy processes do not always follow a sequential pattern of implementation, as implied by the theory of change illustration (developing a shared vision, agreeing reforms, and implementing reforms, see Figure 2 (on page 5)). In many cases, a linear approach did not work. Instead, the programme had to work towards showing how certain approaches or methodologies could be useful for the sector, then slowly but surely bringing them into the national debate. Secondly, the processes took many years; timescales are always longer than anticipated. Political change, social unrest, pandemics (e.g. Ebola in Liberia), and other catastrophes create delays for policy process. However, the programme provided consistent support and adopted a long-term view, which was essential to achieve outcomes at country level. The average duration of support for a GoAL WaSH country was almost eight years, and project experience underlines how long-term efforts can pay off in terms of policies, plans, coordination mechanisms, development of new guidelines/methodologies, and capacity development, which can all trigger real action and new investments. The leveraging effect of GoAL WaSH over the last five years (16 to 1) also demonstrates this. In conclusion, and as a third lesson, governance support is a wise investment and will pay back dividends so long as the support is consistent, flexible, and patient.

<sup>5</sup> Soussan, J. (2013). Evaluation of the UNDP's Water and Ocean Governance Programme. New York, USA, United Nations Development Programme

<sup>6</sup> PEM Consult (2016). External Review of Sida's support to the UNDP Water and Ocean Governance Programme. Copenhagen, Denmark, PEM Consult.

# COUNTRY INTERVENTIONS

## Bosnia and Herzegovina

Sustainable tariffs

11

## Cambodia

WaSH governance guidelines at subnational level

17

## El Salvador

Improved water management at local level

23

## Jordan

Drought management

27

## Kyrgyzstan

Coordination and regulation

34

## Lao People's Democratic Republic

Improving water supply in small towns

41

## Lao PDR and Cambodia – Mekong Regional

Improving governance of water utilities

46

## Liberia

Supporting the creation of a regulatory commission

50

## Madagascar

Water resources management

55

## Mongolia

Effective decentralization and monitoring

61

## Niger

Supporting rural water and sanitation services

66

## Paraguay

Participatory processes with indigenous peoples

70

## Philippines

An integrated approach for WaSH

74

## Tajikistan

Consumer rights

80

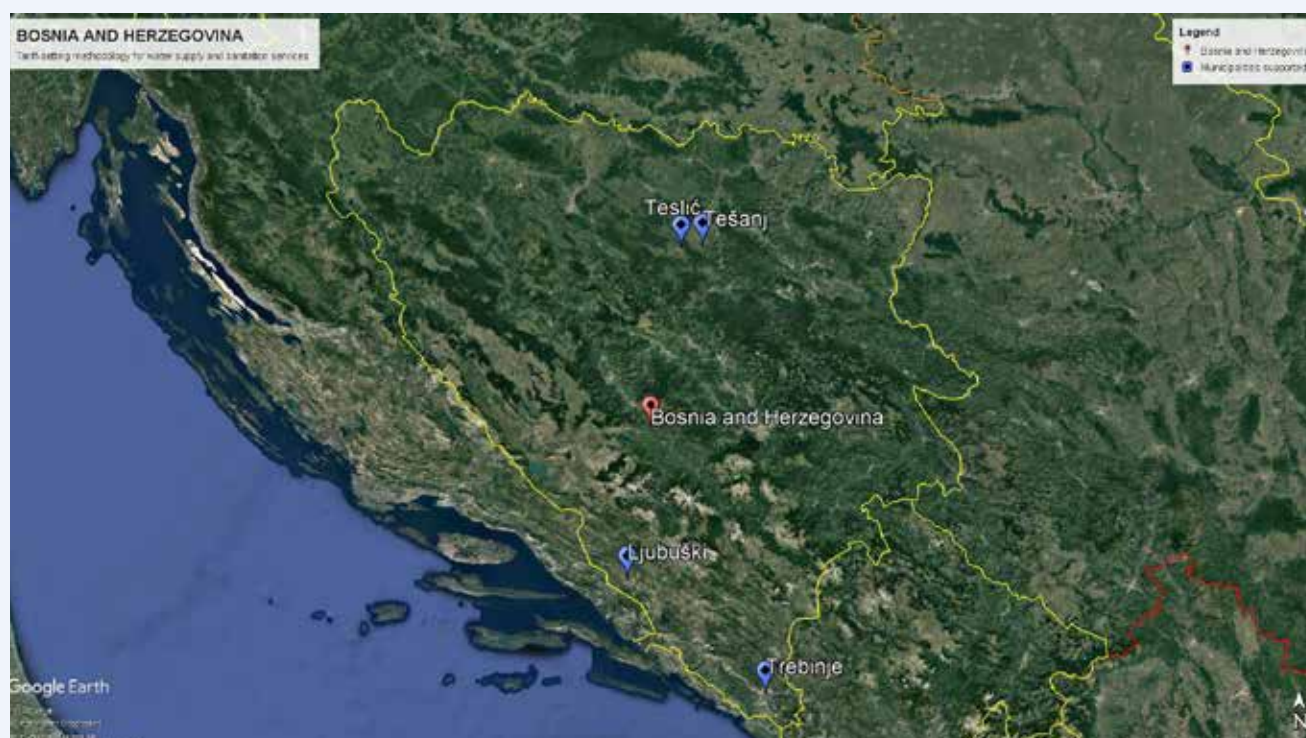
## Togo

Strengthening water governance in small towns

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# Bosnia and Herzegovina

## Sustainable tariffs



PROJECT NAME	ORIGINAL TIME FRAME	ORIGINAL BUDGET	EXPENDITURE	END YEAR
HRBA water rights and responsibilities	2010–2011	USD 35,000	USD 220,873	2014
GoAL WaSH regulatory framework for water supply and wastewater tariff	2013–2017	USD 201,220	USD 259,016	2019
<b>WEB-LINK WGF</b>	<a href="https://www.watergovernance.org/programmes/goal-wash/bosnia/">https://www.watergovernance.org/programmes/goal-wash/bosnia/</a>			
<b>WEB-LINK CO:</b>	<a href="https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home.html">https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home.html</a>			
<b>WEB-LINK OPEN-UNDP</b>	<a href="https://open.undp.org/projects/00050813">https://open.undp.org/projects/00050813</a>			
<b>LEVERAGE OF FUNDS</b>	n.a.			
<b>VALUE OF PROJECTS INFLUENCED</b>	USD 12,000,000			

### Context – the need

Weak economic governance and failing infrastructure caused by years of poor maintenance in Bosnia and Herzegovina's water sector have prevented satisfactory delivery and long-term sustainability of water services. With water losses frequently amounting to more than 50 per cent, the country faces overexploitation of water sources and environmental damage, as well as high distribution costs.

Water tariff levels are often too low to cover the cost of operation and maintenance, let alone enable capital investment. Political influence on tariff-setting is very strong, which triggers unwillingness to change tariffs, even in a situation of deteriorating infrastructure and services. Full cost recovery (focused to justify costs) still needs to be secured. Water quality is also questionable, especially within systems having high losses. Real depreciation for water supply infrastructure is often not accounted for, thus disabling appropriate



water supply infrastructure management and maintenance.

Regarding wastewater collection and treatment, the number of people connected to public wastewater systems remains low, there is a limited number of wastewater treatment plants, and some plants are not currently operating. The key issue is financing the operation and maintenance of existing plants, while securing financing for the construction of new ones, especially within the context of low tariffs.

The key challenge in Bosnia and Herzegovina is therefore a lack of financial sustainability among the water utility companies. As a result, they are unable to invest in equipment, infrastructure, maintenance, or development, setting up long-term water supply issues for the future. Their capacity to manage financial planning

is also limited, with accounting practices that comply with neither national legislation requirements nor international professional standards. Without an adequate financial management system, water utilities are incapable of investing in their equipment, maintenance of infrastructure, development, or charging a fair price for their services. If these institutional weaknesses are not addressed, current problems of water delivery and quality control will persist.

The objective of the GoAL WaSH intervention in Bosnia and Herzegovina was to contribute to the sustainable development of water utility companies, and to provide quality water supply, wastewater collection, and sanitation services to citizens while maintaining a healthy environment and strengthening social protection and inclusion systems.



Credit: © Antoine Delepiere



## What actions were taken?

The first phase of the project aimed to provide technical assistance to the government in order to establish an effective legislative and institutional framework for the water and sanitation sector. The project team helped define a proposal on the best administrative positioning of the regulatory body responsible for setting tariffs on water supply, and wastewater collection and treatment services. They also defined the tasks and competences of that body, including the amendments required within the laws on communal affairs.



The next step was to define a methodology for tariff-setting for water supply and wastewater management services. This defined the tariffs required to enable full cost recovery and optimize cost control. The methodology included detailed guidelines for developing a business plan to improve financial and operating performance, and thereby minimize service provision costs.

The tariff-setting methodology was also tested, providing support for its implementation in selected pilot communities. In 2017, this included testing in the municipalities of Tešanj and Teslić. Testing resulted in the introduction of new accounting procedures in the utilities, and this enabled proper cost control and inclusion of costs in the tariff structure. Both utilities have prepared action plans to reduce water losses and optimize staff productivity. The pilot testing continued in 2018 in the municipalities of Ljubuški and Trebinje, focusing on the water supply utilities and wastewater treatment plants to assess tariffs and identify future obstacles.

The team provided technical assistance to the Government of the Federation of Bosnia and Herzegovina (one of the two entities of the country, the other being Republika Srpska) to establish a legislative and institutional framework for the water supply and sanitation sector. The government has proposed changes to the 2017 Water Law, which include a request for a tariff methodology rulebook. These changes are now pending approval by the Federal Parliament. Meanwhile, the relevant national ministry has created a working group, and this is being guided by the GoAL WaSH project team to draft a decree on the tariff methodology for water services.

Regional workshops and dialogues have been organized for representatives of the water utility companies, public administration, NGOs, and civil society groups. These aimed to gather feedback on the proposed methodology and to lobby for regulatory changes towards gaining long-term sustainability for the sector.

“ Piloting the GoAL WaSH methodology allowed for adequate prices to be established or wastewater collection and treatment; these activities are of tremendous importance for environmental protection. Applying this methodology enables long-term financial and operational sustainability of our system, and improves the quality and quantity of our water supply services and wastewater collection and treatment. The methodology has pinpointed shortcomings in our operations, which will now become the focus of our intended improvements. ”

**Marina Gadža, Executive Manager,  
Trebinje Water Utility**

## Achievements

The project addressed the country's water and sanitation problems by conducting a specific assessment of current legislation and institutional set-up, and then providing possible scenarios for establishing a regulatory framework. As a follow-up action, the team developed a methodology for tariff-setting in water supply and wastewater treatment, and conducted a study on administrative positioning of the regulatory body for tariff-setting.

The methodology was presented to mayors and municipal councillors within the general assemblies of the Association of Cities and Municipalities of the Federation of Bosnia and Herzegovina and the Association of Cities and Municipalities of the Republika Srpska.

Thematic workshops on the importance of adequate water tariffs in building long-term sustainability of water services were organized for 50 representatives of civil society organizations in Banja Luka, Sarajevo, and Tuzla. Educational materials

were developed for municipal councillors (Guidelines for councillors: When considering requests for changes in tariffs of water supply, sewage and wastewater treatment), citizens (How does water get to your tap?), and schoolchildren (How to save water).

The tariff methodology was tested with four water utility companies in Ljubuški, Tešanj, Teslić, and Trebinje. The utilities in Tešanj and Teslić are implementing the methodology and updating their business plans to optimize costs through improved human resources management and employment policy, and enhanced non-revenue water management. They are gradually adjusting their water tariffs. The water utility of Ljubuški has a large income from tourist resorts and has used the profits to subsidise water services and avoid increased water tariffs (this may change with curtailment of tourism due to the coronavirus disease pandemic). The water utility in Trebinje adjusted its tariffs in September 2019.

The methodology for tariff-setting has been integrated in the proposal to modify and amend the 2017 Federation Water Law. For the methodology on tariff-setting to be fully adopted and implemented, the ministries responsible for agriculture, water management, forestry, environment, and tourism need to adopt a legal decree, and this process is also being supported by GoAL WaSH.



Credit: © Antoine Delepiere

## Tariff-setting methodology for water supply and wastewater services in Bosnia and Herzegovina

In Bosnia and Herzegovina, as in many places, the regulatory framework for water supply and wastewater services does not provide the necessary level of self-sustainability of service providers, and ongoing discussions exist about the reform of current water pricing practices and tariff structures.

Against this background, water stakeholders at different levels (i.e. state, cantonal, and local) agreed on the need to develop a tariff-setting methodology aimed at full cost recovery, including operating and maintenance costs as well as capital investment costs. The proposed tariff structure comprises a fixed charge, calculated separately for each contractual service user, and a charge depending on consumption. The fixed charge is aimed at covering the basic metering costs. The volumetric charge (unit water price per cubic metre) is calculated as a relation between all estimated operating costs and foreseen delivery of water in cubic metres, adjusted additionally by the target collection percentage. To avoid calculations leading to significant tariff increases, particularly if the water utility is inefficient and/or if the initial tariff charged for services is very low and fails to correspond to the real costs, the tariff

will rise gradually rather than abruptly, until it reaches a simultaneously declining level of associated costs (due to the expected increased efficiency). Such an approach avoids rewarding the inefficiency of utilities in the initial period, when the level of costs would, in fact, be unjustified.

To put this proposal into practice, the methodology will establish a business plan at the utility level, which includes setting detailed actions for improving financial and operating performance. These are founded on a short list of key performance indicators, and will allow an objective and regular assessment of gradual improvements in performance (e.g. non-revenue water, average collection period, staff productivity, etc.). Interestingly, the regulatory body will not approve any tariff adjustment if the business plan and its realization do not show visible improvements, as shown by the performance indicators.

**Source:** Vucijak, B. (2015). *Tariff setting methodology for water supply and sewerage services in Bosnia and Herzegovina*. Stockholm: Stockholm International Water Institute and New York: United Nations Development Programme.



“ It is necessary to introduce the application of the methodology by as many public utilities as possible in Bosnia and Herzegovina. To ensure the full application of the methodology as an effective mechanism for assessment of the economic cost of water services and the long-term sustainability of the system, and increase the level of transparency in the operation of utilities, it is necessary to establish an appropriate regulatory framework in Bosnia and Herzegovina for water supply services, collection, and treatment of waste water. ”

**Boško Kenjić, Head of Department of Water Resources,  
Ministry of Foreign Trade and Economic Relations of Bosnia  
and Herzegovina**

**Table 2: Key selected knowledge and information products produced during GoAL WaSH in Bosnia and Herzegovina**

Description	Phase: Year	Category	Stage	Explanation	Function
Water for life: handbook for primary schools	1: 2011	Education	4. Capacity and knowledge base strengthening	Document focused on human resource development for WaSH sector. Identifies institutions, training institutions, etc., to inform government.	Capacity development
Study on best positioning of regulatory body	2: 2015	Guidelines	2. Preparing for change	The study includes an analysis of the legislative and institutional framework, as well as of the current practice in tariff setting and approval in Bosnia and Herzegovina. The document concludes with guidelines, principles and proposals for the establishment of a regulatory framework in this area.	Regulation
Tariff-setting methodology for water supply and sewage services	2: 2015	Guidelines	2. Preparing for change	The methodology defines tariffs to enable recovery of all costs, including operating and investment maintenance costs, as well as capital investments costs. This methodology also includes detailed guidelines for developing a business plan containing the selected key performance indicators as well as instructions for calculation.	Financing



## MORE ONLINE

**GoAL WaSH Bosnia and Herzegovina:**

<https://www.watgovernance.org/programmes/goal-wash/bosnia/>

**Regulatory framework for tariff setting in water supply and sewerage services in Bosnia and Herzegovina:**

<https://youtu.be/OwflKyJ-xG0>

**Methodology to facilitate decision-making in investment in network expansion, construction of facilities and increasing quality of service:**

<https://youtube/68jPlmXLa64>

**GoAL-WaterS Bosnia and Herzegovina:**

<https://www.watgovernance.org/programmes/goal-waters/bosnia-and-herzegovina-goal-waters/>

[https://www.ba.undp.org/content/bosnia\\_and\\_herzegovina/en/home/climate-and-disaster-resilience/GoALWaSH.html](https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/climate-and-disaster-resilience/GoALWaSH.html)

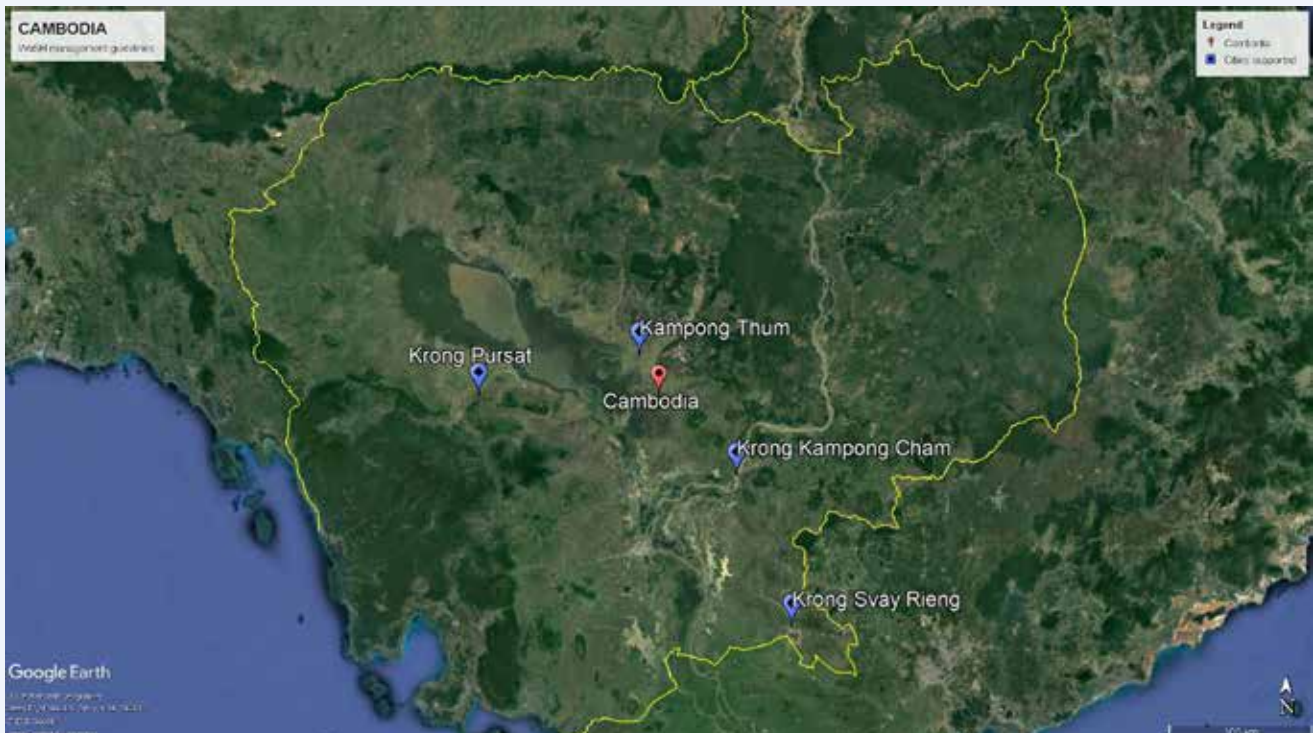
**UNDP Country Office website:**

[https://www.ba.undp.org/content/bosnia\\_and\\_herzegovina/en/home.html](https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home.html)



# Cambodia

## WaSH governance guidelines at subnational level



PROJECT NAME	ORIGINAL TIME FRAME	ORIGINAL BUDGET	EXPENDITURE	END YEAR
Enhancing capacity for pro-poor WASH governance at provincial, district and commune levels in Cambodia	2014–2015	USD 250,405 (2014–2017) USD 44,259 (2018)	USD 256,532	2018
<b>WEB-LINK WGF</b>	<a href="https://www.watergovernance.org/programmes/goal-wash/cambodia/">https://www.watergovernance.org/programmes/goal-wash/cambodia/</a>			
<b>WEB-LINK CO:</b>	<a href="https://unhabitat.org/cambodia">https://unhabitat.org/cambodia</a>			
<b>LEVERAGE OF FUNDS</b>	USD 5,000			
<b>VALUE OF PROJECTS INFLUENCED</b>	USD 30,000			

### Context – the need

Cambodia has a strong legal and institutional foundation for developing good governance in the WaSH sector at the subnational level, based on national policies and strategies. This sets the direction to improve the quality of service delivery at the provincial, district, and commune levels. However, implementation has been far from effective.

Knowledge and understanding of WaSH-related issues and management are quite limited at subnational level, while management expertise and funding are

also in short supply. Reform through decentralization will bring decision-making down to the level where there is specific knowledge about the problems, and this should make the management process more efficient. Local governments have a closer approach to people's needs and a better understanding of the territory, so are better able to identify issues and satisfy the demands of communities (compared with central government). The sustainability of WaSH initiatives can only be safeguarded by increasing the capacity and ownership of the sector at the level of local government.

“ The WaSH guide provides all WaSH information and different responsibilities at subnational level that contribute to WaSH promotion and provision to communities in Cambodia. ”

**Prak Prakat,**  
**General Director of Water Supply**  
**Department, Ministry of Industry**  
**and Handicraft**

GoAL WaSH in Cambodia built on the existing United Nations Human Settlement Programme (UN-Habitat) Water for Asian Cities Programme and the Mekong Region Water and Sanitation Initiative. In these projects, on-the-ground pilot and demonstration programmes focus on pro-poor water supply and sanitation.



Credit: © Antoine Delepiere



## What actions were taken?

In 2015, the team conducted a needs assessment to guide future work on strengthening the capacity of institutions and subnational agencies responsible for the WaSH sector. This included conducting stakeholder consultations at subnational level, assessing previous studies on capacity-building needs, and analysing institutional, economic, and technical capacity needs. The results helped to identify the resources required at each level of intervention and suggest suitable public–private–NGO partnerships for improving the management of WaSH systems at provincial, district, and commune levels.

Following these assessments, the team worked to identify the best ways to acquire the necessary skills, methodological tools, technical and social approaches, management monitoring and evaluation, and public–private–NGO partnerships. They prepared a set of recommendations for a governance guide, which was tailored through consultations with the inter-sectoral national WaSH committee, the national WaSH technical working group, development partners, and other relevant stakeholders.

In 2016, the project team produced a national WaSH governance guide for provincial, district, and commune levels. The guide integrated drinking water supply, hygiene promotion, and basic sanitation issues to be dealt with at the provincial,

district, and commune levels, with the cross-sectoral issues of gender, adaptation to climate change, equal participation, integrity, and private sector involvement. The team also developed a strategy to implement the guide at subnational level. After a second round of consultation, the guide was finalized and endorsed by the focal ministries.

The next step was to test the guide through pilot studies. This involved conducting capacity-building activities in pilot provinces, districts, and communes, and assessing their effectiveness. A community-based water supply project was piloted in partnership with local authorities and utilities. Updates and adjustments were made to the guide before handing it over to the focal ministries to be scaled up through national stakeholder consultations.

In 2017, the team shared regional experiences on water governance through study tours and regional workshops focused on good governance in the water sector. The knowledge and lessons acquired added further to the content of the guide.

Finally, capacity-building activities on WaSH guidelines and integrity were developed for local authority officials (in 2018) and water supply private utilities (in 2019) in target cities, namely Kampong Cham, Kampong Thom, Pursat, and Svay Rieng. The WaSH guide was revised based on the local training feedback and presented at WaSH events at national and subnational levels.

## Achievements

The GoAL WaSH programme in Cambodia supported the development of WaSH governance guidelines, with activities commencing in 2016.

The project team produced a report on the need for institutional strengthening at subnational level of the WaSH sector by conducting multi-stakeholder consultations. Two hundred participants from provincial, district, and commune councils and civil society in Kampong Cham, Kampong Thom, Pursat and Svay Rieng provinces provided information for the assessment.

Since the publications of the guidelines, project staff have trained government officials at national and provincial levels on how to implement them. In 2018, representatives from four provinces (including provincial, municipality, and Sangkat councillors) received training on WaSH institutional functions, WaSH challenges, and how to improve WaSH services at commune and village levels. In 2019, the project focused on strengthening capacity to implement WaSH guidelines among local water supply utilities and civil society organizations in the cities of Kampong Cham, Kampong Thom, Pursat, and Svay Rieng. The training included a component on integrity.

“ In my Sangkat, 100 per cent of households can access a toilet. Before, I thought I had nothing to worry about with WaSH, but this training and guidelines made me better understand that we have a lot of work to do – such as safely managing the faecal sludge and hygiene, monitoring, and working with other stakeholders to align with the targets of provincial and national government. ”

**Mr Keang,  
Chief of Sangkat Svay Rieng**

The next step was to pilot the WaSH guide at provincial, district, and commune levels and conduct a broad consultation with local authorities to ensure local ownership. Pilot studies were conducted in five communes and two districts in Kampot province. A ‘training of trainers’ course involving 250 participants generated further feedback, with comments relating mainly to how to make the guide simple and easy to understand.

A study visit to the Lao People’s Democratic Republic (PDR) and Thailand created an ideal opportunity for seven officials from Cambodia to share regional experience on water governance issues.

Capacity-building activities on the WaSH guidelines were also directed at newly elected local authority officials in the target cities (Kampong Cham, Kampong Thom, Pursat, and Svay Rieng), with courses organized for 200 subnational officials and 40 national government officials. These took the form of a ‘training of trainers’ course for provincial and district officials, with candidates then selected to provide cascade training to commune councillors. Feedback suggested that solid waste and wastewater management are the main issues prioritized by local officers in each city.

Capacity-strengthening was also provided for local private water supply utilities and civil society organizations in the target cities on the WaSH guidelines and integrity. Fifty representatives of 17 local private water utilities and ten from civil society organizations attended the training, drawn from four target provinces. This was the first time they had participated in broad WaSH training and it helped them to understand the context and the WaSH technologies.

As part of the WaSH governance guidelines pilots, UN-Habitat provided funding to expand the water pipe system, and conduct community awareness-raising and capacity-building in a specific village.





## Cambodia's WaSH governance guidelines

The WaSH governance guidelines provide an overview of the basic information and services relating to WaSH. The simple and practical approach is contained in seven chapters:

1. Introduction to the guide
2. Rights and WaSH
3. Overview of the WaSH sector in Cambodia
4. Institutional functions assigned to the WaSH sector
5. How to improve access to WaSH
6. Key interventions to improve WaSH services
7. Advocacy and monitoring

“

The WaSH guide is an important tool to bring all stakeholders' work together and provide [the results to] water utilities. Now the commune and village levels understand their roles and responsibilities related to WaSH and they feel able to assist and work with all stakeholders.

”

”

**Kheng Kykeng,  
Water Supply Association**



Credit: © Antoine Delepiere

**Table 3: Key selected knowledge and information products produced during GoAL WaSH in Cambodia**

Description	Phase: Year	Category	Stage	Explanation	Function
Report on assessment of gaps and needs for institutional strengthening of subnational levels in WaSH sector	2: 2016	Guidelines	2. Preparing for change	Analysis of institutional, economic, technical related capacity needs: resources required at each level of intervention and identification of gaps in order to perform these functions; diagnosis of public–private–NGO partnerships for the management of WASH systems at provincial, district and commune levels. Identification of ways to institutionalize and capitalize on acquired skills and expertise, methodological tools, technical and social approaches, management–monitoring–control and evaluation, and public–private–NGO partnerships.	Management arrangements
WaSH governance guidelines	2: 2017	Guidelines	3. Implementing change	The guidelines aim to build capacity and empower subnational governments to better manage the WaSH sector. It is presented in a simple and practical manner. It should enable policymakers to make informed decisions leading to a significant increase in water quality and sanitation investments at the subnational levels.	Management arrangements



### MORE ONLINE

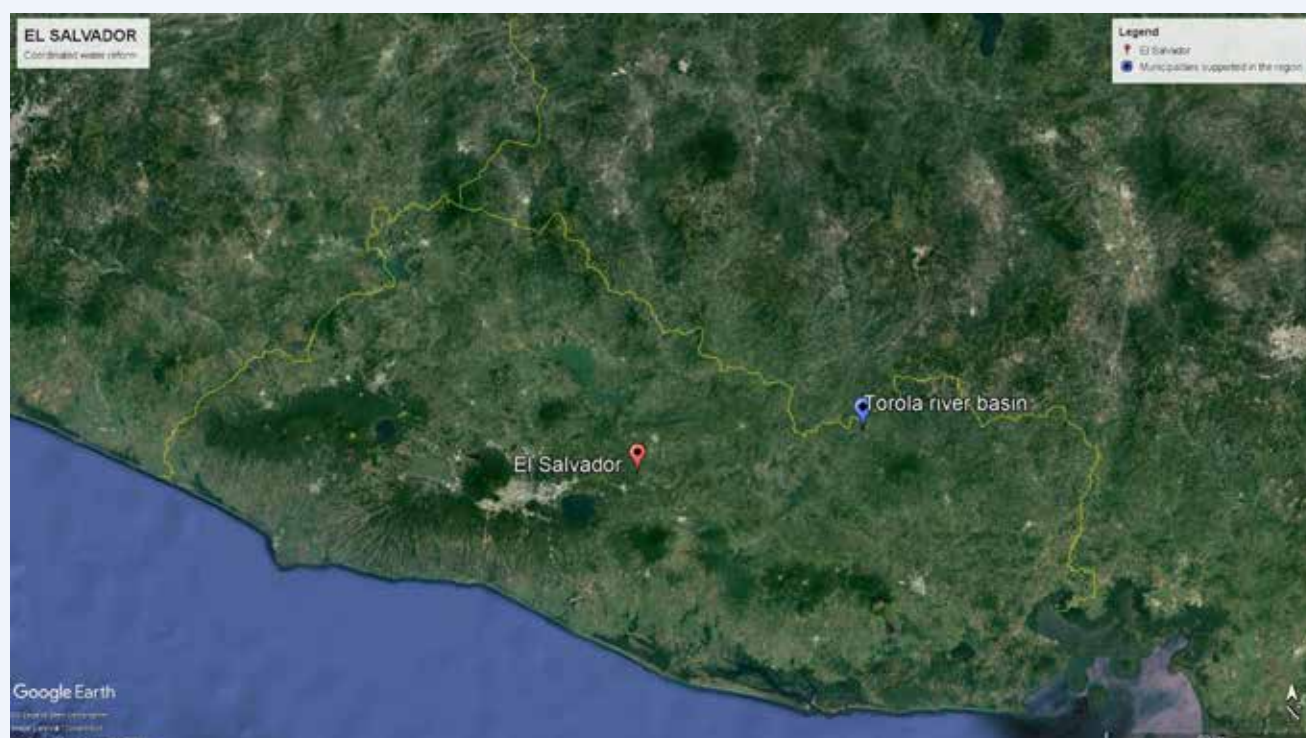
**GOAL WaSH Cambodia:** <https://www.watergovernance.org/programmes/goal-wash/cambodia/>

**UNDP Country Office Cambodia:** <https://www.kh.undp.org/>

**GoAL-WaterS Cambodia:** <https://www.watergovernance.org/programmes/goal-waters/cambodia/>

## El Salvador

### Improved water management at local level



PROJECT NAME	ORIGINAL TIME FRAME	ORIGINAL BUDGET	EXPENDITURE	END YEAR
Strengthening governance and sustainability of water and sanitation services in El Salvador	2010–2011	USD 201,701 (2010–2012)	USD 240,499	2015
Promoting good water governance in the Torola River Basin of El Salvador	2013–2015	USD 38,798 (2013–2015)		
<b>WEB-LINK WGF</b>	<a href="https://www.watergovernance.org/programmes/goal-wash/el-salvador/">https://www.watergovernance.org/programmes/goal-wash/el-salvador/</a>			
<b>WEB-LINK CO:</b>	<a href="https://www.sv.undp.org/content/el_salvador/es/home.html">https://www.sv.undp.org/content/el_salvador/es/home.html</a>			
<b>WEB-LINK OPEN-UNDP</b>	<a href="https://www.watergovernance.org/programmes/goal-wash/el-salvador/">https://www.watergovernance.org/programmes/goal-wash/el-salvador/</a>			
<b>LEVERAGE OF FUNDS</b>	USD 100,000			
<b>VALUE OF PROJECTS INFLUENCED</b>	n.a.			

#### Context – the need

El Salvador is the most densely populated country in Central America; it also has the least water resources in the region. The country is therefore at high risk of water stress. This vulnerability is due to three main factors: a) loss of capacity in the environment to regulate and store

rainwater; b) deterioration in water quality due to contamination of surface water and groundwater; and c) weak legislation in the area of water resources. As a result, there is limited availability of water for human consumption and productive activities. At the start of the GoAL WaSH programme, the main debate concerned the development of





a new legal framework for the water sector that could address these issues.

The Torola river basin, in the east of the country, is one of the most important tributaries of the Lempa river, which provides the country with water and energy. The

Torola basin is also important for its natural resources. The basin is exposed to a number of risks, including extreme weather events such as droughts and high rainfall, which are exacerbated by climate change, and man-made problems such as fires linked with agricultural practices.

### What actions were taken?

The first GoAL WaSH project in El Salvador was implemented between 2009 and 2012. The objective was to strengthen national and local capacities for effective development and implementation of a new regulatory and institutional framework for water supply and sanitation. It also aimed to increase the sustainability of water and sanitation services through strengthening the management capabilities of service providers at central, municipal, and rural levels.

The second phase, financed by the OPEC Fund for International Development, was

implemented from 2013 to 2015 and focused specifically on the Torola river basin. It adopted a two-pronged approach, combining strengthening of local actors' capacities to manage water in an integrated way (software component), with a fund for investment in water infrastructure (hardware component), to ensure that new infrastructure is managed properly to ensure sustainable access to water. This phase also included awareness-raising campaigns for rural citizens to increase understanding of their rights and how they may participate in and exert control over water management.



## Achievements

During the first phase, GoAL WaSH played a key role in establishing the multi-sectoral Water Cabinet to coordinate water reform. This comprised the heads of the 13 public institutions with power over water and included representation from the Inter-institutional Technical Commission (the technical level of the same entities).

Project staff also facilitated a coordination process among governmental and civil society organizations to formulate a joint strategy for public awareness and mobilization around sustainable water management. This resulted in the release of several electronic publications and bulletins for both the public and water sector organizations, which outlined the challenges and opportunities of sector reform and its potential contribution to development. GoAL WaSH supported and promoted spaces for civil society actors to analyse, discuss, and contribute ideas around the theme of water, forming a multi-stakeholder water forum for the purpose.

The consultations led to the development of a road map with seven work agendas: inter-institutional coordination, water policies, water regulation and legislation, water sector planning, water investment programme, citizen awareness, and water financing. The road map provided an instrument for integrated sector planning and provided a clearer vision of the challenges facing state entities in the development of the water resources sector in the medium term. Implementation of the road map was accompanied by drafts for a new water and sanitation policy, integrated water resource management policy, national water management strategy, and a water law.

Despite these efforts, the process of water sector reform became highly politicized and was used as a matter of dispute among different political parties and sectors. This resulted in the presentation of three different

water bills to Parliament. As a result, the reform was never agreed and El Salvador still lacks a renewed water policy framework.

Given this situation, GoAL WaSH adopted a subnational focus in its second phase. In the Torola river basin, the project was able to establish mechanisms for improved transparency, accountability, and efficiency in water management at the local level.

The project team developed a social audit manual to increase good governance, citizen participation, transparency, and accountability in water management at the local level. The manual helps communities to exert control over their water institutions and supports integrated water resources management by promoting coordination among actors at different levels. It also presents advice on social audit and participation mechanisms for citizen committees involved in water management at the local level. The manual was developed in consultation with relevant authorities and three municipality associations, representing 19 of the 27 municipalities in the Torola river basin. It was launched in January 2016.

GoAL WaSH also established a transparency committee in one of the municipalities. Comprising mayors and officers from health, education, and environmental services, the committee strengthens transparency and accountability in planning, designing, and implementing water management policies at a micro-regional level.

The project gave priority to capacity development and engagement of local actors through dialogue and participation. Awareness-raising among the citizens about the importance of the initiative resulted in greater involvement and commitment at the local level. As a result, the economic contribution from the municipalities to improve water conditions in the area surpassed the support given by the project, approximately tripling the original investment.

“

I can only congratulate this effort for its vision and the implications it will have on the watershed management in the country. Nature belongs to each one of us; we have the right to enjoy it.

”

**Lina Pohl,**  
**Minister of Environment**  
**and Natural Resources,**  
**El Salvador, speaking about**  
**the Social Audit Manual**



**Table 5: Key selected knowledge and information products produced during GoAL WaSH in El Salvador**

Description	Phase: Year	Category	Stage	Explanation	Function
Draft of general water law	1: 2012	Legislation	2. Preparing for change	This is a draft of the general water law, which was presented for discussion.	Policy and strategy
Social audit manual	2: 2015	Guidelines	2. Preparing for change	Aimed at helping communities that want to exert control over their water institutions; presents clear advice and mechanisms for simple but effective control at local level.	Regulation
Final report on the local water observatory in the Torola River Basin.	2: 2015	Communication/ knowledge management	2. Preparing for change	The document includes an analysis of the hydrological information in the Torola River Basin, as well as the water management problems faced by the micro-regions in this area. The Territorial Water Observatory will be part of the National Water Observatory. The micro-regions will have the reasonability of updating the water data.	Monitoring and learning



## MORE ONLINE

**GoAL WaSH El Salvador:** <https://www.watergovernance.org/programmes/goal-wash/el-salvador/>

**Social audit manual (available in Spanish):** <https://www.watergovernance.org/resources/social-audit-manual/>  
[https://www.sv.undp.org/content/el\\_salvador/es/home.html](https://www.sv.undp.org/content/el_salvador/es/home.html)

**UNDP Country Office El Salvador:** [https://www.sv.undp.org/content/el\\_salvador/es/home.html](https://www.sv.undp.org/content/el_salvador/es/home.html)

# Jordan

## Drought management

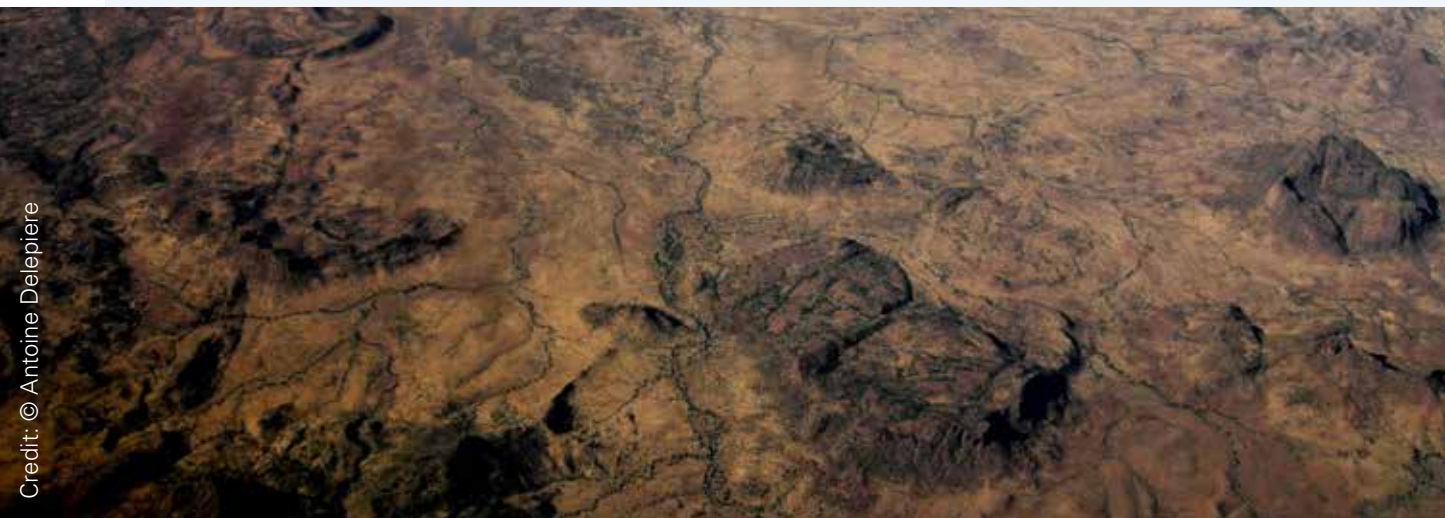


PROJECT NAME	ORIGINAL TIME FRAME	ORIGINAL BUDGET	EXPENDITURE	END YEAR
Strengthening the national water governance capacities in drought management	2016–2017	USD 175,908 (2016/2017) USD 38,000 (2018)	USD 245,985	2018
<b>WEB-LINK WGF</b>	<a href="https://www.watgovernance.org/programmes/goal-wash/mekong-regional/">https://www.watgovernance.org/programmes/goal-wash/mekong-regional/</a>			
<b>WEB-LINK CO:</b>	<a href="https://www.jo.undp.org/">https://www.jo.undp.org/</a>			
<b>WEB-LINK OPEN-UNDP</b>	<a href="https://open.undp.org/projects/00085728">https://open.undp.org/projects/00085728</a>			
<b>LEVERAGE OF FUNDS</b>	USD 2,046,000			
<b>VALUE OF PROJECTS INFLUENCED</b>	n.a.			



Credit: © Antoine Delepiere





## Context – the need

Jordan is the second most water-scarce country in the world.<sup>7,8</sup> It has a chronic water balance deficit of 20 per cent, with demand exceeding supply by 638 million cubic metres per year and allocations exceeding resources by 73 million cubic metres. The deficit is further exacerbated by the important influx of Syrian refugees and fluctuation in precipitation volumes over the last two decades. Climate variability and an increased frequency and severity of drought are creating high vulnerability in natural ecosystems and their ability to mitigate floods, conserve soils, cycle nutrients, and provide water.

Climate models indicate that warmer summers relative to other seasons are extremely likely to occur, with less precipitation and more heatwaves. The maximum number of dry days is likely to increase per year as well as the number of consecutive dry days. The water deficit is therefore likely to increase – possibly to 30 per cent – during the coming 20 years. Drought represents a serious challenge and undermines the country's economic growth and development. Seasonal drought occurs during the early winter and spring seasons. Current rainfall patterns with shorter seasons have caused overuse of surface water and groundwater to meet the water needs of agricultural, domestic, and industrial activities.

The national response to the detrimental impacts of drought used to occur on an ad hoc basis. This can be attributed to poor drought management governance, which lacks clear institutional and legal arrangements. The Ministry of Water and Irrigation has the mandate to handle drought issues, but drought management is multi-disciplinary and should engage a wider spectrum of stakeholders. There was also a lack of institutional and technical capacities to manage recurring drought. For example, there was no early warning system for predicting drought events at an early stage and informing decision-making processes, no proper monitoring regime for drought at the national level, and a lack of training at individual level. Weak awareness among decision-makers, communities, and farmers on the underlying causes of drought vulnerability is another key factor in poor water governance.

Against this background, the GoAL WaSH project contributed to strengthening the national drought governance system in Jordan, promoting a more systematic approach to drought response planning and management. The GoAL WaSH project was initiated in 2016 in collaboration with the Government of Jordan. The aim was to foster an integrated drought management approach to lessen the impact of drought on the environment, particularly on scarce drinking water resources.

<sup>7</sup> Al-Omari, A., Karablieh, E. K. A., Al-Houri, Z. M., Salman, A. Z., and Al-Weshah, R. A. (2015). Irrigation water management in the Jordan Valley under water scarcity. *Fresenius Environmental Bulletin* 24, 1176–1188.

<sup>8</sup> Yoon, J. et al. (2021). A coupled human–natural system analysis of freshwater security under climate and population change. *Proceedings of the National Academy of Sciences* 118, e2020431118.

## What actions were taken?

The project undertook a series of actions, including revamping the institutional and legal set-up related to drought management through a thorough and in-depth policy, institutional, and technical analysis. The project team assessed the technical capacities and defined the competencies, knowledge, and skills required for effective drought response and management. The team prepared a capacity-development plan including several training courses at national and regional levels on drought monitoring, data collection, and analysis;

prepared a policy statement on drought management in the water sector; conducted a drought vulnerability assessment at national, governorate, and district levels; and designed and implemented an awareness programme on the underlying causes of drought vulnerability. Finally, the project demonstrated drought adaptation measures in the water and agriculture sectors through supporting community-based organizations to implement pilots at municipal level, and designed a drought early warning system based on smart drought indicators and parameters.



Credit: © Antoine-Delepiere



Credit: © Alejandro Jimenez

Credit: © Alejandro Jimenez





Credit: © Alejandro Jimenez

## Achievements

The project team organized consultations with all concerned drought stakeholders as a means to propose clear institutional structures for drought management. The team also supported the establishment of a technical drought management unit at the Ministry of Water and Irrigation, and provided relevant equipment. GoAL WaSH supported the establishment of a national drought committee to include senior decision-makers from relevant drought management institutions, and prepared and implemented a national policy statement on drought management in the water sector. This was endorsed by the Cabinet in 2018.

The formal national drought strategy, developed with the support of Goal WaSH, led to the mobilization of USD 150,000 to develop pilot projects on drought management at municipal level. The Ministry of Water and Irrigation recognized the importance of drought management in the drinking water sector and took the decision to establish and set up a drought management unit within its structure. The unit's annual running costs are met by the ministry's domestic budget (approx. USD 30,000 per year).

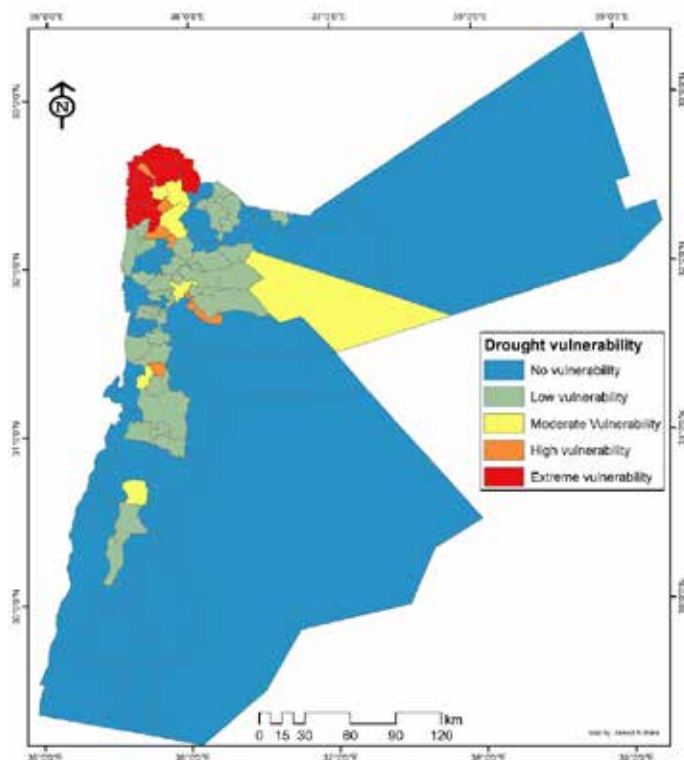
The project collaborated with the International Center for Biosaline Agriculture (ICBA) in Dubai to train the national technical team on drought monitoring using software developed by ICBA experts. Project staff also

produced a set of awareness materials, including public service announcements on drought adaptation.

The project worked further with ICBA to carry out drought vulnerability assessments at national, governorate, and district levels (see Figure 5). These revealed that approximately 2.5 million people in the northwest governorates of Ajloun, Irbid, and Jerash are extremely vulnerable to drought due to high exposure and low adaptive capacity. The vulnerability assessment indicated that the occurrence of frequent droughts and other adverse effects of climate change will drive population displacement towards the capital city of Amman where water supply is more secure. Migration from rural to urban areas is also expected.

The project supported the Jordan Meteorological Department to build capacity in seasonal weather forecasting through registration with the European model, and equipped the department with workstations and high-specification servers, as well as conducting hands-on training on drought monitoring. The project also supported

Figure 5: Drought vulnerability, Jordan







Credit: © Alejandro Jimenez

three pilot initiatives at municipal level as a practical demonstration of drought mitigation measures and bridging the gap between drought management at national and local levels.

The efforts of GoAL WaSH continued through the GoAL-WaterS programme with drought assessments carried out to inform the decision-making processes on the economic consequences of drought management actions and inactions. The drought vulnerability assessment revealed that the Azraq Water Basin is highly vulnerable to drought, mainly due to over-abstraction

of groundwater, and climate change. The basin holds socio-ecologically significant ecosystems and provides the capital city of Amman with more than 18 million cubic metres of water, not to mention other users such as the wetland, farmers and people of the Azraq Basin. The Ministry of Water and Irrigation prioritized measures to enhance the natural recharge in the basin to sustain freshwater resources. The concept of enhancing the natural recharge is reviving traditional water harvesting techniques as well as enhancing the infiltration of surface water into the underground system.



### Pilot initiative in Jordan's Al Beireh community

Al Beireh Charitable Association is a local community organization providing capacity-building and zero-interest loans to families to improve their energy and water resilience. The loans serve as a revolving fund to give further loans to other families. GoAL WaSH supported the organization with USD 40,000 to demonstrate a set of drought resilience practices for local community beneficiaries, including water harvesting from rooftops and new aspects of conservation agriculture. Part of the fund is allocated to the revolving fund already established by the organization.

The revolving fund is being used to support households by installing solar panels to reduce energy consumption and for providing rainwater harvesting systems. Monthly payments for a family range between JOD 25 and 50 (approx. EUR 30–60). Estimations from families already using the systems show an energy

saving of around JOD 30 per month. The rainwater harvesting systems provide water for the equivalent of 25 weeks of consumption, which if combined with the erratic piped supply (arriving once a week on average), helps families access water throughout the year. In addition to the credits, the association runs a demonstration site for supporting hydroponic agriculture, which can reduce water consumption by up to 75 per cent, while producing cash crops that are not dependent on rainfall and require no chemical fertilizers. This is done in collaboration with Al Balqa Applied University, which also takes students to see demonstration practices on the ground.

So far around 300 families have benefited from some type of loan and more are likely to follow. This pilot shows a vivid example of how to reinforce resilience at household level, looking at how to save water and energy while maximizing the outputs of agriculture, all in an environmentally sustainable manner.

“

After having the drought vulnerability maps ready and validated, we are prioritizing actions for drought mitigation in the water sector. In the future we will expand this work to other sectors.

”

**Adel Alobeiaat, Head of Water Strategies Division, Ministry of Water and Irrigation, Jordan**



Credit: © Alejandro Jimenez

Credit: © Alejandro Jimenez

**Table 6: Key selected knowledge and information products produced during GoAL WaSH in Jordan**

Description	Phase: Year	Category	Stage	Explanation	Function
Analytical report on drought governance	2: 2016	Analysis	1. Understanding the situation	The report presents the results of stakeholder analysis and institutional gap analysis regarding drought management in Jordan.	Policy and strategy
Institutional set-up and regulatory framework for drought management	2: 2016	Guidelines	2. Preparing for change	The report presents the recommended institutional set-up for drought governance, as a result of national stakeholder consultation. The report concludes that the laws and regulations are not sufficient. Furthermore, articles related to drought are scattered in many laws and by-laws. There is a potential overlap of duties.	Policy and strategy
Policy statement on drought management	2: 2016	Policy document	3. Implementing change	The policy brief summarizes the central themes arising from stakeholders' discussion on drought management, focusing on the following questions: How we can expect or forecast drought? What are the impacts of drought on the water sector and water consuming sectors? Who will be the most vulnerable to drought? What should we do to be prepared for drought? How can we mitigate or cope with these impacts?	Policy and strategy
National drought management plan for the water sector	2: 2018	Guidelines	3. Implementing change	The overall objective of the drought management plan is to assist the government in developing and identifying responses to achieve timely monitoring, assessment, and actions to mitigate drought over the short and long term. The plan includes the most important responses needed to minimize and mitigate drought in Jordan, including water demand management, water supply augmentation, and impact minimization.	Planning and preparedness



### MORE ONLINE

**GoAL WaSH Jordan:** <https://www.watgovernance.org/programmes/goal-wash/jordan/>

**Supporting drought management in Jordan:** <https://vimeo.com/394388492>

**Loans to help households save water in Jordan:** <https://www.watgovernance.org/news/loans-help-households-save-water-jordan/>

**Pilot projects on drought management:** <https://www.watgovernance.org/news/pilot-projects-tackle-drought-jordan-moving-ahead/>

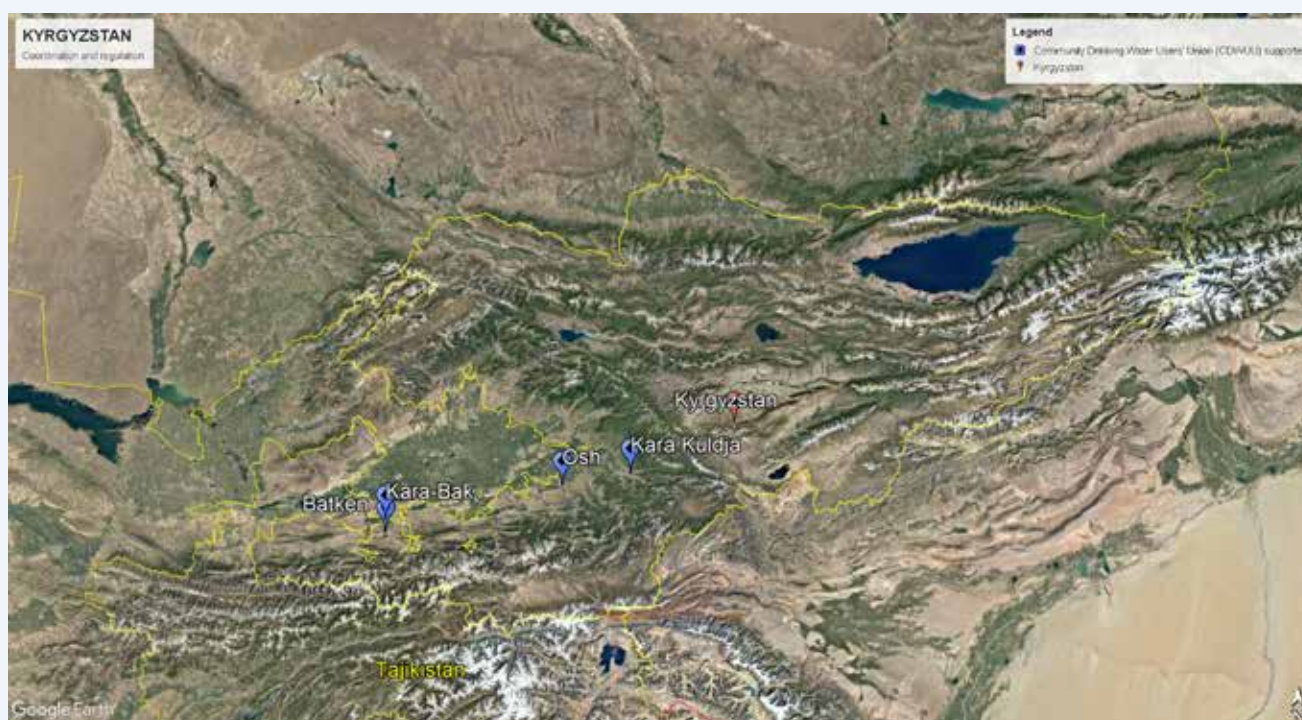
**GoAL-WaterS Jordan:** <https://www.watgovernance.org/programmes/goal-waters/14157-2/>

**UNDP Country Office Jordan:** <https://www.jo.undp.org/>



# Kyrgyzstan

## Coordination and regulation



PROJECT NAME	ORIGINAL TIME FRAME	ORIGINAL BUDGET	EXPENDITURE	END YEAR
Improving drinking water supply and sanitation management policy in the Kyrgyz Republic	2014–2018	USD 125,000 (2014) USD 200,000 (2016) USD 40,000 (2018)	USD 439,804	2018
<b>WEB-LINK WGF</b>	<a href="https://www.watgovernance.org/programmes/goal-wash/kyrgyzstan/">https://www.watgovernance.org/programmes/goal-wash/kyrgyzstan/</a>			
<b>WEB-LINK CO:</b>	<a href="https://www.kg.undp.org/content/kyrgyzstan/en/home.html">https://www.kg.undp.org/content/kyrgyzstan/en/home.html</a>			
<b>WEB-LINK OPEN-UNDP</b>	<a href="https://open.undp.org/projects/00062205">https://open.undp.org/projects/00062205</a>			
<b>LEVERAGE OF FUNDS</b>	USD 29,967,310			
<b>VALUE OF PROJECTS INFLUENCED</b>	USD 8,440,000			

### Context – the need

Kyrgyzstan faces serious challenges relating to water supply and sanitation. The weak governance and poor infrastructure of Kyrgyzstan’s water sector is preventing its people from accessing a satisfactory supply of drinking water and sanitation services. The situation is especially difficult in rural areas, where people face shortages of safe drinking water and deterioration of household sanitation. Moreover, data on the status of water supply in Kyrgyzstan is fragmented. This has hampered properly informed and adequate decision-making at the central level.

The GoAL WaSH project in Kyrgyzstan was initiated in 2013 with the aim of improving the sector coordination capacities of the Department of Drinking Water Supply and Sanitation (DDWSS) and strengthening the capacity of the local water actors (both duty bearers and rights holders). The Community Drinking Water Users’ Union (CDWUU) is the service provider for drinking water in rural areas in Kyrgyzstan.

The overall goal of the project was to ensure that men and women living in rural and urban communities have access to basic hygiene and sanitation services through

an improved enabling environment and strengthened governance capacity at national and local levels. The objectives were to improve data collection and processing for

better monitoring of the national water and sanitation development plan and to improve the sanitation and hygiene policy.

## What actions were taken?

In 2014, GoAL WaSH supported the establishment by government decree of a coordination entity, known as the National Drinking Water Supply and Sanitation Council. The Council is chaired by the first Vice-Prime Minister of the Kyrgyz Republic. The Council consists of heads of the key relevant government and non-government institutions. A capacity-building campaign was carried out at the national and community levels on the principles of good governance, transparency, accountability, and citizen participation in organizing water supply services. The project also established five small demonstration projects introducing modern drinking water supply and sanitation management tools. This improved access to drinking water and sanitation services for more than 5,000 people in four communities.

In 2017, expert support was provided to evaluate the laboratories in Osh province. This resulted in three regional laboratories for sanitary and epidemiologic surveillance under the Ministry of Health being equipped with modern equipment (with financial support from the UNDP Russian Trust Fund for Development project). These successful capacity-building activities were replicated throughout the country with financial support from various development partners.

Upon request of the government, two country analyses were conducted, one on gender issues in drinking water policy and one on WaSH as a human right in national strategy and legislation. These were presented to the National Drinking Water Supply and Sanitation Council.

Part of the demonstration projects included installation of an automated billing system and training of operators in 100 CDWUUs.

The system keeps records for all water users (subscribers), including information on fee collections, payments, and expenditures. Joint groups were formed, including local authorities, water service providers, and villagers, to improve identification and rehabilitation of leaking water infrastructure.

The project also worked to fill information gaps by improving the reporting process between DDWSS and local communities. In collaboration with the National Statistical Committee (NSC), the GoAL WaSH project supported the development of a new statistical form to collect information on and improve rural communities' access to drinking water. Following testing and pilot studies in 15 communities, the form was approved for official use in 2016. This was supported with production of a practical manual on filling out the statistical reporting form, which was the topic of a training course for regional staff of NSC held in 2018.

In 2017, a national review on WaSH was conducted in Kyrgyzstan for the first time. This reflected the current WaSH situation in the country and was discussed and approved by the National Drinking Water Supply and Sanitation Council. A WaSH reference book was also published and distributed among all relevant stakeholders. It is the only publication in which drinking water operators and other interested parties can find all legal and guiding documents relating to drinking water supply, sanitation, and wastewater disposal. The project team also developed an additional six regulatory documents on sanitation.

Finally, to improve drinking water quality, during 2017–2018, sanitary specialists and representatives of local health care committees across the country received



training on regulations relating to drinking water, rules for sampling, and new methods of research on drinking water. At the same time, GoAL WaSH established collaboration with the Finnish Environment Institute, implementing several joint activities on

capacity-building of national partners in accordance with International Organization for Standardization (ISO) International Electrotechnical Commission (IEC) standard 17025.



“ The GoAL WaSH project came with really little money and has been able to achieve tangible results. This project united all partners by creating a constructive environment towards cumulative success in the field of drinking water supply and sanitation services. ”

**Toktoshev Askarbek, Director,  
Drinking Water Supply and Sanitation  
Department, Bishkek, Kyrgyzstan**

Credit: © Antoine Delepiere



## Achievements

At the local level, GoAL WaSH strengthened the capacities of four CDWUUs in Osh (Salam-Alik and Kara-Kulja) and Batken (Kara-Bak and Dary) provinces, and raised awareness among the local populations. Project support has helped the CDWUU of Kara-Bak to increase its fee collection for drinking water from 37 per cent of total water cost in 2013 to 90 per cent in 2014.

In 2013, around 5,000 residents in the pilot communities had access to drinking water for only two hours a day. By 2014, following GoAL WaSH activities, this had increased to at least eight hours a day. Training material developed by the project helped to train staff in at least 50 schools, with the collaboration of the United Nations Children's Fund (UNICEF) through its Improving Access to Water Supply, Sanitation, and Hygiene in Schools Project, which had a budget of USD 75,000. Communities that had received capacity development by GoAL WaSH identified a need for the rehabilitation of local WaSH infrastructure. They also received co-financing from the Local Self Government Budget and a UNDP/The Coca Cola Company project (total USD 217,310).

The coordination entity (National Drinking Water Supply and Sanitation Council) developed a national WaSH strategy and arranged cooperation among development partners and water stakeholders. By January 2019, all ten regulatory documents developed with the support of GoAL WaSH had been endorsed by the government.

The National Coordination Commission for Water Supply and Sanitation and the new rural statistic reporting – both supported by GoAL WaSH – improved confidence in the sector and provided an evidence base for investment. As a result, the World Bank committed USD 2.8 million to fund the Third Rural Water Supply and Sanitation Project.

“

The process of state statistical reporting is difficult work where the results are not visible immediately. Together with UNDP GoAL WaSH in 2013, we have started the work on improving drinking water supply statistics in rural areas and, in 2016, we were able to run the process of fully updated statements. This is the first time we saw a more realistic picture of the safe drinking water situation in our region. In the framework of this activity, it was important to get information on the infrastructure of drinking water supply systems in rural areas as well as the level of access to these systems. Along with the introduction of a new statistical reporting form, in 2016 more than 186 employees of NSC's regional offices and pilot CDWUUs received training on its correct completion.

”

**B.K. Kasymbekov,**  
Deputy Chair of the  
National Statistical Committee

Information and training materials developed by GoAL WaSH will be used for capacity-building in 30 villages in Osh province (UNDP Integrated Development of Osh Province project, budget USD 3.5 million). Data collection through the statistical form played an essential role in facilitating drinking water policy improvement. Overall results of timely, comparable, and coherent data from this form helped to adjust the Action Plan of the National Strategy of Drinking Water Supply and Sanitation. The Department of Drinking Water and Sanitation directed funds to the most needed and vulnerable areas. The form reporting results provide an opportunity for annual adjustment of strategic action plans, both at the national and local levels. For example, the local self-governments will use the data for the strategic development plans. The collated information will provide a clearer picture of the state of infrastructure, peoples' access to drinking water, and the broader socio-economic situation.

## Ten regulatory documents on drinking water and sanitation in Kyrgyzstan

These documents were developed with support from GoAL WaSH. The aim was to improve regulation of drinking water and sanitation.

- Rules on sanitary protection zones of water sources and potable water pipes
- Rules for drinking water supply systems establishment and exploitation and the use of the water sources catchments for decentralized drinking water supply systems
- Rules on the device and operating system with the intake of artificial groundwater recharge for domestic and drinking purposes
- Sanitary rules for storage conditions and disinfection of drinking water
- Methodology for the establishment of standards of maximum permissible and temporarily agreed discharges of pollutants into water bodies
- Rules on protection of surface waters from pollution
- Rules for the arrangement and maintenance of public restrooms
- Norms and rules on hygienic safety of polymeric materials used in drinking water supply systems
- Norms and rules on hygienic requirements for ensuring the safety of hot water systems
- Instructions on sanitary supervision of the use of ultraviolet radiation in the technology of drinking water preparation.

“

In 2016–2018 we actively worked with UNDP GoAL WaSH on improving the regulatory framework for drinking water quality control and, as a result, several regulations were approved by the Government of the Kyrgyz Republic. In addition, for the first time over the past few years, within the support of GoAL WaSH, we have been able to provide training on control and supervision of the drinking water supply systems in rural areas to health officers from all regions.

”

**T.B. Isakov, Director of the Department for Disease Prevention and Sanitary and Epidemiologic Surveillance**



Credit: © Antoine Delepiere

**Table 7: Key selected knowledge and information products produced during GoAL WaSH in Kyrgyzstan**

Description	Phase: Year	Category	Stage	Explanation	Function
Proposed changes and additions to the law on drinking water	1: 2013	Legislation	2. Preparing for change	Draft version of the proposed changes and additions to the law on drinking water.	Policy and strategy
Database of existing drinking water supply and sanitation sector in Dara and Karabak pilot municipalities	1: 2013	Database	3. Implementing change	One of the management tools for mapping and better management of the drinking water and sanitation system. Contains information on all existing infrastructure, including buildings, functional and non-functional drinking supplies, latrines, social buildings, etc.	Monitoring and learning
Decree: On the establishment of the Coordination Commission for drinking water supply, waste water and sanitation	2: 2014	Legislation	3. Implementing change	Decree to bring water sector management together for the first time, taking an important step towards stronger sector coordination.	Coordination
Recommendations on drinking water tariffs	2: 2014	Policy document	2. Preparing for change	Recommendations and required amendments to the legislation in the field of drinking water, sewage, and sanitation.	Financing
Model statute for the regional service centres for drinking water	2: 2014	Policy document	2. Preparing for change	Model regulation on functioning regional service centres for drinking water.	Regulation
WaSH by-law: Methods of calculating maximum permissible discharges to water bodies	2: 2016	Legislation	3. Implementing change	Methods of calculating maximum permissible discharges to water bodies (developed in joint collaboration with State Environmental Expertise Unite of the State Agency on Environment Protection as part of the Sanitary rules on protection of surface waters from pollution). Intended for use by business entities regardless of their organizational and legal form.	Regulation
WaSH by-law: Sanitary rules on sanitary protection zones of water sources and potable water pipes	2: 2016	Legislation	3. Implementing change	Rules on sanitary protection zones of water sources and potable water pipes (developed in joint collaboration with the Department for Disease Prevention, Sanitary, and Epidemiologic Surveillance of the Ministry of Health of the Kyrgyz Republic)	Regulation



Description	Phase: Year	Category	Stage	Explanation	Function
WaSH reference book	2: 2017	Guidelines	3. Implementing change	The reference book includes: strategic documents; regulatory legal acts applicable in the field of drinking water supply, sanitation and wastewater disposal; health promotion and public health; state regulation of drinking water supply, sanitation and waste water; regulatory legal acts on competence of local government; management of drinking water and wastewater disposal; regulatory legal acts on contractual relations and establishing liabilities.	Capacity development



## MORE ONLINE

**GoAL WaSH Kyrgyzstan:** <https://www.watgovernance.org/programmes/goal-wash/kyrgyzstan/>

**Video available in English and Russian: Improving the management policy in the sector of WaSH in Kyrgyz Republic:** <https://vimeo.com/307489662>

**GoAL WaSH animation about the programme:** <https://vimeo.com/307485445>

**Reliable information to improve rural water supply:**

**English:** <https://www.watgovernance.org/news/reliable-information-needed-to-improve-rural-water-supply-in-kyrgyzstan-a-new-statistics-form-developed/>

**Russian:** <http://stat.kg/ru/statistics/download/methodology/146/>

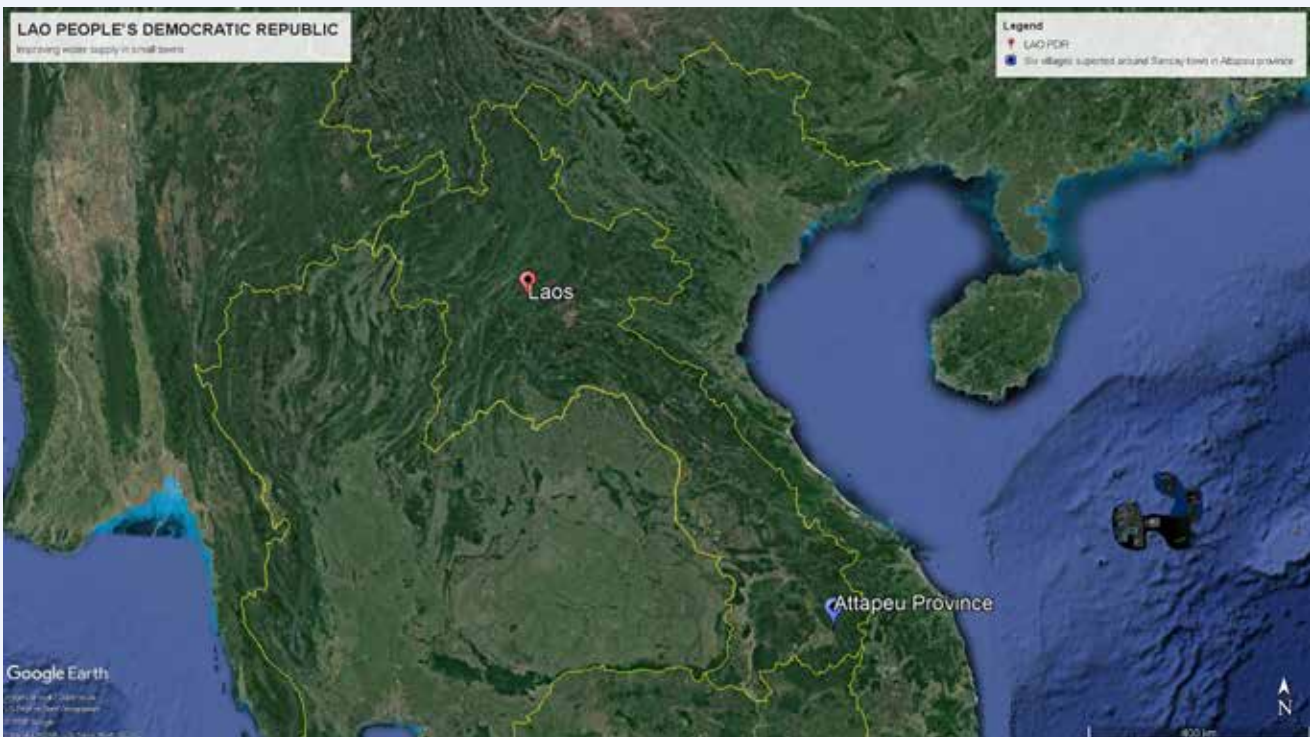
**National WaSH review:** <http://donors.kg/en/3759-national-wash-review-conducted-for-the-first-time-in-kyrgyzstan>

**Improving drinking water quality:** <https://www.watgovernance.org/news/improving-drinking-water-quality-kyrgyzstan/>

**UNDP Country Office Kyrgyzstan:** <https://www.kg.undp.org/>

# Lao People's Democratic Republic

## Improving water supply in small towns



PROJECT NAME	ORIGINAL TIME FRAME	ORIGINAL BUDGET	EXPENDITURE	END YEAR
Enhancing pro-poor water governance in Lao PDR	2011–2012 2014–2016	USD 157,009 (2011–2013) USD 72,000 (2014–2019)	USD 229,009	2018
WEB-LINK WGF	<a href="https://www.watergovernance.org/programmes/goal-wash/laos/">https://www.watergovernance.org/programmes/goal-wash/laos/</a>			
WEB-LINK CO:	<a href="https://unhabitat.org/lao-people%E2%80%99s-democratic-republic">https://unhabitat.org/lao-people%E2%80%99s-democratic-republic</a>			
LEVERAGE OF FUNDS	USD 400,000			
VALUE OF PROJECTS INFLUENCED	USD 5,980,000			

### Context – the need

Although Lao PDR is essentially a rural country (over 67 per cent of the population lives in rural areas), small towns are playing an increasingly important role in the country's economy. Some have a larger economy than their district capital, despite not being administrative centres. Some of these settlements have an emerging urban infrastructure and a clear potential to develop as a town and so to support their surrounding rural areas. However, with no administrative function, socio-economic

development is deterred by inadequate water supply and poor environmental conditions. These towns are consequently attracting attention concerning the provision of water and sanitation infrastructure.

In 2000, the government began to decentralize the functions of development planning, budgeting, tax collection, and implementation to the subnational level. Provinces were seen as strategic units, districts as budget planning units, and villages as implementing units in a policy known as *Sam Sang* (Three Builds). The

*Sam Sang* policy comprises three complementary dimensions: political, administrative decentralization, and development. *Sam Sang* was piloted from 2012 to 2015.

In 2007, before the GoAL WaSH programme was implemented, it was estimated that piped water supply coverage in the small towns was only 21 per cent compared with a combined coverage of 70 per cent in the

five largest towns. Water supply has been decentralized and, until recently, services did not stretch beyond the provincial capitals.

The project aimed to improve decision-making and performance management in the water sector by building capacity and management systems, as well as to support decentralization efforts by building capacities at national, provincial, and district levels.

## What actions were taken?

GoAL WaSH started in 2011. Establishing a database of cost-effective design of water supply treatment plants of various capacities for smaller towns, ready for implementation, was the first concrete step of the programme. This was followed by the development of a water supply and sanitation sector strategy for emerging towns. The database was created to assist the Department of Housing and Urban Planning, but it was intended to be an open resource accessible to all interested parties. It was envisaged that the database would reduce project preparation and design costs substantially, paving the way for increased central and local government investment in water supply for small town communities. At a later stage, the database was expanded to include all relevant information, including strategies, regulations, laws, coverage data, and operational and performance data. The database facilitates the flow of information, thereby making data accessible to decision-makers.

Emerging towns generally grow from village expansion and, under the *Sam Sang* policy, villages are clustered together to create a development unit. The emerging towns strategy for water and sanitation, developed with the support of GoAL WaSH, enabled the next steps in the development of these settlements. Stakeholder consultations led to a draft strategy, which was reviewed by UN-Habitat and SIWI before being shared with the Ministry of Public Works and Transport. After review by the key partners, a stakeholder

meeting was held, which was attended by stakeholders from all three regions of Lao – northern, central, and southern. The participants included representatives from public works and transport, water utilities, NGOs, international financial institutions, and United Nations agencies.

Project staff also conducted training for water and sanitation sector stakeholders on consumer rights and the socio-economic effects of water tariffs. During the second phase, staff from 11 water utilities received training on key performance indicators and water database development. The objective of the training was to familiarize the staff with existing data management tools and processes, identify weaknesses, and suggest complementary tools and procedures for data collection and data visualization. A total of 80 technical staff and officials from central and provincial levels from 12 target cities attended the training. This was the first time that local authorities had received training on WaSH guidelines and it helped them to better understand their roles and responsibilities. The great majority of the trainees reported that their knowledge of quality management systems in the WaSH sector had greatly improved after the training.

Needs assessment in villages was accomplished through the development of specific tools, with workshops and meetings designed to promote face-to-face communication, allow effective follow-up of the processes, and build trust by disseminating information among all involved stakeholders.



## Achievements

The database, developed as a software tool, contributed to the efficiency of establishing new water supply systems in different types of towns, including emerging towns. Almost four years after its completion, the online database was operating efficiently and has been used to research water treatment plant designs for use in local projects.

The strategy for emerging towns was endorsed by the government in 2012. It has raised the profile of emerging towns in the water and sanitation sector in Lao PDR, and has led to greater acknowledgement and deeper understanding of the associated issues. The strategy is included in the government policy structure, thereby ensuring a focus on emerging towns in the future national policy framework for water supply and sanitation. UN-Habitat and other donors have continued to focus on these types of settlements through the Mekong Region Water and Sanitation Initiative (budget USD 1.48 million). Several community-based formal water supply systems have been set up in such settlements.

The water utilities are using the key performance indicators developed during the project for monitoring and assessing the performance of water supply services. The newly established Department of Water Supply and its regulatory division

are monitoring implementation of the performance indicators, specifically those relating to safety, stability, and sustainability.

In 2017, an impact assessment was carried out following the construction of a water supply system in six villages in Sansay town in Attapeu province. The intervention included piloting of key performance indicators for water supply. The assessment showed that 71 per cent of the households (5,219 individuals) had access to water for 24 hours per day. New businesses had emerged, including a guest house, a restaurant, and a fuel station (all connected to the new water supply system). Furthermore, according to the Sansay Department of Public Health, water-borne diseases had been reduced by 80 per cent in the six villages.

The success of GoAL WaSH has influenced another project in Lao PDR that seeks to engage the private sector in enhancing the eco-efficiency of water use, thereby increasing adaptive capacity to the effects of climate change in target communities (Small-scale Water Supply and Decentralized Wastewater Treatment Systems, funded by the Nordic Climate Fund with a budget of USD 400,000). In addition, utilities benefitting from Goal WaSH are implementing additional activities under the Enhancing Resilience of Emerging Settlements Project, funded by the Adaptation Fund with a budget of USD 4.5 million.



Credit: © Alejandro Jimenez



Credit: © Alejandro Jimenez

**Table 8: Key selected knowledge and information products produced during GoAL WaSH in Lao PDR**

Description	Phase: Year	Category	Stage	Explanation	Function
Lao water plant treatment database – User’s manual	1: 2012	Database	3. Implementing change	The database is a searchable planning tool to help government and development partners make informed choices on appropriate water treatment plant designs.	Capacity development
Water supply and sanitation sector strategy for emerging towns	1: 2012	Policy document	3. Implementing change	The strategy focuses on a critical area of emerging towns (areas that have both urban and rural attributes). The strategy is a critical tool and provides guidance for the government to support WaSH in these settlements.	Policy and strategy
Report on production of national performance indicators	2: 2016	Guidelines	3. Implementing change	The objective of these guidelines is to establish indicators for minimum service levels for the water supply operators to enter into agreements individually with the Water Supply Authority on their service performance targets.	Regulation



### MORE ONLINE

**GoAL WaSH Lao PDR:** <https://www.watergovernance.org/programmes/goal-wash/laos/>

**The process of developing the water supply and sanitation strategy for emerging towns in Lao:** <https://www.watergovernance.org/wp-content/uploads/2017/03/Lessons-from-the-field-Goal-Wash-Web-Final-1.pdf>

**GoAL-WaterS Lao:** <https://www.watergovernance.org/programmes/goal-waters/lao-pdr/>

**UNDP Country Office Lao:** [https://www.la.undp.org/content/lao\\_pdr/en/home.html](https://www.la.undp.org/content/lao_pdr/en/home.html)

**UN-Habitat Lao:** <https://unhabitat.org/lao-people%E2%80%99s-democratic-republic>



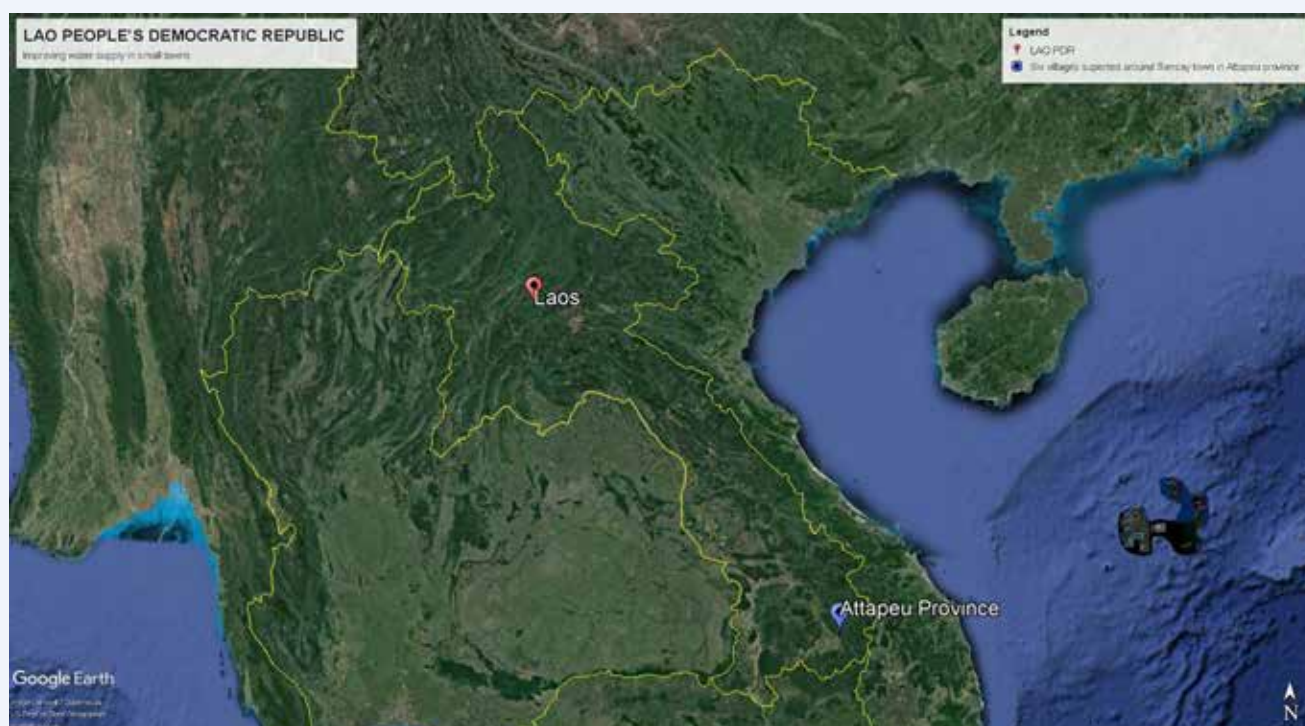


Credit: © UN-Habitat



# Lao PDR and Cambodia – Mekong Regional

## Improving governance of water utilities



PROJECT NAME	ORIGINAL TIME FRAME	ORIGINAL BUDGET	EXPENDITURE	END YEAR
Enhancing for pro-poor Water, Sanitation and Hygiene (WASH) governance through improved decision-making and performance management	2014–2017	USD 302,767	USD 245,985	2018
<b>WEB-LINK WGF</b>	<a href="https://www.watgovernance.org/programmes/goal-wash/mekong-regional/">https://www.watgovernance.org/programmes/goal-wash/mekong-regional/</a>			
<b>LEVERAGE OF FUNDS</b>	n.a.			
<b>VALUE OF PROJECTS INFLUENCED</b>	n.a.			

### Context – the need

Various stakeholders in Cambodia, Lao PDR, and Viet Nam agree that water sector governance should be decentralized to meet the growing demand for water supply and sanitation. This process is developing at different rates across the three countries. For these reforms to achieve the most effective outcomes, significant capacity-building efforts are needed at commune, district, and provincial levels, along with allocation of sufficient resources.

GoAL WaSH aimed to enhance quality and accountability in the water utilities of the Mekong region by adopting quality management systems in 12 water utilities in Cambodia, Lao PDR, and Viet Nam. The focus was to improve the performance of the selected water utilities in the three countries through the development of standard operational procedures based on ISO standards on social responsibility (ISO 26000) and quality management systems (ISO 9000). The project also included an integrity component to prevent corruption in water service delivery.

## What actions were taken?

In 2016, 12 water utilities were selected following national stakeholder consultations, and a regional study was conducted to determine current standards of operation and identify ways to improve performance. After the initial selection, quality management system training was conducted for government officials of 12 target water utilities across the three countries. As a result, standard operating procedures were developed and implemented in water utilities, based on ISO standards on social responsibility (ISO 26000) and quality management systems (ISO 9001:2015).

A second component focused on integrity training. Courses were held between 2016 and 2019 in Cambodia and Lao PDR for the water utilities involved, with nine water utilities involved in this part. The training was based on using the Integrity Management

Toolbox, developed by the Water Integrity Network, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), cewas (a Swiss water social enterprise) and SIWI. During the course, each water utility developed a business model and identified the seven integrity risks they should address most urgently. The participants then established links between the seven shortlisted integrity risks and the business model to help them understand the impacts of the risks on their utility (e.g. revenue loss, unsatisfied customers, etc.). They then identified appropriate integrity instruments, such as monitoring staff performance and satisfaction, improving customer management, and better meter-reading procedures. They also selected two integrity instruments that would be feasible to apply, and developed an action plan to be implemented over the following 12 months.



Credit: © UN-Habitat





Credit: © UN-Habitat

## Achievements

Following the training on quality management, two water supply utilities – Kampong Cham in Cambodia and Nam Papa State-owned Enterprise (NPSE) Attapeu in Lao PDR – were selected for ISO 9001 certification. Later that year, NPSE Attapeu was approved, becoming the first water utility in Lao PDR to gain ISO 9001.

The project developed quality management manuals to help utility staff understand the context, recognize the needs and expectations of interested parties, and determine the procedures and processes that should be incorporated. The manuals also set out a framework to guide utilities in adopting a focus on customers' needs, achieving operational effectiveness, maintaining efficiency standards, and engaging stakeholders, especially utility staff, to successfully implement the quality management system. The quality

management manuals also helped to explain organizational structure and improve communication management.

Nine water utilities participated in the integrity training and all of them developed integrity action plans. Not all managed to fully implement their plans because of a lack of resources, but several utilities finalized implementation of the plans. For example, the water utility in Bolikhamsay in Lao PDR developed new recruitment guidelines and improved its customer management. This included installing a computer for the registration of customer complaints, and a telephone hotline number for the customer management team. Utility staff began interviewing customers to collect their views on the services, with interviews carried out in 13 villages. The water utility in Saravane, Lao PDR, improved water meter reading procedures by replacing old water meters, and started monthly monitoring and inspection of water meter readings.



“ The quality management and integrity training has improved our management capacity and our way of conducting our operations. My team is more responsive to customer care, and we plan to continuously improve our operational efficiency and effectiveness standards. We’re extremely pleased that we are the first public water utility in the country to be ISO 9001:2015 quality management standards certified. ”

**Keovixien Sixanon,  
Managing Director,  
NPSE Attapeu, Lao PDR**



**Table 4: Key selected knowledge and information products produced during GoAL WaSH in regional Cambodia, Lao PDR, and Viet Nam**

Description	Phase: Year	Category	Stage	Explanation	Function
Training report on quality management system and integrity in Cambodia’s WaSH sector	2: 2016	Awareness raising	2. Preparing for change	Report from training course for stakeholders in the WaSH Sector in Cambodia on quality management.	Capacity development
Integrity action plans for water utilities in Lao PDR	2: 2016	Guidelines	3. Implementing change	Integrity action plans developed by four water utilities in Lao PDR following training on the Integrity Management Toolbox carried out by the WGF in March 2016.	Capacity development
Integrity action plans for water utilities in Cambodia	2: 2016	Guidelines	3. Implementing change	Integrity action plans developed by four water utilities in Cambodia, following training on the Integrity Management Toolbox carried out by the WGF in April 2018. The utilities analysed the integrity risks and decided which risks should be addressed most urgently. Integrity instruments were identified for the priority risk areas and concrete action plans were prepared.	Capacity development



## MORE ONLINE

**GoAL WaSH Cambodia:** <https://www.watergovernance.org/programmes/goal-wash/cambodia/>

**GoAL-WaterS Cambodia:** <https://www.watergovernance.org/programmes/goal-waters/lao-pdr/>

**Integrity management toolbox for water sector organizations:** <https://www.waterintegritynetwork.net/action-tools/imtoolbox/>

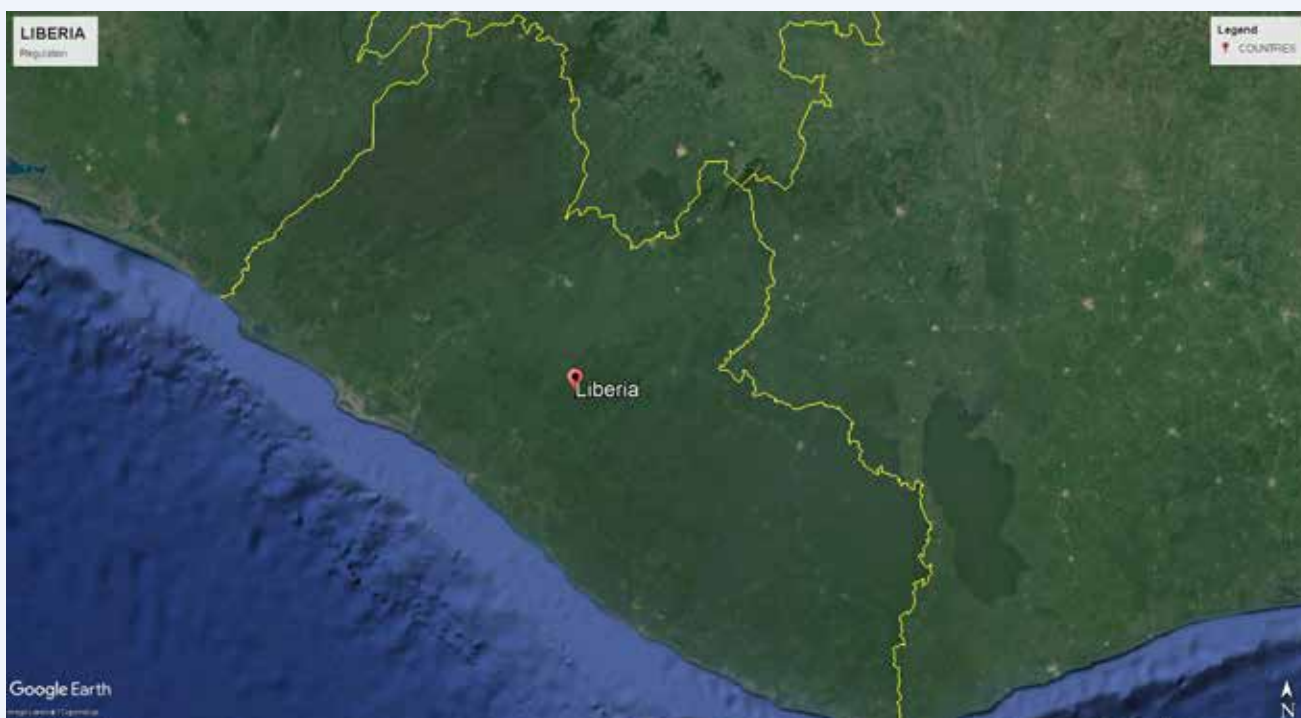
**Water utilities in Lao PDR take action for improved integrity:** <https://www.watergovernance.org/news/water-utilities-in-laos-take-action-for-improved-integrity/>

**Successful water integrity training in Cambodia:** <https://www.watergovernance.org/news/successful-water-integrity-training-cambodia/>

**UNDP Country office Cambodia:** <https://www.kh.undp.org/content/cambodia/en/home.html>

# Liberia

## Supporting the creation of a regulatory commission



PROJECT NAME	ORIGINAL TIME FRAME	ORIGINAL BUDGET	EXPENDITURE	END YEAR
High-level support to the water supply and sanitation commission (WSSC)	2010–2018	EUR 271,885 (Basque URA funding 2012) USD 52,247 (2015) USD 38,391 (2017) USD 40,000 (2018)	USD 352,475	2018
<b>WEB-LINK WGF</b>	<a href="https://www.watgovernance.org/programmes/goal-wash/liberia/">https://www.watgovernance.org/programmes/goal-wash/liberia/</a>			
<b>WEB-LINK CO:</b>	<a href="https://www.lr.undp.org/">https://www.lr.undp.org/</a>			
<b>WEB-LINK OPEN-UNDP</b>	<a href="https://open.undp.org/projects/00060580">https://open.undp.org/projects/00060580</a>			
<b>LEVERAGE OF FUNDS</b>	n.a.			
<b>VALUE OF PROJECTS INFLUENCED</b>	n.a.			

### Context – the need

After 14 years of civil conflict ending in 2003, Liberia’s water supply and sanitation infrastructure was in very poor shape and the government was struggling to take the lead in the sector. In 2008, an integrated water resource management policy was approved by the Cabinet and, in 2009, the

government also approved an official water supply and sanitation policy. Coverage of safe drinking water fell from 37 per cent in 1990 to 17 percent at the end of the war in 2003. By 2008, this had risen to 25 per cent.<sup>9</sup> During the humanitarian support phase after the 2003 peace agreement, non-state actors mobilized a nationwide response and increased the number of improved public

<sup>9</sup> Water and Sanitation Program (2011). *Water Supply and Sanitation in Liberia: Turning finance into services for 2015 and beyond*. African Ministers’ Council on Water (AMCOW) Country Status Review, <https://www.wsp.org/sites/wsp/files/publications/CSO-Liberia.pdf>



Credit: © Antoine Delapierre

water points.<sup>10</sup> The government was still transitional and had little involvement in either directing or implementing service delivery, with 97 per cent of water points being built by non-state actors. Little attention was paid to creating enduring service delivery models.<sup>11</sup> During the subsequent decade, external support agencies have supported the government to take a leading and coordinating role, and to strengthen the capacities of the different types of actors.

When the GoAL WaSH project started in 2011, there were only limited standards for governing the regulatory aspects of water and sanitation services in Liberia. There were no licences for water and sanitation supply and no coordinated service standards by which to monitor and regulate service delivery. This resulted in poor services and unpaid bills. Water laws had to be developed

to include the competing water users, and this was especially important in a country evolving from conflict. Water that used to be accessed by simply digging or drilling a well anywhere needs to be accounted for and distributed equitably in order to support development and mitigate against future conflict.

The absence of a functioning regulatory agency has led to fragmentation of roles and responsibilities within the sector and has stifled the development of a vibrant private sector in water and sanitation services. The goal of the project was therefore to support the establishment of a national water supply and sanitation regulatory agency, which would promote a clear and comprehensive regulatory framework for the sector. It also aimed to strengthen national capacity to manage and plan the water and sanitation sector.

<sup>10</sup> De Waal, D. and Hirn, M. (2015). *The Intricacies of Attracting and Sustaining Investment in WASH in Fragile States: Lessons from Liberia*. Washington, DC: International Bank for Reconstruction and Development and World Bank, <http://documents1.worldbank.org/curated/pt/961401467618220297/pdf/106721-WP-add-series-PUBLIC.pdf>

<sup>11</sup> De Waal, D. and Hirn, M. (2015). *Improving Utility Performance in Fragile Environments: Lessons from Liberia Water and Sewer Corporation in Liberia and Guma Valley Water Company in Sierra Leone*, Washington, DC: International Bank for Reconstruction and Development and World Bank, [https://www.wsp.org/sites/wsp/files/publications/Improving%20Utility%20Performance%20in%20Fragile%20Environments\\_Lessons%20from%20Liberia%20and%20Sierraleone\\_FINAL%20VERSION.pdf](https://www.wsp.org/sites/wsp/files/publications/Improving%20Utility%20Performance%20in%20Fragile%20Environments_Lessons%20from%20Liberia%20and%20Sierraleone_FINAL%20VERSION.pdf)



## What actions were taken?

In January 2012, the President of Liberia, Ellen Johnson Sirleaf, signed the Liberia WaSH Compact. This was developed as a result of the joint mission held in Monrovia in April 2011, supported by the Government of Liberia and the Sanitation and Water for All Partnership. Through the Compact, the government, with the support of development partners and civil society, outlined a series of commitments to ensure equitable and sustainable delivery of water and sanitation services. One of the commitments was to establish a regulatory agency for the sector (the Water Supply, Sanitation, and Hygiene Commission, later renamed the Liberia National Water, Sanitation, and Hygiene Commission).

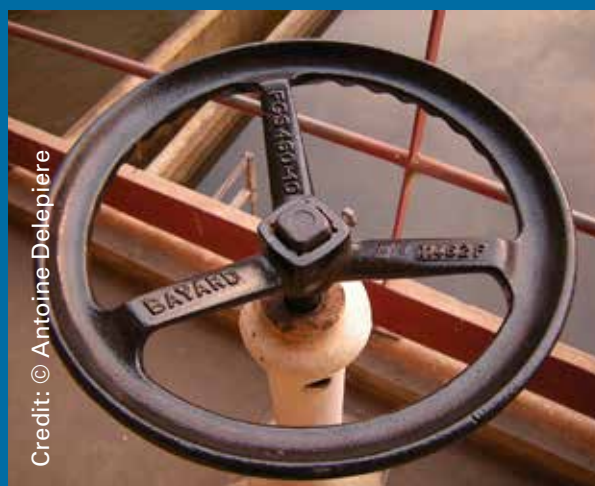
The GoAL WaSH programme started in 2011, with support from the Basque Water Agency. The immediate priority was to support the development of the Liberia WaSH Compact, along with other partners. The programme then focused on supporting sector coordination and the establishment of the Water Supply, Sanitation, and Hygiene Commission.

The institutionalization of sector coordination was proposed to the government in 2011 and it was immediately put in practice, with the roles and responsibilities of sector coordination placed under the Ministry of Public Works, one of the ministries with responsibility for water services. The national WaSH secretariat played a key role in sector coordination and data collection. It brought together a wide group of stakeholders, including development partners, NGOs, and civil society groups to discuss sector challenges and celebrate successes. The group met monthly.

GoAL WaSH also supported the development of an executive order to set up a national water resources and sanitation board. This was approved by the President in 2015. The board is responsible for providing oversight on WaSH sector policy, strategy, planning, technical support, and coordination. It has

the highest level of representation from ministries and agencies, and reports directly to the President.

In July 2012, GoAL WaSH worked with other sector partners to submit legislation for setting up a water commission, in line with the national water supply and sanitation policy. Civil society groups led the process of building national awareness, while GoAL WaSH engaged with the national legislature through dialogue on the need for WaSH sector governance reform. This process was interrupted by the Ebola crisis in West Africa during the period 2014–2016.



Credit: © Antoine Delepiere



Credit: © Antoine Delepiere



Credit: © Antoine Delepiere

## Achievements

The principal outcome, to establish a single water entity responsible for sector governance and regulation, was achieved. In 2017, a historic national decision was accomplished when the Government of Liberia passed an Act to establish the Liberia Water, Sanitation, and Hygiene Commission. In 2018, President George M. Weah constituted the Board of Commissioners and appointed the Chief Executive Officer and Executive Director. The President's action catalysed progress towards sustainable WaSH governance, systems, and processes. In August 2018, the government appointed core officers for the Commission and made it operational. GoAL WaSH then responded to a request from the government for initial training of the National Water, Sanitation, and Hygiene Commission to train its regulatory staff using the WaSH Regulation Tool (WASHREG). This led to the development of the five-year strategic plan and road map for the Commission, including key activities recommended by national institutions undertaking responsibilities for WaSH. Since health and environment regulations

are the remit of the Ministry of Health and the Environmental Protection Agency, activities focused on identifying opportunities and actions in relation to the economic dimensions of water regulation, including tariff-setting, consumer protection, service quality, and competition.

“ During the period, many persons, particularly citizens of Liberia, have been excited about that the level of gains made by the water and sanitation sector, with technical support to government from development partners such as GoAL WaSH, that play a lead role in the sector governance reforms. Now the Commission is beginning to become capacitated to perform its regulatory role in the water and sanitation sector of Liberia. The Commission remains grateful to GoAL WaSH technical and financial support. ”

**Octavius Simpson, member of the Liberia National Water, Sanitation, and Hygiene Commission**

“ My very many personal thanks for the efforts of United Youth for Peace, Education, Transparency and Development in Liberia (UYPETDL), Water Aid, the Liberia WaSH consortium, the GoAL WaSH programme, and the larger civil society community for the collective resolve and the fortitude to achieve a landmark history in the sector. ”

**George Yarngo, Assistant Minister, Ministry of Public Works, recognizing the contributions made to the passing of the Water Supply and Sanitation Act in August 2017**





**Table 9: Key selected knowledge and information products produced during GoAL WaSH in Liberia**

Description	Phase: Year	Category	Stage	Explanation	Function
Executive Order: National Water Supply and Sanitation Commission	1: 2013	Policy document	2. Preparing for change	The Executive Order defines the establishment of the National Water Supply and Sanitation Commission.	Policy and strategy, regulation
Sector strategic plan	1: 2011	Policy document	3. Implementing change	Strategy document that lays out the road map for the reform of the WaSH sector.	Policy and strategy
Capacity development needs assessment, July to October 2012	1: 2012	Policy document	1. Understanding the situation	A WaSH sector capacity needs assessment under the auspices of the Capacity Development Committee, supported by GoAL WaSH and other programmes.	Capacity development
Strategic plan of the Water, Supply, Sanitation, and Hygiene Commission	2019	Policy document	3. Implementing change	The capacity-building workshop conducted to support the Water, Supply, Sanitation, and Hygiene Commission, yielding the review of the strategic plan.	Regulation



### MORE ONLINE

**GoAL WaSH Liberia:** <https://www.watergovernance.org/programmes/goal-wash/liberia/>

**Regulatory agency to improve water and sanitation services in Liberia:** <https://www.watergovernance.org/news/regulatory-agency-improve-water-sanitation-services-liberia/>

**Liberian Senate passes Water Supply and Sanitation Act:** <https://www.watergovernance.org/news/liberian-senate-passes-water-supply-sanitation-act/>

**Liberia WASH compact review report:** <https://www.watergovernance.org/resources/liberia-wash-compact-review-report-2/>

**UNDP Country Office Liberia:** <https://www.lr.undp.org/>

**Liberia Water, Sanitation and Hygiene Commission:** <https://wash-liberia.org/>  
<https://www.facebook.com/NWASHC/>



# Madagascar

## Water resources management



PROJECT NAME	ORIGINAL TIME FRAME	ORIGINAL BUDGET	EXPENDITURE	END YEAR
UNDP WATSAN pilot project	2009–2011 2017–2018	USD 462,790 (2009–2014) USD 86,254 (2017)	USD 411,779	2018
WEB-LINK WGF	<a href="https://www.watgovernance.org/programmes/goal-wash/madagascar/">https://www.watgovernance.org/programmes/goal-wash/madagascar/</a>			
WEB-LINK CO:	<a href="https://www.mg.undp.org/">https://www.mg.undp.org/</a>			
WEB-LINK OPEN-UNDP	<a href="https://open.undp.org/projects/00063836">https://open.undp.org/projects/00063836</a>			
LEVERAGE OF FUNDS	n.a.			
VALUE OF PROJECTS INFLUENCED	USD 6,898,612			



Credit: © Antoine Delapierre

## Context – the need

Madagascar is among the world's poorest countries and progress in the water and sanitation sector remains fragile. The WHO/UNICEF 2017 review of progress on drinking water and sanitation<sup>12</sup> states that as much as 54 per cent of the population lacks access to improved water sources, while 85 per cent does not have access to improved sanitation. The progress in rural areas in particular, where 70 per cent of the population lives, is far below the level of need.

The original GoAL WaSH strategy (from 2008) aimed to strengthen water governance and advance national progress in Madagascar on the water supply and sanitation MDGs. It included the development of a national water master plan, capacity-building interventions, and support to the Ministry of Water in establishing a comprehensive database for the sector.

However, the strategy came to a halt in 2009 as a result of the national political crisis, when opposition leader Andry Rajoelina assumed power with military and high court backing. While most international development aid was withdrawn, GoAL WaSH was one of the few projects to continue during the times of institutional uncertainty and economic downturn. Project activities were realigned in 2011 to focus on technical interventions, with a geographical

focus on the northern part of the country initially (later on the south), to ensure complementarity with ongoing UNDP Madagascar projects. The project evaluation shows that even in a context of poor socio-economic conditions and political instability, it is possible to prepare the ground for better water governance.

The south of Madagascar has been particularly badly affected by recurring drought, socio-economic decline, deterioration of basic social services, and increased vulnerability to crises. Assessments conducted in 2016 concluded that 665,000 people were in a situation of food insecurity. During the last quarter of 2018, the El Nino phenomenon reached a probability of 80 per cent, thus classifying Madagascar among the countries most at risk of its effects. The government committed to contribute to sustainable development in the south of Madagascar, drawing up a plan for strategic humanitarian responses and a recovery and resilience plan. GoAL WaSH complemented these interventions. Working with the regional water department, GoAL WaSH aimed to rehabilitate or construct hydraulic infrastructure to help overcome the precipitation deficits, thus providing water for human and agricultural uses. The objective was to improve production and local economic recovery, as well as building water resilience among people affected by climate change.



<sup>12</sup> World Health Organization and United Nations Children's Fund (2017). Progress on Drinking Water and Sanitation: 2017 Update. WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation, [https://www.who.int/water\\_sanitation\\_health/publications/jmp\\_report-2012/en/](https://www.who.int/water_sanitation_health/publications/jmp_report-2012/en/)



## What actions were taken?

The first phase (2011–2014) built elements of sustainability through four types of targeted interventions: a) mapping water resources in seven watershed areas in the north of the country; b) evaluating capacity and organizational needs at the national, regional, and communal levels; c) strengthening the management and coordination of the Ministry of Water and connecting data sources; and d) putting together a users' guide for the safe management and operation of water supply systems.

The project was implemented by UNDP, working in synergy with other socio-economic support activities. In the second phase (2017/18), the specific GoAL WaSH activities contributed to the recovery and resilience plan. These aimed to increase the cultivable area, build wells, and construct water points for livestock, as well as improving access to marketing assets in the southern part of the country. The progressive approach was designed to improve incomes among vulnerable people (including those living in extreme poverty and having suffered destruction of their livelihoods, women, and young people) in a sustainable way. Actions included rehabilitation of a retention dam in the Androy region, where the project adopted a 'cash for work' scheme, with payments for labour being set aside to fund new income-generating activities.

The project also facilitated the construction of two wells (with hand pumps) in Ambovombe and Tsihombe districts to provide water for plant nurseries. The plants were used to create windbreaks and stabilize sand dunes, thus recovering and extending the cultivable land area. Staff from the Regional Directorate of Environment and Forestry provided technical supervision. The water points also provide drinking water for surrounding communities. To ensure sustainable management of the water between the nurseries and the households, GoAL WaSH supported the establishment of a water management committee.



Credit: © UNDP

The project ensured sustainability by putting in place mechanisms for effective and equitable management of the new water infrastructure. These were based on local practices with the necessary improvements agreed in a participatory manner, with community-based management supported by a regional water board, and specific tasks such as drilling performed by trusted partners. Project staff also delivered a series of capacity-building activities, covering the technical and operational knowledge required to ensure effective community-based management through committees and procedures that also respect the rules for the management of public goods.





## Achievements

The earlier GoAL WaSH interventions (2009–2014) helped establish a water and sanitation monitoring database. Based largely on data from the southern watersheds, this monitoring and evaluation tool also provides a source of information that can be used for coordination, planning, and programming.

During the political crisis, GoAL WaSH continued to provide valuable funding for targeted activities, including assessment of water and sanitation coverage and access in the northern part of the country, with information being added to the national database held by the Ministry of Water, a key source of sector monitoring information. Access to information strengthened the capacity of the Ministry of Water to develop informed policy and programmes for safe water supply and sanitation. An inventory of capacity-building needs and financial and material gaps provided the knowledge necessary to plan training programmes to support staff at all levels. GoAL WaSH also developed a users' guide on the management and operation of drinking water facilities.

The dam rehabilitation project (2017–2018) was conducted in Beloha district, one of the driest parts of the Androy region and where

the main livelihood is animal husbandry. Dam construction took three months with labour from 620 men and women (one person per household), but the water provided will benefit more than 5,000 people from the surrounding municipalities.

Since the dam's completion, livestock keepers have access to water for at least ten months of the year (before it was only two months). While the dam water resource depends on rainfall, which is unpredictable due to climate change, without it, pastoralists would need to walk more than 10 km to water their livestock, with a high loss of productivity. Increased incomes and a more secure livelihood improves the resilience of the community. The local population has established a sustainable management mechanism through an association of water users for the dam's operation and maintenance, with a user code of practice being developed, validated, and respected. Working with UNICEF, project staff have also conducted community awareness and training on water purification using the SODIS method (see More online, below).

The new wells in Ambovombe and Tsiombe districts provide water for the surrounding population throughout the year, in addition to their original purpose of watering young plants in the nursery. This has particularly benefited the women, who no longer need to spend many hours fetching water. The water management committee supports the operation and maintenance of the wells based on the code of conduct and agreement signed between users and the water committee.

The systems developed for infrastructure management during GoAL WaSH have been adopted more widely by the decentralized water and sanitation technical services and local stakeholders (including NGOs). This has led to establishment of a harmonized water service delivery model in Androy and Anosy regions. In future, this system will be applied in the management of all agricultural and pastoral water infrastructure in these regions.

The technical and socio-economic studies carried out for GoAL WaSH, and lessons learned from its implementation, have been used to inform a development project on climate change adaptation and resilience capacity development. This will be implemented in five regions of Madagascar among 11 rural communities, and has a budget of USD 2 million funded by Global Environment Fund and UNDP.

“

Thanks to the water from the dam, we have been able to improve our farming and attract more people into farming as a means of income generation.

The dam is very beneficial because it contributes a lot to the development of the district.”

”

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**Beloha District Chief**



Credit: © UNDP

**Table 10: Key selected knowledge and information products produced during GoAL WaSH in Madagascar**

Description	Phase: Year	Category	Stage	Explanation	Function
National strategy for water, sanitation and hygiene 2013–2018	1: 2013	Policy document	2. Preparing for change	Synthesis of the national WaSH strategy	Policy and strategy
National programme for access to drinking water and sanitation – PNAEPA	1: 2010	Policy document	2. Preparing for change	Report on the National programme for access to drinking water and sanitation	Planning and preparedness
Models for drinking water supply management tools	2: 2015	Education	3. Implementing change	Toolkit for the management and operation of water supply systems	Management arrangements
Final report – Capacity-building of water supply system, sanitation, and hygiene	2: 2015	Guidelines	4. Capacity and knowledge base strengthening	GoAL WaSH funded this inventory of water supply and sanitation capacity-building needs and financial and material gaps. The programme also provided the knowledge needed to plan training programmes and support staff at all levels.	Capacity development



### MORE ONLINE

**GoAL WaSH Madagascar:** <https://www.watergovernance.org/programmes/goal-wash/madagascar/>

**GoAL WaSH country sector assessments:** [https://www.undp.org/content/dam/aplaws/publication/en/publications/environment-energy/www-ee-library/water-governance/undp-goal-wash-programme-country-sector-assessments/goal-wash-madagascar-country-sector-assessment-english/UNDP\\_GOAL%20WASH\\_Complete%20Brochure\\_Madagascar.pdf](https://www.undp.org/content/dam/aplaws/publication/en/publications/environment-energy/www-ee-library/water-governance/undp-goal-wash-programme-country-sector-assessments/goal-wash-madagascar-country-sector-assessment-english/UNDP_GOAL%20WASH_Complete%20Brochure_Madagascar.pdf)

**GoAL WaSH report 2009–2014:** <https://watergovernance.org/wp-content/uploads/2016/07/GoAL-WaSH-final-report-summary-Madagascar-003.pdf>

**SODIS water treatment manual:** [https://www.sodis.ch/index\\_EN.html](https://www.sodis.ch/index_EN.html)

**UNDP Country Office Madagascar:** <https://www.mg.undp.org/>



# Mongolia

## Effective decentralization and monitoring



PROJECT NAME	ORIGINAL TIME FRAME	ORIGINAL BUDGET	EXPENDITURE	END YEAR
Strengthening water and sanitation leadership, coordination and the achievement of the MDGs in Mongolia	2010–2011 2014–2015	USD 391,384	USD 391,440	2015
<b>WEB-LINK WGF</b>	<a href="https://www.watgovernance.org/programmes/goal-wash/mongolia/">https://www.watgovernance.org/programmes/goal-wash/mongolia/</a>			
<b>WEB-LINK CO:</b>	<a href="https://www.mn.undp.org/">https://www.mn.undp.org/</a>			
<b>WEB-LINK OPEN-UNDP</b>	<a href="https://open.undp.org/projects/00085615">https://open.undp.org/projects/00085615</a>			
<b>LEVERAGE OF FUNDS</b>	n.a.			
<b>VALUE OF PROJECTS INFLUENCED</b>	n.a.			

### Context – the need

Mongolia had made impressive progress towards the MDG targets on increased access to safe drinking water and adequate sanitation, especially for the period 2009–2012. The country developed and implemented an MDG road map on water and sanitation in 2011, along with a public utilities service delivery model for rural settlements. Investment in the water and sanitation sector increased significantly through the implementation of a new national programme focusing on

provision of adequate housing and renovation of rural settlement infrastructure. However, despite significant progress, numerous challenges remained.

GoAL WaSH was launched in Mongolia in 2010 in response to evidence that improved governance of the sector was a key requirement to accelerate achievement of the water and sanitation MDGs. Despite impressive progress, access to safe water and adequate sanitation remained low in rural areas.

Several layers of bottlenecks to sector governance were identified at the start of the project. At the national level, the country lacked leadership and coordination, including in efforts to accelerate achievement of the MDGs. The coordination and oversight of water supply and sanitation service issues were overlooked and there was no responsible entity at the central level for rural water and sanitation. At the local level, given the lack of public utility service organizations in rural settlements (known as *Soum*), there was a need to put in place a suitable model for the management of water supply and sanitation services. In addition, capacity gaps at the local level, particularly in operation and

maintenance, constrained the implementation of the new water supply and sanitation management model, and affected the provision of services.

The need for investment in the sector called for enhanced advocacy that would benefit policy-making as well as service delivery. It was felt that stakeholders in the Mongolian water sector would benefit from experience in other countries facing similar challenges.

GoAL WaSH aimed to accelerate achievement of the water and sanitation MDGs through strategically targeted interventions that strengthen governance of the water and sanitation sector at appropriate levels.

## What actions were taken?

The GoAL WaSH programme implemented between 2010 and 2015 provided consultancy services from national and international water experts, as well as resources to support study tours, advocacy interventions, training courses, and documentation. More specifically, the programme supported: a) the establishment of monitoring systems for water supply and sanitation ; b) increased coordination and leadership, as GoAL WaSH assisted the government in establishing and heading a sector working group on MDG acceleration and the development of a road map to MDGs; c) supported the development of water services delivery models at *Soum*

level; through consultations with stakeholders, development of technical standards to enable proper use of facilities and improve water treatment systems, and low-cost decentralized water supply and sanitation options; d) supported advocacy for increased financing from donors and Ministry of Finance, through advocacy materials and support to coordination; e) knowledge exchange through regional and international information-sharing; and f) capacity-building to implement the new water and sanitation service delivery model at the local level, targeted at *Soum*-level service technicians and plumbers to ensure normal and safe operation of water supply and sewage collection facilities.

Credit: © Galya Andrushko



## Achievements

The governance focus provided by the GoAL WaSH programme was a useful complement to other relevant water and sanitation-related initiatives. Through support provided by GoAL WaSH, water supply and sanitation was put firmly on the institutional agenda in Mongolia. Efforts at the national level have been translated into key policy documents and decisive action has become institutionalized at different levels.

The programme supported the establishment of a national integrated database on water supply and sanitation services and contributed to efforts to sustain the quality of monitoring. Comprehensive statistical data on the sector is now collected nationally at household level, with relevant central and local officers receiving training on use of the database. The information has been integrated into the comprehensive database established at the Ministry of Construction and Urban Development, and the Government of Mongolia approved additional funding to expand it with geographic information system features.

GoAL WaSH programme was instrumental in the development and adoption of an MDG road map to MDG 7 Target 16 in 2011. This essential policy document was prepared with extensive consultations with sector stakeholders. Strategic guidelines were also developed to support the implementation of the road map and policy recommendations. The key result was the achievement of inter-sectoral coordination of water supply and sanitation. The road map was incorporated in the formal implementation and reporting system of all relevant ministries, with roles clearly assigned and sound financial commitments made. Within the framework of the road map, coordination capacities were built at the sector level through the provision of strategic guidelines and technical assistance to the Ministry of Construction and Urban Development.

A new model of management of water supply and sanitation services at the local level was developed and became part of the national legislation. To support its implementation, the programme contributed to a national standard on small-scale wastewater treatment facilities, and a guidebook on monotype design drawings and technologies for small-scale wastewater treatment facilities.

Through GoAL WaSH funding, UNDP and the Ministry of Construction and Urban Development piloted the position of an officer in charge of *Soum*-level water supply and sanitation for two years. The function subsequently became a permanent position within the Mongolian civil service. The role is considered vital for coordinating *Soum*-level issues and ensuring that government policy for water and sanitation is fully implemented in rural settlements.

The programme funded the development, publication, and dissemination of an English–Mongolian dictionary and glossary on water and sanitation terminology, based on the formally approved national standard for terms and terminology also financed by GoAL WaSH.

As a result of GoAL WaSH, investments in the water supply and sanitation sector significantly increased. The GoAL WaSH programme ensured that the sector was central in the new national programme on the provision of adequate housing and the renovation of rural settlement infrastructure.

Project proposals prepared by 17 herder groups with the financial support of GoAL WaSH were subsequently awarded small grants from a UNDP project for the protection of water supplies for more than 2,100 people.

A study tour organized in Sweden in 2011 enabled Mongolian participants to contribute substantially to the formulation of guidance for developing small town programmes. Regarding capacity-building to implement the new water and sanitation service delivery model at the local level, GoAL WaSH financed the organization of vocational education



training courses in four Mongolian localities. The training used the curricula, training modules, and guidelines on methodology of the modules developed by the programme and was followed by a 'training of trainers' course.

GoAL WaSH support to knowledge documentation helped to promote safety and reduce the incidence of accidents and occupational health issues in the water and sanitation sector by translating and updating standard guidelines on occupational safety and health, which were published and disseminated nationally.

“ The policy-makers and sector professionals found the training opportunities provided by the GoAL WaSH project very useful in order to improve water and sanitation service provision. The project assisted the Government of Mongolia to meet many urgent needs to accelerate the progress of the water supply and sanitation MDG targets. ”

**R. Erdenetsetseg, Deputy Director,  
Ministry of Construction and Urban  
Development**



Credit: © Sang Woon



“ The formalized management models for water supply and sanitation services in rural areas became very clear and helpful for public utilities service organizations. It is a big step for the development of rural areas, as well as for the institution itself. ”

**N. Tsogtsaikhan, Director,  
Public Utilities Service  
Organization,  
Tuv province**

**Table 11: Key selected knowledge and information products produced during GoAL WaSH in Mongolia**

Description	Phase: Year	Category	Stage	Explanation	Function
Compendium of legal Acts on water supply and sanitation	1: 2010	Legislation	2. Preparing for change	Strategy document laying out the road map for the reform of the WaSH sector.	Policy and strategy
Needs assessment on institutional capacity for water governance in Mongolia	1: 2009	Policy document	1. Understanding the situation	The report presents the results of the Needs assessment on institutional capacity for water governance in Mongolia, undertaken by the UNDP Water and Sanitation Project in February 2009, under the umbrella of the United Nations Joint Programme on WaSH.	Capacity development
Training manual	1: 2012	Guidelines	3. Implementing change	A training manual on water supply and sanitation MDG assessment to ensure a proper data collection on water supply and sanitation during the household level surveys.	Capacity development
Nationwide data analysis on improved water supply and sanitation	1: 2013	Policy document	2. Preparing for change	Fact sheet that shows an analysis of status of water supply and sanitation in the country.	Monitoring and learning



### MORE ONLINE

**GoAL WaSH Mongolia:** <https://www.watergovernance.org/programmes/goal-wash/mongolia/>

**UNDP Country Office Mongolia:** <https://www.mn.undp.org/>



# Niger

## Supporting rural water and sanitation services



PROJECT NAME	ORIGINAL TIME FRAME	ORIGINAL BUDGET	EXPENDITURE	END YEAR
Renforcement des capacités de gestion des intervenants du secteur AEPA aux niveaux déconcentrés et décentralisés du Niger/ Strengthening the management capacities of stakeholders in the WaSH sector at the deconcentrated and decentralised levels in Niger	2014–2017	USD 71,520 (2014) USD 115,630 (2016)	USD 186,827	2018
<b>WEB-LINK WGF</b>	<a href="https://www.watgovernance.org/programmes/goal-wash/niger/">https://www.watgovernance.org/programmes/goal-wash/niger/</a>			
<b>WEB-LINK CO:</b>	<a href="https://www.ne.undp.org/">https://www.ne.undp.org/</a>			
<b>WEB-LINK OPEN-UNDP</b>	<a href="https://open.undp.org/projects/00058080">https://open.undp.org/projects/00058080</a>			
<b>LEVERAGE OF FUNDS</b>	n.a.			
<b>VALUE OF PROJECTS INFLUENCED</b>	USD 1,281,000			

### Context – the need

Niger is one of the world’s poorest countries, with 44.5 per cent of the population living on less than USD 1.90 per day in 2014.<sup>13</sup> Only 56 per cent of the population has access to a source of drinking water, with a 7 per cent increase in the supply of services between

2012 and 2015. In 2015, only 9 per cent of the population has access to safely managed sanitation services (urban and rural). Open defecation is practiced by more than 70 per cent of the population with serious consequences on health, nutrition, education and economic development.<sup>14</sup>

<sup>13</sup> Knoema World Data Atlas (2014). Niger – Poverty headcount ratio at \$1.9 PPP a day. Retrieved 20 September 2021, from <https://knoema.com/atlas/Niger/Poverty-rate>

<sup>14</sup> World Health Organization and United Nations Children’s Fund (2019) Progress on household drinking water, sanitation and hygiene 2000-2017: Special focus on inequalities, <https://www.unicef.org/reports/progress-on-drinking-water-sanitation-and-hygiene-2019>





Credit: © Antoine Delepiere

The country faces a number of challenges in meeting national and global targets to increase access to sanitation and potable water, particularly in rural areas where only 49 per cent had access to improved water service and 5 per cent to improved sanitation services in 2015.<sup>15</sup>

Niger is a landlocked Sahelian country, the largest in West Africa. It has a diffuse and mostly rural population, sandy soils, immense and largely untapped fossil aquifer supplies, and multiple surface water basins. Most water resources are shared with upstream and downstream riparians and the country receives very little precipitation. Water

resource management in Niger is therefore complex.

The GoAL WaSH programme in Niger worked to increase the capacity of local government to manage water service delivery in rural villages and small towns by developing guidelines and supporting local authorities with water and sanitation planning. The programme also helped the Ministry of Hydraulics and Sanitation to develop several guidance documents for the sanitation sector in rural areas. GoAL WaSH priorities were aligned with those of the Ministry of Hydraulics and Sanitation and UNDP Niger.

<sup>15</sup> World Health Organization and United Nations Children's Fund (2017). Progress on drinking water, sanitation and hygiene: 2017 update and SDG baselines, WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation, <https://www.who.int/mediacentre/news/releases/2017/launch-version-report-jmp-water-sanitation-hygiene.pdf> <https://apps.who.int/iris/bitstream/handle/10665/258617/9789241512893-eng.pdf;jsessionid=1B0A3631F6E15CCDCC43E6D148EB92AC?sequence=1>

## What actions were taken?

After an agreement between UNDP, the Ministry of Water and Sanitation, and the UNDP–SIWI WGF, activities were implemented by UNDP with the support of consultants. The project produced a basic sanitation guide on communication and access to sanitation materials and equipment. It also helped produce a document for updating the training strategy, a 2011–2013 action plan for rural water services, and a training strategy for basic sanitation. The project strengthened community capacities for the operationalization of the rural water guide and the basic sanitation guide. It also organized several experience-sharing workshops.

The promotion of sanitation was considered a priority in the 2009 strategy, which sought to strike a balance between stimulating demand

and subsidizing facilities. Some projects and programmes (often led by national or international NGOs) made considerable efforts to drive promotional activities in rural areas, despite insufficient resources being made available at the national level. The high percentage of households with no sanitation facilities and who practice open defecation are in favour of the widespread use of community-led total sanitation (CLTS) solutions, which are now supported by the government. Accordingly, with the support of UNICEF, GoAL WaSH developed a guide on CLTS and this was validated following a national workshop with all relevant stakeholders.

GoAL WaSH also developed guidance for the elaboration of local water and sanitation development plans, which had three main components: a) assessment in terms of access to improved water and sanitation or deficit services within the municipality; b) a municipality investment plan to achieve a given objective, e.g. MDG, national programme, or SDG; and c) a three-year action plan. The plans allow municipalities to have visibility regarding water and sanitation at the municipal level and to make objective decisions on priority actions, investments, and arbitration. The five first communes were Allakaye, Baban Katami, Doguérawa, and Ibohamane in the Tahoua region, and the Commune of Soukougoutane in the Dosso region.

In 2018, twelve additional local plans were developed and validated for the municipalities of Affala, Barmou, and Tébaram (Department of Tahoua), Tabalak and Tamaya (Department of Abalak), Déoulé, Tabotaki, and Tama (Department of Bouza), Bangui and Ourno (Department of Madaoua), Alléla and Bazaga (Department of Birni N’Konni). The plans are developed in a participatory manner with all water users. GoAL WaSH followed the implementation of these plans and organized several experience-sharing workshops with the water and sanitation sector stakeholders. Figure 6 shows the areas of intervention.



## Achievements

The substantial impact of this project was the enthusiasm generated among each of the 18 municipalities to develop a local action plan as a planning and advocacy tool.

Stakeholders working in the sanitation sub-sector also now have a sanitation guide, which has become the 'go-to' reference document. This has been complemented with a USD 50,000 UNICEF initiative to produce guidelines on CLTS. These guides can be used in future to harmonize approaches for the implementation of sanitation projects in the field. The local planning guide developed by GoAL WaSH is being used by the Ministry of Hydraulics and Sanitation to implement the national programme for water and sanitation

in all eight regions of the country, as well as to streamline investment planning for water and sanitation needs at national level. A budget of USD 1.1 million has been set aside by the government for developing 80 local plans in all regions.

The activities carried out will contribute to the achievement of the national development programme, which is aligned with the SDGs and in keeping with the logic of ensuring universal and equitable access to affordable water, equitable access for all to adequate sanitation and hygiene services, and an end to open defecation, with special attention paid to the needs of women and children. Further aims are to reduce by half the proportion of untreated waste water and develop a local action plan for each municipality in Niger.

**Table 12: Key selected knowledge and information products produced during GoAL WaSH in Niger**

Description	Phase: Year	Category	Stage	Explanation	Function
Local water and sanitation plans for five municipalities	2: 2017	Guidelines	3. Implementing change	The municipal water supply and sanitation plans were included in assessments of the current situation and three-year action plans with the aim of improving access to water supply and sanitation.	Planning and preparedness
Community-led total sanitation guide for Niger	2: 2018	Guidelines	3. Implementing change	Guidelines on how to implement community-led total sanitation in Niger, developed in collaboration with UNICEF.	Capacity development
Situation analyses of water supply and sanitation in 12 municipalities in the Tahoua region	2: 2018	Analysis	3. Implementing change	Situation analyses regarding water supply and sanitation were carried out for 12 municipalities in the Tahoua region as the foundation of the municipal water supply and sanitation plans developed in 2019.	Planning and preparedness



### MORE ONLINE

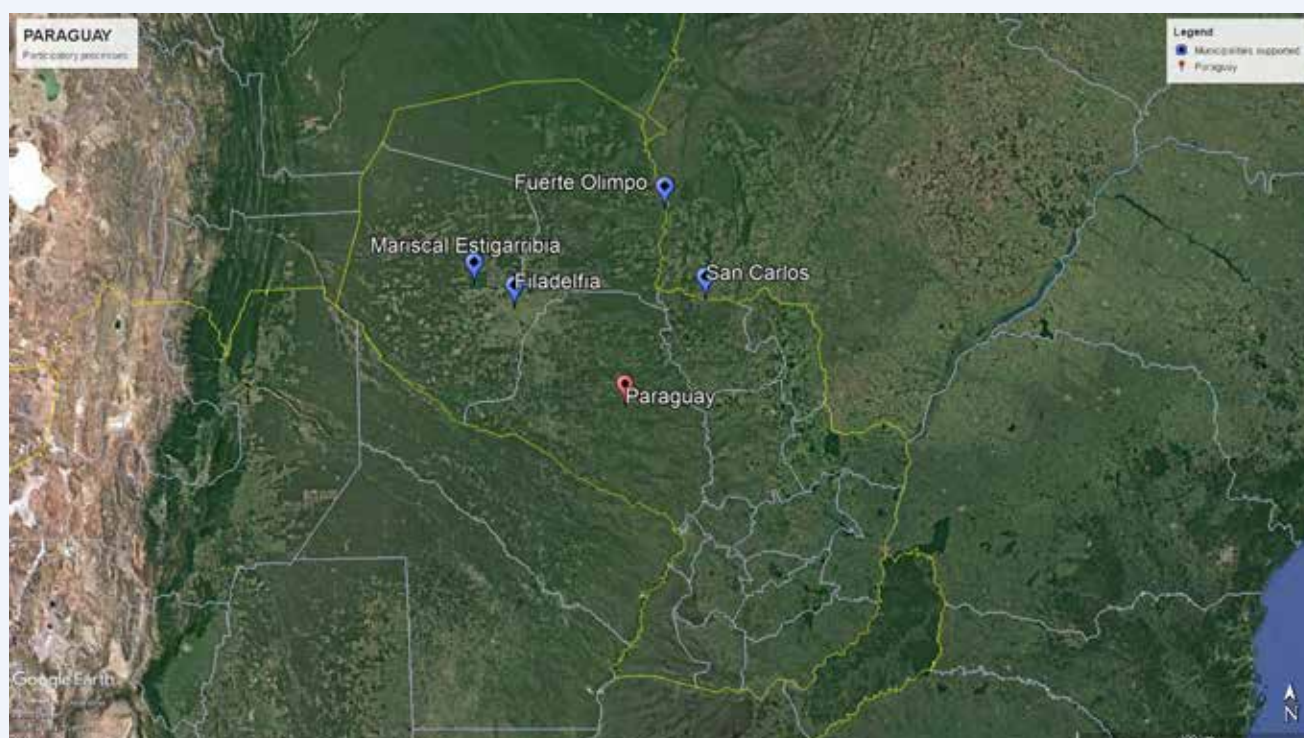
**GoAL WaSH Niger:** <https://www.watgovernance.org/programmes/goal-wash/niger/>

**UNDP Country Office Niger:** <https://www.ne.undp.org/>



# Paraguay

## Participatory processes with indigenous peoples



PROJECT NAME	ORIGINAL TIME FRAME	ORIGINAL BUDGET	EXPENDITURE	END YEAR
DAPSAN strengthening and water and sanitation sector organization	2007–2011	USD 297,167 (2010–2013)	USD 606,325	2018
Planes participativos de agua y saneamiento ambiental para comunidades vulnerables rurales, periurbanas y urbanas del Chaco Paraguayo/Participatory water and sanitation plans for vulnerable rural, periurban and urban communities of Paraguayan Chaco Region	2014–2018	USD 301,158 (2014–2018)		
<b>WEB-LINK WGF</b>	<a href="https://www.watgovernance.org/programmes/goal-wash/paraguay/">https://www.watgovernance.org/programmes/goal-wash/paraguay/</a>			
<b>WEB-LINK CO:</b>	<a href="https://www.py.undp.org/">https://www.py.undp.org/</a>			
<b>WEB-LINK OPEN-UNDP</b>	<a href="https://open.undp.org/projects/00050832">https://open.undp.org/projects/00050832</a>			
<b>LEVERAGE OF FUNDS</b>	USD 83,000			
<b>VALUE OF PROJECTS INFLUENCED</b>	USD 448,704			

### Context – the need

The Chaco is a semi-arid region with a low population density, where unplanned and rapid urban growth is increasing demands for health infrastructure. While the State provides basic services (including running water,

electricity, education, and public transport), sanitation, wastewater treatment and refuse disposal are generally lacking. The current conventional single-family sanitary solutions of latrines and absorbent wells are becoming inadequate and are associated with human health problems and pollution of groundwater.

As the population increases, due partly to rural–urban migration, the problems generated by a lack of proper sanitation are becoming the main obstacle to improved public health, and sustainable development and management of water resources.

Many Paraguayans obtain drinking water from wells, surface water, and rainwater with no guarantee of quality. Lack of clean drinking water and sanitation mainly affects peri-urban marginal areas, the rural poor, scattered communities, and indigenous populations.

In Chaco, indigenous groups are among those most vulnerable to poor water supply and sanitation services, with 52 per cent of indigenous households having unimproved or no sanitation facilities. Only 6 per cent of households have a drinking

water connection from a public network, while 70 per cent obtain drinking water from sources that have no guarantee of water quality. Areas of Chaco with least coverage of piped water are Alto Paraguay, Boquerón, and Presidente Hayes.

GoAL WaSH focused on Chaco due to the lack of services combined with the region's extreme environmental conditions, which include regular six-month droughts and extreme flood events. The Chaco is a fragile ecosystem and so highly vulnerable to the effects of climate change. The main objective of GoAL WaSH was to strengthen local governance in the water and sanitation sector through participatory processes and system designs adapted to the social, environmental, and economic context of the Paraguayan Chaco.

## What actions were taken?

The main actions consisted of dissemination of water and sanitation experiences to community organizations and authorities at local, departmental, and national levels, through support to coordination bodies and exchange related to the Chaco region.

Activities at municipal and district levels included participatory diagnosis and setting baselines for existing water systems in the six districts of the three departments of the Chaco. Events were organized in accordance with local laws regarding equal participation of indigenous peoples. These activities were followed by the development of a technical proposal for water and sanitation coverage, with analysis of the technical, socio-cultural, environmental, and economic viability of the water and environmental sanitation plans (developed with at least 40 per cent participation from women).

The water and sanitation structures of the municipalities and local governments in

the three departments were strengthened through the creation of municipal units for water and sanitation. The project also supported the preparation of the annual municipal financing plan for infrastructure and resource management works, and the development of participatory water and sanitation plans for the municipalities of Chaco. Technical and financial assistance was given to municipalities for training, surveys, analysis, validation, and use of the regional rural water and sanitation information system (SIASAR).

At local level, GoAL WaSH supported implementation of training plans and incentives to strengthen community organizations recognized by the National Environmental Sanitation Service (SENASA), water and sanitation committees, and water and sanitation boards in Latino and indigenous communities, with the active participation of women in decision-making positions. Demonstration projects on water harvesting were also conducted.

## Achievements

GoAL WaSH organized a regional meeting on WaSH social technology with a focus on law, gender, inter-culturalism, governance, and articulation in the Chaco. The meeting gathered more than 80 participants from national and local government, NGOs, local communities, and researchers to share successful experiences in water and sanitation management. The participants exchanged WaSH experiences and innovative ideas, taking the first steps towards more sustainable and inclusive WaSH interventions. Recommendations about how to implement an intercultural approach in WaSH programmes were also presented, enabling projects to find environmentally, culturally, and economically appropriate solutions.

The project supported the establishment of the Inter-Institutional Water and Sanitation Platform for the Chaco, a coordinating mechanism for governmental institutions at national, provincial, and municipal levels, along with the private sector, international development agencies, and civil society. By sharing information and knowledge, the

Platform exploits synergies in actions and investments, making interventions in the Chaco region more efficient, appropriate, and sustainable.

Water systems of several municipalities were improved, benefiting indigenous and Latino communities. In all, 2,655 families benefited from access to water, 143 community volunteers were trained in plumbing for the maintenance and operation of the improved systems, three sanitation boards were formed, and their staff trained alongside staff from two existing boards. In all, 28 systems were repaired. Demonstration projects for community water harvesting were carried out in the communities of María Auxiliadora and San Carlos in the District of Fuerte Olimpo.

The accession of Paraguay to the regional monitoring system of SIASAR led to the application of SIASAR in the municipalities of Mariscal Estigarribia and Philadelphia in coordination with Dirección de Agua Potable y Saneamiento (DAPSAN), which then informed the development of municipal plans.

GoAL WaSH developed participatory water and sanitation plans for the municipalities of Philadelphia and Mariscal Estigarribia, along with a methodology on how to develop such plans. Six technical water and sanitation units were set up in the Chaco region, this was followed by nine more units being set up by the Government. This major milestone established local capacity to support municipal and rural water supplies. The project also disseminated knowledge and experiences through various media, including programmes broadcast in five indigenous languages on community and regional radio stations.

“ The GoAL WaSH project is highly appreciated by national and local partners for being one of the few initiatives to improve long-term sector coordination, communication, and governance. ”

**Roberto Acosta, Servicio Nacional de Agua y Saneamiento Ambiental (SENASA), Ministry of Water, Paraguay**



**Table 13:** Key selected knowledge and information products produced during GoAL WaSH in Paraguay

Description	Phase: Year	Category	Stage	Explanation	Function
Manual of management indicators for water and sanitation	1: 2012	Guidelines	3. Implementing change	A tool for periodic evaluation, enabling users to sort and classify data, receive information from regulated operators, agree objectives, determine efficiency levels, and set targets as a means to contribute to the optimization of regulatory resources and exchange of experiences.	Monitoring and learning
Baseline study on six districts	2: 2015	Analysis	2. Preparing for change	Baseline study on the six communities included in the GoAL WaSH project.	Planning and preparedness
Baseline study: Chaco region	2: 2015	Analysis	1. Understanding the situation	Baseline study on the water supply and sanitation sector in the Chaco region, in preparation for formulating participatory water supply and sanitation plans.	Planning and preparedness
Guide for the elaboration of participatory water and sanitation plans	2: 2018	Guidelines	3. Implementing change	Guidance on how to prepare participatory water supply and sanitation plans at the municipal level.	Capacity development



## MORE ONLINE

**GoAL WaSH Paraguay:** <https://www.watergovernance.org/programmes/goal-wash/paraguay/>

**GoAL WaSH supports knowledge exchange to solve WASH problems in Great Chaco, Paraguay:** <https://www.watergovernance.org/news/goal-wash-supports-knowledge-exchange-to-solve-wash-problems-in-great-chaco-paraguay/>

**Water supply and sanitation plans for six districts in the western region of Chaco:**

**English:** [https://www.youtube.com/watch?v=XUx-DP4QP0A&feature=emb\\_title](https://www.youtube.com/watch?v=XUx-DP4QP0A&feature=emb_title)

**Spanish:** <https://www.youtube.com/watch?v=JegojNK-Thg>

**GoAL-WaterS Paraguay:** <https://www.watergovernance.org/programmes/goal-waters/paraguay/>

**UNDP Country Office Paraguay:** <https://www.py.undp.org/>

# Philippines

## An integrated approach for WaSH



PROJECT NAME	ORIGINAL TIME FRAME	ORIGINAL BUDGET	EXPENDITURE	END YEAR
Achieving the SDGs through the integrated safe water, sanitation, and hygiene Approach – iWaSH Governance	2016–2017	USD 200,000	USD 234,105	2018
<b>WEB-LINK WGF</b>	<a href="https://www.watgovernance.org/programmes/goal-wash/philippines/">https://www.watgovernance.org/programmes/goal-wash/philippines/</a>			
<b>WEB-LINK CO:</b>	<a href="https://www.ph.undp.org/">https://www.ph.undp.org/</a>			
<b>WEB-LINK OPEN-UNDP</b>	<a href="https://open.undp.org/projects/00082882">https://open.undp.org/projects/00082882</a>			
<b>LEVERAGE OF FUNDS</b>	USD 1,567,700			
<b>VALUE OF PROJECTS INFLUENCED</b>	USD 162,217			

### Context – the need

The Philippines made good progress towards the MDGs for water, sanitation, and hygiene. The proportion of the population with access to improved sanitation facilities rose from 57 per cent in 1990 to 74 per cent in 2015. However, about one quarter of the population still lacks private improved sanitation facilities. This means that about 10 million Filipinos still practice open defecation, which has serious consequences

for health (exposure to water-borne diseases), human development, and dignity for both the affected population and the entire country. The National Anti-Poverty Commission, a national government agency, identified the most deprived populations, which are located in 455 municipalities in the ten poorest provinces. These are referred to as waterless municipalities and defined as having 50 per cent of households lacking access to safe water, sanitation, and hygiene.

These communities suffer impacts on their health and livelihoods, with economic losses caused by water scarcity and poor sanitation. For example, fish yields and tourism will decline in areas with high levels of coliform bacteria. Women and girls are affected the most, since water, sanitation, and hygiene are inextricably linked with their reproductive and economic roles, and their safety and dignity.

Fragmentation of structures, policies, and programmes on safe water, sanitation, and hygiene at the national and local levels only exacerbates these problems, resulting in uncoordinated and ambiguous policies for the sector. An assessment conducted by the Asian Development Bank<sup>16</sup> indicated that more than 30 different agencies in the

country had some role in water resources, and water supply and sanitation. At the national level, the absence of a single national government agency has prevented development of a mechanism for translating the government's policies, strategies, and goals into a comprehensive water supply, sanitation, and hygiene programme.

“ Through the iWaSH programme, we were able to build toilets for everyone in Barangay Tanawan, even for the indigenous peoples. We achieved the zero open defecation level. Although we have a problem with water supply, we are already working on it so that we could have safe water. ”

**Ramil Raviz, Captain of Barangay Tanawan, Capalonga, Camarines Norte**



Credit: © Eric Merced

<sup>16</sup> Asian Development Bank (2013). *Philippines: Water Supply and Sanitation Sector Assessment, Strategy, and Roadmap*, <https://www.adb.org/documents/philippines-water-supply-and-sanitation-sector-assessment-strategy-and-road-map>



## What actions were taken?

In 2015, the idea of implementing an integrated approach to safe water, sanitation, and hygiene (iWaSH) started to materialize through the Joint Programme on Promoting Water, Sanitation Access, Integrity, Empowerment, Rights and Resiliency (PRO-WATER), funded by the SDG Fund. The project addressed issues of water scarcity, open defecation, and fragmentation within the implementation of water, sanitation, and hygiene projects by providing capacity-building activities, organizing communities, and constructing water infrastructure, including sanitation and hygiene facilities.

The operational iWaSH framework laid the foundation for pursuing a coordinated and harmonized approach on integrated safe water, sanitation, and hygiene at the local level. The framework synthesizes available knowledge and existing efforts on WaSH by programme development partners and translates these to concrete actions. Communities and groups are organized and engaged to be part of the development, operation, and management of infrastructure for iWaSH. The framework encourages complementary action among programmes and projects and identifies where each agency's strengths and weaknesses lie in addressing WaSH issues/concerns.

The iWaSH approach ensured a complete package of interventions consisting of social preparation and community organizing, construction of water supply and sanitation facilities, and behavioural change campaigns. All these interventions were implemented in an integrated manner. The project focused on 13 municipalities that were left behind in terms of achieving SDG 6. GoAL WaSH also supported the development of policies and governance instruments to broadening access to safe water, sanitation and hygiene.

With the adoption of the integrated approach by ten beneficiary local government units (LGUs), local governance structures and mechanisms for its implementation have been established or revived and strengthened using the integrated approach.

These include the creation of LGU iWaSH Councils, an oversight decision- and policy-making body for safe water, sanitation and hygiene; LGU iWaSH teams that serve as the local implementers and facilitators of the iWaSH approach; the Integrated Barangay Safe Water, Sanitation and Hygiene Associations (i-BWASAs); LGU WaSH Task Force, committees and community teams created for water quality monitoring in Masbate area, and water safety planning in all target municipalities; and citizen/integrity groups to serve as the voice of the community to ensure transparency, accountability, and participation on WaSH.

Local iBWASAs were organized in target municipalities. These are local WaSH service providers that operate and manage the WaSH facilities constructed. Citizen integrity groups were established to review local policies to ensure WaSH policies are in place, review and monitor local budgets and financial support for WaSH, and monitor procurement of WaSH contractors/suppliers.

Fifteen Localized Customer Service Codes (LCSCs, which are social contracts between service providers and customers developed through a participatory process) on iWaSH were developed as a result of the community organization facilitated by the Regional Water and Sanitation Hubs in six targeted LGUs. As part of the modelling solutions demonstrated in the pilot sites, Sanitation Marketing (SANMARK) low-cost sanitation technologies have been introduced in all LGUs, with actual demonstrations conducted in the project sites. As a commitment by the programme to include other spatial areas, iWaSH facilities in all public spaces were identified as part of the LGU's priority targets and investment requirements in the municipal sector plans, which started in 2018 and are targeted to be completed within a five- to 10-year timeframe through government allocations and other resources.

Knowledge was also strengthened to aid policy advocacy, planning, and capacity-building based on the experiences and lessons learned from the implementation

of safe water, sanitation, and hygiene that benefit women and girls in households, schools, health centres, and public spaces. Three regional hubs received capacity-building in iWaSH and led the implementation of programme activities and achievement of the target outputs at the local level by providing technical, advisory, and related capacity development assistance to beneficiary LGUs. Seven training modules on iWaSH were developed on community-led total sanitation, water safety planning, water quality monitoring and risk assessment, iWaSH assessment, sanitation concepts and approaches, and results-based sector planning. Guidelines on iWaSH community organizing and infrastructure development, and an iWaSH assessment tool were also developed.

## Achievements

The interventions of the iWaSH approach have been adopted widely in every beneficiary community. These interventions include capacity-building activities for municipal and community officials, conducted by the regional water and sanitation hubs. These are composed of partner state universities, district water authorities, NGOs and civil society organizations, which are organized to mainstream iWaSH in their local plans and budgets. The hubs also support the government, specifically the WaSH programmes of the Department of the Interior and Local Government, in facilitating waterless communities to develop local projects on establishing, improving, and expanding water and sanitation systems and facilities.

In total, 7,169 households in six regions received improved access to water supply following the construction of new infrastructure. Provision of water quality monitoring kits by the project has been valuable in the identification of contaminated drinking water sources in the target municipalities. In one municipality, drinking water sources tested revealed that the majority (87 out of 110 water sources) tested

“ Before, we had a problem with tourism because most of our constituents practice open defecation, especially on the beaches. We have beautiful beaches; however, they are very dirty. When the iWaSH programme was brought into our municipality, cleanliness and hygiene were introduced. We encouraged everyone to build toilets. Since water is also a problem, we implemented water and sanitation projects simultaneously. The iWaSH programme has had a big impact in our municipality because we have reduced the rate of water-borne diseases; at the same time, our people have been educated on the importance of safe drinking water and cleanliness. ”

**Arturo Virtucio,**  
**Mayor of Aroroy, Masbate**

positive for total coliform, including the *E. coli* bacteria. Local government authorities had the opportunity to immediately take action and communicate this to the relevant communities.

iWaSH became a priority in the ten LGUs, as evidenced in their medium- and long-term (5–10 years) targets and investment requirements. These set out a framework to increase access to safe water, sanitation, and hygiene in the form of infrastructure development and rehabilitation of iWaSH facilities; capacity development programmes to organize Barangay iWaSH associations and community groups; sanitation and hygiene promotion/advocacy; and provision of materials and equipment for water quality monitoring. The iWaSH programme influenced 79 municipalities that were able to establish their WaSH baselines by conducting iWaSH assessments, and 35 LGUs that were able to develop their iWaSH sector plans (total budget USD 162,217).

Following the iWaSH approach, the Department of the Interior and Local

Government has initiated a project that will identify viable water sources for bulk water supply. The supply is based on the analysis of existing conditions, technology options in system design, and demands of other competing sector users (e.g. irrigation and

agriculture). The system is designed for bulk water supply in three provinces and 29 municipalities (budget USD 1.56 million from the National Economic Development Authority Funding Facility).

**Table 14:** Key selected knowledge and information products produced during GoAL WaSH in the Philippines

Description	Phase: Year	Category	Stage	Explanation	Function
Gender analysis of WaSH for local service providers: Training Manual	2: 2017	Analysis	2. Preparing for change	The training manual on gender analysis of WaSH for local service providers examines social and economic differences between women and men, and looks at specific activities, conditions, needs, access to and control over resources, and access to development benefits and decision-making. It studies these linkages and other factors in the larger social, economic, political, and environmental context. The findings of the gender analysis can be used to inform strategic planning.	Capacity development
iWASH assessment tool	2: 2017	Guidelines	2. Preparing for change	Guide on how to conduct an iWASH assessment, including establishing baseline data and other information. Specifically, it seeks to establish the existing conditions of target beneficiaries, with a focus on women and girls, in terms of access to safe water, sanitation, and hygiene at the municipal and household levels in the ten target municipalities. The assessment includes the physical and social impacts of climate change in the target sites.	Capacity development
Training of facilitators for conducting integrated safe WaSH assessments	2: 2017	Education	4. Capacity and knowledge base strengthening	The training was designed to provide Assessment Facilitators an in-depth understanding of the concepts and principles of PRO-WATER, and the opportunity to practice skills in carrying out the tools and strategies in conducting assessments on e.g. safe water, sanitation and hygiene for households, water supply facilities and systems, as well as sanitation facilities and systems.	Capacity development
Policy guidelines for the implementation of iWaSH	2: 2018	Policy document	2. Preparing for change	Policy guidelines for the implementation of the iWaSH approach.	Policy and strategy





Credit: © Erwin Lim Tili

“ The integrated approach helped bring about the involvement of the different national and international agencies in implementing WaSH projects. Health, primarily, was only the problem of the Municipal Health Office. With the integrated approach, health becomes the concern of the whole municipality. It also increased the awareness of the local government unit and communities on health issues related to WaSH through advocacy and campaigns on safe water, sanitation, and hygiene. ”

**Henry Novales, Municipal Health Officer,  
Municipality of Bobon, Northern Samar**



#### MORE ONLINE

**GoAL WaSH Philippines:** <https://www.watergovernance.org/programmes/goal-wash/philippines/>

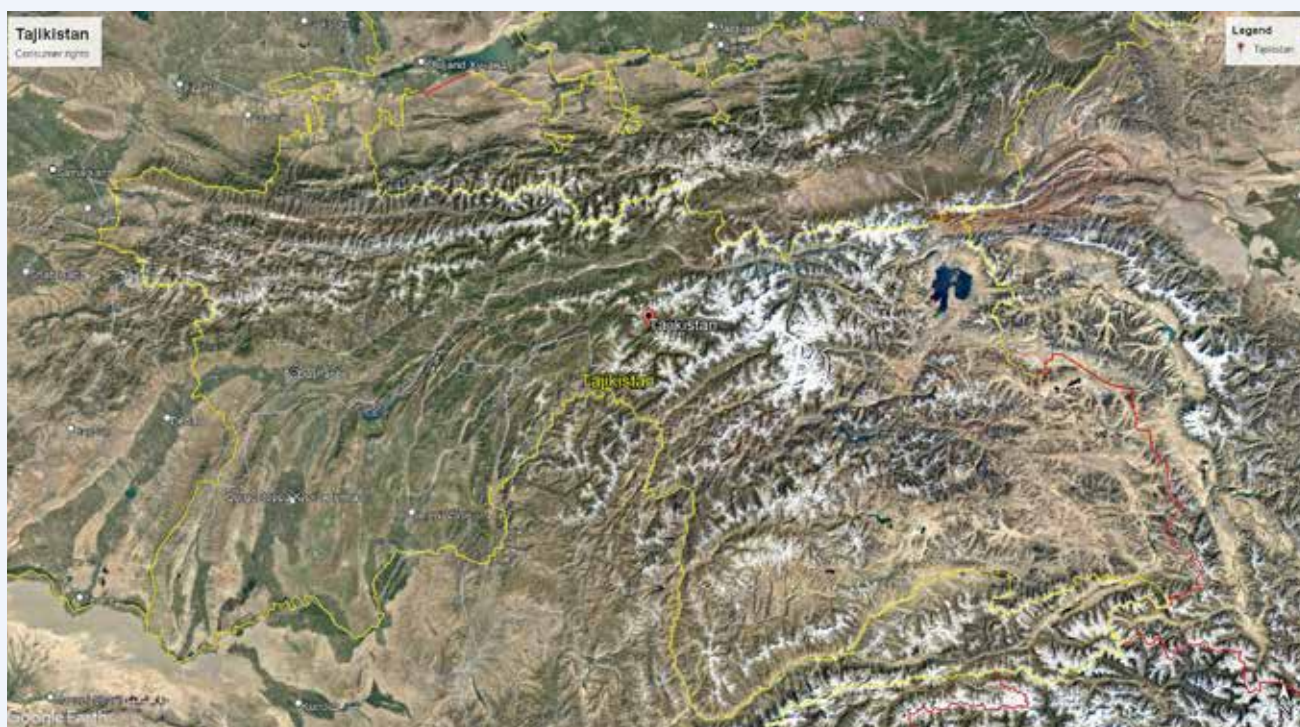
**Achieving the SDGs through the Integrated Water, Sanitation, and Hygiene Approach – iWaSH governance:** <https://www.youtube.com/watch?v=x3z9H6yhCXo&t=14s>

**PRO-WATER project:** <https://www.sdgfund.org/pro-water-promoting-water-and-sanitation-access-integrity-empowerment-rights-and-resiliency>

**UNDP Country Office the Philippines:** <https://www.ph.undp.org/>

# Tajikistan

## Consumer rights



PROJECT NAME	ORIGINAL TIME FRAME	ORIGINAL BUDGET	EXPENDITURE	END YEAR
Applying human rights-based approach (HRBA) to water governance in Tajikistan	2010–2015	USD 203,438 (2010–2016)	USD 489,102	2018
Establishment of transparent and accountable water management at the community level of Hamadoni district	2016–2018	USD 285,664 (2017–2018)		
<b>WEB-LINK WGF</b>	<a href="https://www.watgovernance.org/programmes/goal-wash/tajikistan/">https://www.watgovernance.org/programmes/goal-wash/tajikistan/</a>			
<b>WEB-LINK CO:</b>	<a href="https://www.tj.undp.org/">https://www.tj.undp.org/</a>			
<b>WEB-LINK OPEN-UNDP</b>	<a href="https://open.undp.org/projects/00070081">https://open.undp.org/projects/00070081</a>			
<b>LEVERAGE OF FUNDS</b>	USD 3,875,000			
<b>VALUE OF PROJECTS INFLUENCED</b>	USD 23,000,658			

### Context – the need

Access to safe drinking water in rural areas is one of the key development challenges facing Tajikistan. Currently only around 38 per cent

of people in the country have access to safe drinking water, with even fewer people having access to improved sanitation.<sup>17</sup> Consequently, water-related diseases such as diarrhoea and dysentery are rife and negatively affect

<sup>17</sup> World Bank (2016). *The World Bank–Tajikistan Partnership Program Snapshot*, <http://pubdocs.worldbank.org/en/971041460525814067/Tajikistan-Snapshot-s2016-en.pdf>



the economic productivity of households. Women and girls, as providers and managers of water, guardians of hygiene, and family health caretakers, are heavily affected by poor access to these services. Poor access impacts on their time distribution, mobility, health, and work burden. A labour force suffering from poor health is less productive and this has negative implications for wider economic development.

Tajikistan has failed to invest adequately in drinking water supply, and has a sub-optimal legislative framework for rural drinking water and sanitation. Policy formulation, interpretation, and application restrict investment and lead directly to a lack of sustainability in newly constructed or rehabilitated systems. Where existing policies have been reformed, the new policies are often not implemented due to a lack of knowledge, skills, and resources at the level of the district implementing agency. Lack of feedback between drinking water services and consumers has led to mistrust and negative impacts on collection of water fees; consequently, water supply organizations cannot cover operational costs.

The drinking water supply and sanitation sector in Tajikistan has traditionally been the responsibility of the social block (sector) within the state budget structure. Under the constitution and other related laws (Water Code, Law on Drinking Water and Water Supply), financing for the sector has been the primary responsibility of the State. The government has constitutionally endorsed ownership of the country's water resources by the State. It therefore has sole responsibility for the provision of drinking water under defined obligations stipulated in the law on drinking water. However, the State financing strategy is insufficient to maintain the country's water infrastructure, threatening future sustainable development and more equitable access to resources.

GoAL WaSH aimed to improve access to safe drinking water and sanitation by supporting a more sustainable water and sanitation sector. This includes strengthening policy development and reform, supporting an effective regulatory framework, and boosting private sector involvement in the sector.





## What actions were taken?

GoAL WaSH implemented two interlinked policy actions, one supporting improved tariff policies, and the other working towards application of good governance principles and consumer rights protection mechanisms. The policy actions were designed to complement each other towards achieving full-cost recovery tariffs and improving fee collection rates.

The first phase of the project included development of a unified methodology for tariff-setting as a guide to help service providers and consumers accurately calculate their tariffs. It also involved preparing a guide for regulating agencies to achieve a unified approach in tariff-setting requirements, and provision of training for target water suppliers, regulating agency specialists, and local authorities. The project team assisted 12 selected supply organizations in development of full cost recovery tariff schemes. They also provided mediation support for suppliers and consumers in discussing suggested tariff schemes through a 'public hearing' process. A consultative process between suppliers and regulating agencies was also carried out. As a result, all 12 tariff schemes were formally submitted to the anti-monopoly agency (the regulator) and the unified tariff-setting methodology was submitted to the

government. As a result, all 12 systems improved water fee collection rates between 2015 and 2017.

Working with the national consumers' union, GoAL WaSH supported the establishment of public advisory councils in water supply companies. The aim of the councils is to protect the rights and interests of consumers and encourage their participation in decision-making. The councils provide opportunities for water supply companies to develop effective feedback mechanisms with their clients, facilitating timely consideration of complaints and proposals, as well as increasing transparency and operational efficiency. They also improve water use practices among consumers. The most recent public advisory council was established in the main water supply company in the capital, Dushanbe.

Public advisory councils are formed on the basis of voluntary participation and consist of citizens and representatives of the water supply organization of a particular district or city. Council activities are carried out on the basis of organizing and holding meetings on planned decisions, as well as free discussion of all issues related to drinking water supply, management, and collective decision-making. Decisions are advisory in nature. There are currently seven active councils holding at least one meeting per month.

## Achievements

The project successfully increased understanding among regulatory bodies on how tariffs are constructed. This enabled new tariffs to be agreed and increases towards full cost recovery to be implemented. This is a major breakthrough, with new tariffs for 12 systems providing necessary precedents for consecutive policy change.

Training on the methodology was provided to 12 operators of rural water supply systems during which they developed new tariff schemes and determined the level of full-cost recovery tariffs, which were later agreed

with the regulating agency. At the end of the project, all operators had improved their tariff collection rates. The project helped develop a practical guide on how to calculate costs in a full-cost recovery tariff scheme. Though primarily aimed at rural water supply operators, it is also applicable to small urban water supply and sanitation services.

GoAL WaSH also demonstrated that application of governance and consumer rights protection measures can improve water fee collection rates. Service providers have become more transparent through sharing information with consumers. They have also become more accountable and

responsive through regular reporting on their activities and handling consumer enquiries and complaints systematically. The balanced approach resulted in progress towards achievement of better economic viability and system sustainability in the sector.

Furthermore, the project improved confidence among suppliers and consumers, as well as among national and local authorities and regulatory bodies. This was achieved with the support of the public advisory councils within supply organizations. In addition to acting as a bridge between suppliers and consumers on a practical level, the councils facilitated dialogue with national government bodies on a policy level. Establishing a network of volunteers has provided legal consultative services to water consumers. The volunteers keep regular contact with professional lawyers within the Consumers Union of Tajikistan, and organize training on water integrity, consumer rights protection, and dispute resolution.

GoAL WaSH built a substantive knowledge base and this will help maintain a good level of transparency, accountability, and participation in the drinking water sector. The sector website (see More online, below) publishes a range of knowledge products and provides a forum for discussion on issues raised by consumers and other interested users. The recommendations developed by the project were also used for the development of a new edition of the Law on Drinking Water, Water Supply, and Sanitation currently being prepared under the leadership of the Ministry of Energy and Water Resources.

The second phase of the project supported a local initiative by constructing a drinking water supply system for 186 households in Chorbog village in the Hamdoni district. The project also supported the development and signing of a trilateral memorandum of understanding between the village committee, local municipality, and State operator. This regulates the relationship between supplier and consumers and the role of the municipality administration as mediator in the event of any service delivery issues.

The approaches promoted by GoAL WaSH (focusing on empowering consumer groups, human rights-based approaches, good governance mechanisms, and targeted strategies in implementing full-cost recovery tariff schemes) attracted additional funding from the Swiss Agency for Development and Cooperation (SDC) for USD 5 million to support activities from 2013 to 2017. The methodology for tariff-setting for rural and urban water supply operators and guide to consumer rights protection developed during the project have been used by several other initiatives, including the SDC project. Lessons learned and outcomes from GoAL WaSH have been integrated in a further phase of the SDC project (budget USD 3 million to run from 2018 to 2021-ongoing), and support overall management of water supply and sanitation systems in rural Tajikistan.

“ The council is established just in time, as now consumers have direct contact with the supplier in seeking solutions to problems of quality of water supply in city settlements. ”

**T. Ahmedov, Chair of Umed Home-Owners Association and Member of the Public Advisory Council**



**Table 15: Key selected knowledge and information products produced during GoAL WaSH in Tajikistan**

Description	Phase: Year	Category	Stage	Explanation	Function
Policy brief on integrating human rights-based approach in water supply and sanitation governance	1: 2012	Policy document	1. Understanding the situation	Two-page policy brief designed to be used as awareness material.	Policy and strategy
Overview and recommendations on tariff policy in drinking water supply and sanitation	1: 2012	Policy document	2. Preparing for change	Guidelines for tariff policy and recommendations for improvement.	Financing
Handbook on consumer rights protection	1: 2013	Guidelines	3. Implementing change	Awareness tool for consumer groups in the drinking water sector.	Management arrangements
Analysis of organizational models for drinking water supply and sanitation	2: 2015	Policy document	2. Preparing for change	Legal assessment of advantages and disadvantages of possible models of organization of the rural drinking water supply, and their institutional, economic, and practical characteristics.	Management arrangements
Manual for tariff setting methodology for rural drinking water supply and sanitation operators	2: 2016	Guidelines	3. Implementing change	Methodology for tariff setting, targeting specifically rural operators.	Financing
State regulation of drinking water and sanitation sector in Tajikistan: Current situation and challenges	2: 2016	Analysis	1. Understanding the situation	Presents an analysis of the current regulation of the water and sanitation sector, including practical and legal aspects, as well as recommendations on what needs to be changed (e.g. development and adoption of a legislative framework for the establishment of a regulatory body).	Regulation



### MORE ONLINE

**GoAL WaSH Tajikistan:** <https://www.watergovernance.org/programmes/goal-wash/tajikistan/>

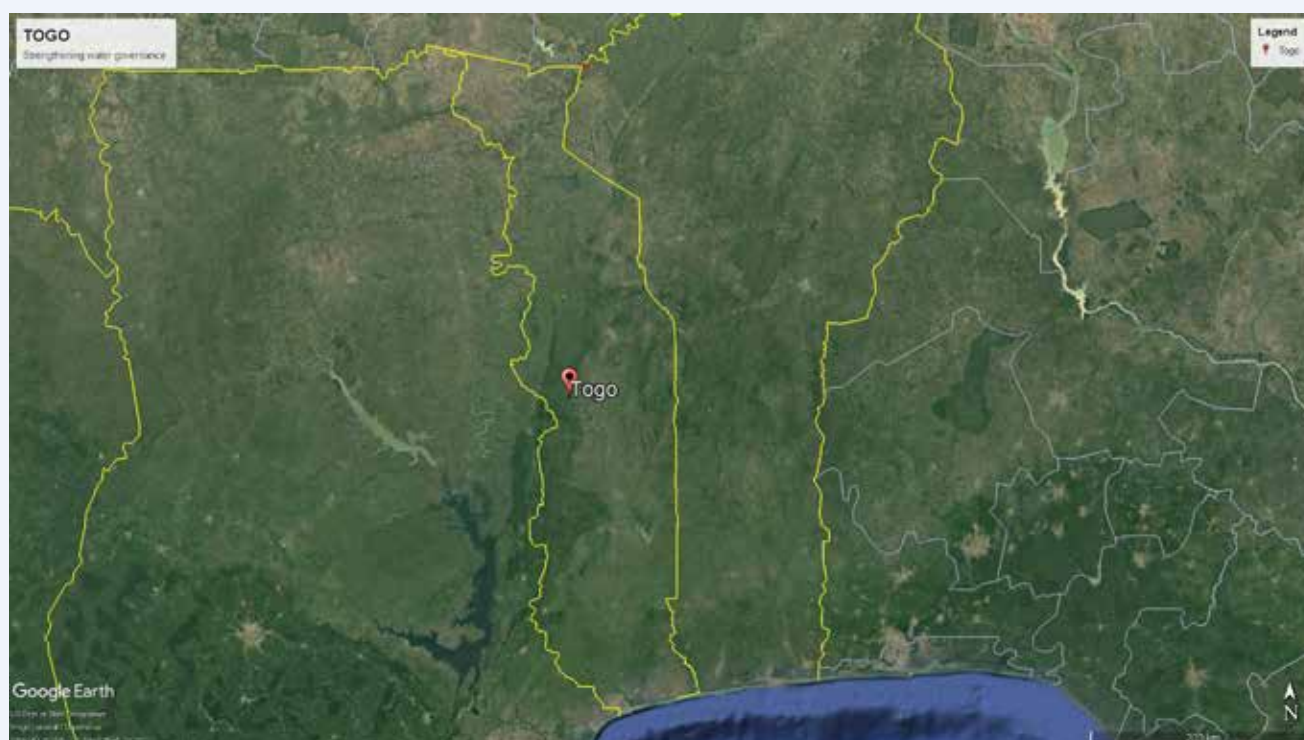
**GoAL-WaterS Tajikistan:** <https://www.watergovernance.org/programmes/goal-waters/tajikistan/>

**UNDP Country Office Tajikistan:** <https://www.tj.undp.org/>



# Togo

## Strengthening water governance in small towns



PROJECT NAME	ORIGINAL TIME FRAME	ORIGINAL BUDGET	EXPENDITURE	END YEAR
Appui à l'amélioration de la gouvernance du secteur l'eau au Togo/ Support to the improvement of water sector governance in Togo	2015–2017	USD 216,000 (2014)	USD 212,031	2017
<b>WEB-LINK WGF</b>	<a href="https://www.watgovernance.org/programmes/goal-wash/togo/">https://www.watgovernance.org/programmes/goal-wash/togo/</a>			
<b>WEB-LINK CO:</b>	<a href="https://www.tg.undp.org/">https://www.tg.undp.org/</a>			
<b>WEB-LINK OPEN-UNDP</b>	<a href="https://open.undp.org/projects/00082650">https://open.undp.org/projects/00082650</a>			
<b>LEVERAGE OF FUNDS</b>	USD 26,410,700			
<b>VALUE OF PROJECTS INFLUENCED</b>	n.a.			

### Context – the need

Although the national poverty rate has declined in recent years, 49.8 per cent of the population were living on less than USD 1.90 per day in 2015,<sup>18</sup> with rural poverty rates likely to be much higher. Water access in 2017 was around 65 per cent for basic access, with 48 per cent in rural areas and 89 per cent in urban

areas.<sup>19</sup> No data for safely managed water is available. The increase in access since 2000 has averaged only around 1 per cent per year, which is insufficient to achieve either the MDGs or SDGs.

In 2011, Togo launched a process of reform in the drinking water and sanitation sector, which resulted in the 2013 decree creating an

<sup>18</sup> Knoema World Data Atlas (2015). Togo - Poverty headcount ratio at \$1.9 PPP a day. Retrieved 20 September 2021, from <https://knoema.com/atlas/Togo/Poverty-rate>

<sup>19</sup> World Health Organization and United Nations Children's Fund (2017). *Progress on drinking water, sanitation and hygiene: 2017 update and SDG baselines*, WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation, <https://www.who.int/mediacentre/news/releases/2017/launch-version-report-jmp-water-sanitation-hygiene.pdf>

urban and semi-urban water and sanitation institution and a priority investment plan for 2012–2030. The investment plan addressed the need for tariff studies and capacity-building (human and institutional), but mobilization of financial resources continued to present a significant challenge, hence the need for GoAL WaSH.

Commencing in 2015, GoAL WaSH aimed to:

- a) strengthen the visibility of the water sector to facilitate advocacy for and mobilization of technical and financial resources;
- b) strengthen the operational capacities of the department of planning, monitoring, and evaluation;
- c) build the capacities of local players for the rational and sustainable management of drinking water supplies in small towns; and
- d) finalize the investment

plan for the water supply and sanitation institution by conducting tariff studies and bringing together prospective technical and financial partners. The last aim (finalizing the investment plan) was not achieved, due mainly to political and social tensions arising during 2017 and 2018, which led to elections in 2018 and 2019.

The technical assistance provided through GoAL WaSH aimed to catalyse and improve the governance of water supply and sanitation by supporting a sector-wide approach and resolving the structural problems of planning and management, thereby planning capacity to manage projects and mobilizing financial resources for the newly created water management institution.

## What actions were taken?

GoAL WaSH developed a capacity-building programme for sector managers, which included training for 52 managers from ministries involved in the water and sanitation sector. The participants developed their skills in planning, programming, budgeting, monitoring, evaluation, and resource mobilization. Managers and planners from the Ministry of Water and Sanitation and Ministry of Finance undertook the exchange visits with their counterparts in Burkina Faso, where they drew inspiration from sharing experiences of implementing a sector-wide approach to water and sanitation.

The programme conducted an audit and other activities as part of the capacity-building of local actors in the management of 62 small-scale water supply schemes used in minor towns across the country. This included:

- a) an inventory of operations and management;
- b) analysis of cost recoveries and proposal of affordable prices to beneficiaries;
- c) preparation of standard contracts, statutes and internal regulations and management tools; and
- d) training of local actors (water committees) in the use of tariffs and management tools.

Following the audit, 384

local actors responsible for the management of the small-scale water supply schemes (including water committee members, managers, collectors, and water treatment agents) completed a training course. This led into a dialogue with the government on how to improve these systems and facilitate government investment.

GoAL WaSH supported the drafting of an investment plan for the National Action Plan for the Water and Sanitation Sector. Unfortunately, the planned roundtable meeting designed to raise donor support had to be postponed twice and then cancelled due to political instability.



## Achievements

GoAL WaSH helped to improve the strategic planning process in Togo by updating sectoral policy and strategy documents, training actors, and developing a priority investment programme. It also supported the Ministry of Water in distributing strategy documents and devising a communications plan to mobilize financial resources to facilitate the implementation of new strategies for the water and sanitation sector.

The study of drinking water supply systems in semi-urban areas, funded by GoAL WaSH, provided a diagnosis on the status of these systems and proposed a strategy to improve them. The study facilitated investment by the government in this area for 2018–2019 at USD 3 million. The overall plan of rehabilitation is included in the Community Development Emergency Programme, led by the government. About 50 small-scale water supply schemes have been included, and these are being rehabilitated and strengthened, with an estimated budget of CFA Franc 1.75 billion, funded by the Government of Togo and partners.

The sector needs additional resources to preserve and consolidate the achievements of the programme in terms of visibility, management of works, and monitoring and evaluation, and to finalize the activities provided for in the programme, in particular implementation of the strategy for mobilizing financial resources for the sector and organization of a partners' roundtable meeting.

The study and exchange of experience mission to Burkina Faso, as part of the preparation and implementation of a sectoral water and sanitation approach in Togo, enabled managers to make a plea to the World Bank, which has agreed to support the sector, particularly in urban areas. The World Bank is now ready to mobilize other technical partners to implement the action plan for priority actions for 2019–2023, developed jointly with the Ministry of Water.

The lessons and experiences shared with managers from the water and sanitation sector in Burkina Faso during the exchange mission were an important asset in developing the tools necessary for conducting inter-sectoral coordination. In particular, the experience helped identify tools for setting up a framework for dialogue at central and regional levels, drafting a national water and sanitation policy document, and devising a new national action plan for the water and sanitation sector.



Credit: © Antoine Delapere

“

The study [of small-scale drinking water supply systems in semi-urban areas] funded by GoAL WaSH provided a diagnosis on the status of these systems and proposed a strategy to improve them. The study facilitated the investment by the government in this area.

”

**Bawa Djatoz, Ministry of  
Water, Togo**





Credit: © Antoine Delepiere

**Table 16:** Key selected knowledge and information products produced during GoAL WaSH in Togo

Description	Phase: Year	Category	Stage	Explanation	Function
Guides for the management of drinking water supply works in rural and semi-urban areas in Togo	2: 2014	Guidelines	3. Implementing change	The document provides guidance for management of drinking water infrastructure with a specific focus on rural and semi-urban areas. It also provides guidance on establishment and operation of drinking water and sanitation users' associations.	Management arrangements
Internal regulations of the Association of Users of Drinking Water and Sanitation Services (AUSEPA)	2: 2014	Policy document	3. Implementing change	Internal rules for drinking water and sanitation users' associations, including rights and responsibilities of members, rules for voting, and decision-making.	Management arrangements
Management tools of the Association of Users of Drinking Water and Sanitation Services and the Manager	2: 2014	Guidelines	3. Implementing change	Management tools for the operation of drinking water and sanitation users' associations.	Management arrangements
Audit report for small water supply systems	2: 2016	Analysis	2. Preparing for change	The study provides a diagnosis on the status of water supply systems for small towns and proposes a strategy to improve them.	Planning and preparedness



### MORE ONLINE

**GoAL WaSH Togo:** <https://www.watergovernance.org/programmes/goal-wash/togo/>

**UNDP Country Office Togo:** <https://www.tg.undp.org/>

# PROGRAMME MANAGEMENT AND STRATEGIC OVERSIGHT

The GoAL WaSH activities were implemented by the UNDP country offices while the overall management responsibility was placed with the GoAL WaSH team, through the UNDP–SIWI WGF partnership. The GoAL WaSH team supported the UNDP country offices’ focal points in administrating the GoAL WaSH activities.

Moreover, the GoAL WaSH team provided different types of technical support to the UNDP country offices and held regular follow-up meetings with the country project managers at

least four times a year (following the submission of technical and financial progress reports). Follow-up missions to the countries were carried out when needed. The GoAL WaSH team developed a management plan, with the following objectives.

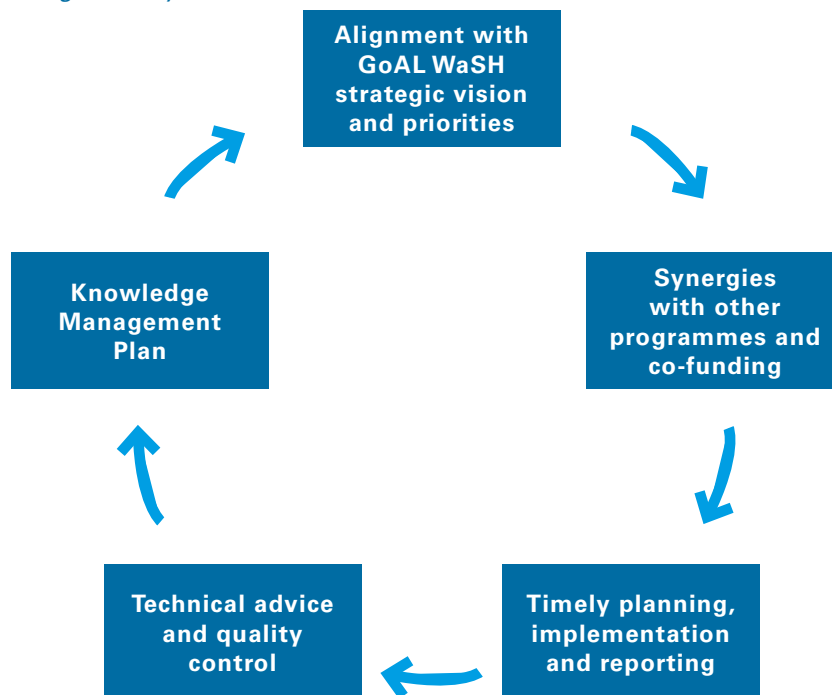
The GoAL WaSH programme worked in several ways and with different management methods to achieve the objectives of the management plan.

**Table 17: Objectives and methods employed by the GoAL WaSH team**

Management objectives	Methods
1. Ensuring that GoAL WaSH activities on the country level are aligned with the GoAL WaSH general strategy	<ul style="list-style-type: none"> <li>• Definition of strategic priorities and main alignments of GoAL WaSH</li> <li>• Ensuring synergies with existing programmes at the country level</li> <li>• Scoping missions for the definition of new projects</li> <li>• Actively participate in the dialogue with governments and definition of priorities in the project documents</li> </ul>
2. Supporting the GoAL WaSH team in each country in timely planning, implementation, and reporting of the programme	<p><b>Administration and documentation:</b></p> <ul style="list-style-type: none"> <li>• Follow-up of ASL (Authorized Spending Limit) – payments – and CDR (Combined Delivery Report) – financial follow-up and closures according to UNDP rules</li> <li>• Follow-up of work conducted by GoAL WaSH consultants attached to the programme</li> <li>• Revision of expenditures versus approved budget</li> <li>• Support the definition of agreements for implementation</li> </ul> <p><b>Technical follow-up:</b></p> <ul style="list-style-type: none"> <li>• Quarterly progress reports and follow-up meetings</li> <li>• Follow-up missions, when relevant</li> <li>• Provide technical advice to the implementation and providing support if bottlenecks appear</li> </ul>

Management objectives	Methods
3. Ensuring that strategic products of GoAL WaSH have good quality and are in line with the purpose of the programme	<ul style="list-style-type: none"> <li>• Ensure that Project Documents (ProDocs), produced for each intervention, contain clearly identifiable outputs and deliverables</li> <li>• Decide which are strategic products/processes for follow-up</li> <li>• Revise and contribute to the quality of strategic products, through available expertise within the wider WGF team</li> </ul>
4. Implementing the GoAL WaSH knowledge management strategy	<ul style="list-style-type: none"> <li>• Identify key products in the ProDoc process, and during follow-up mechanisms</li> <li>• Develop knowledge management products based on the experience and disseminate appropriately</li> <li>• Develop a database with knowledge management products and follow GoAL WaSH contribution</li> <li>• Organize and carry out knowledge management-specific processes (mission to collect information, documentation, etc.)</li> </ul>
5. Diversifying the base of donors to the programme	<ul style="list-style-type: none"> <li>• Monitoring of the financial leverage effect of GoAL WaSH activities</li> <li>• Establishing contact with GoAL WaSH potential donors and partners</li> <li>• Write up and submission of proposals</li> <li>• Continuous networking</li> </ul>

Figure 7: GoAL WaSH management cycle



### Knowledge management

GoAL WaSH believes that having a well-functioning knowledge management strategy is a powerful way to support countries in overcoming bottlenecks for water and sanitation development. It therefore considered the creation, capture, sharing, and dissemination of knowledge as part of its main work.

The knowledge management strategy aims to document and share lessons learned and experiences with the wider water sector, bridging the knowledge gaps. There are different platforms for the GoAL WaSH country focal points to learn from each other and interact – amongst each other and with the SIWI colleagues:

- GoAL WaSH exchanges and global workshop



- Meetings and webinars have been organized with the counties working on similar topics (e.g. tariffs, decentralization) to generate cross learning.
- In 2013, a global GoAL WaSH workshop was held in Stockholm, with all partner countries, to share experience, to exchange knowledge, and to build on the GoAL WaSH network. A report was produced after the workshop.
- Specific knowledge products and reports have been produced based on experiences at the country level (e.g. *WGF Report 7 – The process of developing the water supply and sanitation strategy for emerging towns in Laos*, videos, and animations).

Several outputs – such as books, films, webpages, brochures, etc. – in many different languages have been produced during the life of GoAL WaSH. These outputs are all gathered in a common database hosted by the GoAL WaSH team (see Figure 8), where electronic and physical libraries with all the products also are available. Annex X provides a list of all the 250 knowledge products developed under the programme, extracted from the knowledge management database. This database has also helped to understand how the countries were moving along the different steps of the theory of change, as presented in the Executive summary of the report.

### The GoAL WaSH global workshop

**Figure 8:** Participants in the GoAL WaSH global workshop, on the island of Värmdö outside Stockholm, on 25–29 November 2013



Credit: © Peter Tvärberg

## The cost of the management unit

The GoAL WaSH management team at SIWI was composed mainly of the Programme Manager, and the Project Officer, supported occasionally by other experts within the UNDP–SIWI WGF when required (e.g. for the provision of technical advice to different programmes). This model provided flexibility and efficiency, as the GoAL WaSH countries could draw on an important team of water governance experts when needed, but without having to budget and undertake procurement for each consultation or expert advice.

For a total USD equivalent programming of 5,274,313 at the country level, GoAL WaSH management costs over the ten year period amount to USD 672,457, including the costs of set-up, strategy development, and initial identification of countries. For a total cost of USD 5,946,770, the management costs amount to 11 per cent of the overall cost of the programme.

**Table 18:** Knowledge and information products produced during GoAL WaSH at the global level

Selected Description	Phase: Year	Category <sup>20</sup>	Stage <sup>21</sup>	Explanation
Volume 1 – Country sector assessments, UNDP GoAL WaSH programme	1: 2009	Policy document	1. Understanding the situation	Country sector assessments, Volume 1: Bosnia and Herzegovina, Madagascar, Mali, Paraguay, Sierra Leone, Zambia
Volume 2 – Country sector assessments, UNDP GoAL WaSH programme	1: 2010	Policy document	1. Understanding the situation	Country sector assessments, Volume 2: Djibouti, El Salvador, Mongolia, Nepal, Tajikistan
GoAL WaSH leaflet	1: 2010	Communication/knowledge management	C: Communication/knowledge management	Programme information leaflet
GoAL WaSH phase 1 report	1: 2014	Communication/knowledge management	C: Communication/knowledge management	Programme information brochure

<sup>20</sup> The category of document can be: analysis, awareness raising, communication/knowledge management, database, educational, guidelines, legislation, policy document.

<sup>21</sup> According to the theory of change of the programme.

# ANNEX: LEVERAGE OF FUNDING AND INFLUENCING OTHER PROJECTS

The following table lists all leverage of funding and influencing others projects during the GoAL WaSH programme. The columns include the country, name of project/programme/plan, budget planned, and a description of describe how did GoAL WaSH triggered this investment, how did GoAL WaSH influence this project. Two tables for leverage of funds and influencing are designed from the beginning of GoAL WASH in the country up to 2016 (country programme started at different period of time) and one table from 2016 to 2018.

## Leverage of funding Up to 2016

COUNTRY	PERIOD	NAME OF PROJECT/PROGRAMME/PLAN	BUDGET (USD)	HOW DID GOAL WASH TRIGGER THIS INVESTMENT?
Cambodia	UP to 2016	Community-based Water and Sanitation Intervention of Urban Basic Services Branch, funded by UN-Habitat	5,000	As part of the WaSH Governance Guidelines pilot study, UN-Habitat provided funding for expanding the water pipe system, community awareness raising, and capacity building in a specific village.
Jordan	Up to 2016	Mainstreaming Rio Convention Provisions into National Sectoral Policies in Jordan, funded by the Global Environment Fund (GEF).	1,046,000	The Mainstreaming Rio Convention Provisions into National Sectoral Policies in Jordan is a 3-year GEF-funded, UNDP-supported project commenced in 2016 to link the national environmental management system in Jordan with the global environment. The project selected two major strategies and sectors to develop a roadmap of sustainability during implementing the strategies on the ground. At the early stage of implementation, the project team recognized that Jordan is not prepared for drought events, and there are no measures to lessen its detrimental impacts on the fragile scarce water resources. This lack of systematic policy and programs for drought management had hindered the implementation of Rio project. Accordingly, the GoAL WaSH provided financial and technical assistance for the Government of Jordan and the drought concerned stakeholders to strengthen their capacity in drought management on policy, institutional and technical level. Subsequent to the intervention of GoAL WaSH and the development of the National Drought Policy and Action plan, along with the establishment of the drought management unit at the Ministry of Water, the Rio project succeeded to implement its activities related to mainstream the global environment principles in the drought sector of Jordan.



COUNTRY	PERIOD	NAME OF PROJECT/PROGRAMME/PLAN	BUDGET (USD)	HOW DID GOAL WASH TRIGGER THIS INVESTMENT?
	Up to 2016	Badia Restoration Programme funded by UNDP	1,000,000	The Badia restoration project is a Governmental and UNDP funded and supported project that aims at restoring the degraded natural ecosystem services of the semi-arid Badia region and enhance the vulnerable livelihood resources of the local community. During the implementation, it was recognized that drought in the Badia region is the main challenge that undermine the sustainability of the natural ecosystem services and the livelihoods as well. The GoAL WaSH programme was an effective vehicle to strengthen the drought management system and enable the Badia project to be functioning and address the livelihood challenge.
<b>Kyrgyzstan</b>	Up to 2016	Third Rural Water Supply and Sanitation project, funded by the World Bank	28,000,000	The National Coordination Commission for Water Supply and Sanitation and the new rural statistic reporting – both supported by GoAL WaSH – improved confidence in the sector and provided an evidence base for further investment.
	Up to 2016	Roadmap for Reform of the Drinking Water Supply and Sanitation Sector, funded by the Asian Development Bank	750,000	The roadmap was developed with the support of the Coordination Commission, which was set up with facilitation from GoAL WaSH.
	Up to 2016	Improving Access to Drinking Water and Hygiene and Sanitation Practices in Rural Kyrgyzstan, funded by UNDP and The Coca Cola Company	123,600	Communities that had received capacity development by GoAL WaSH identified needs for rehabilitation of local WaSH infrastructure; 2,770 people (1,360 women and 1,410 men) have benefited from sustainable access to safe water.
	Up to 2016	Improving Access to Drinking Water in Seven Rural Communities in Batken Province, funded by UNDP and The Coca Cola Company (and local government sources)	93,710	Communities that had received capacity development from GoAL WaSH identified needs for rehabilitation of local WaSH infrastructure; 16,720 inhabitants of seven villages (8,220 women and 3,900 children) have benefited from sustainable access to safe water.
<b>Lao PDR</b>	2016-2018	Small-Scale Water Supply and Decentralized Wastewater Treatment Systems (DEWATS), funded by the Nordic Climate Fund	400,000	The project seeks to engage the private sector in enhancing the eco-efficiency of water use, thereby increasing the adaptive capacity to climate change of the target communities. The project was inspired in previous GOAL WASH work and engagement with the government, UNHABITAT and SIWI
<b>Paraguay</b>	Up to 2016	Modernization of the Water Supply and Sanitation Sector, funded by the Government of Paraguay with support from the World Bank	15,000	Six technical units for water supply and sanitation were set up in the Chaco region with support from GoAL WaSH, with the government setting up an additional nine units under this project.

COUNTRY	PERIOD	NAME OF PROJECT/PROGRAMME/PLAN	BUDGET (USD)	HOW DID GOAL WASH TRIGGER THIS INVESTMENT?
	Up to 2016	Demonstration Microprojects in Fuerte Olimpo and Carmelo Peralta Alto, funded by the Government of Paraguay Ministry of Health and Social Welfare  National Sanitation Service, Ministry of Public Health and Social Welfare in coordination with the Directorate of Community and Social Affairs and the Intersectoral Table of Water and Sanitation, Chaco	68,000	GoAL WaSH provided technical assistance, and intercultural and gender approaches, in the implementation of micro-projects to rehabilitate water supply and sanitation systems in four communities in the Chaco region.
Philippines	2016-2018	Feasibility Studies for Bulk Water Supply Projects in Selected Provinces, funded by the National Economic Development Authority Funding Facility	1,560,000	Following the integrated approach on WaSH, the Department of the Interior and Local Government initiated a new project to identify viable water sources for bulk water supply based on the analysis of existing conditions, technology options in system design, and demands of competing sector users (e.g. irrigation and agriculture), with design for bulk water supply systems in three provinces and 29 municipalities.
	2016-2018	WASH integrated into First 1000 days  Programme- Leon Postigo, QC, South Upi, Monreal, Mapanas(+Bobon) / UNICEF. 2018	5,000	Modelling Phased Approach to Total Sanitation in Bobon and Mapanas municipalities in Northern Samar, following the development of the iWASH plans under the GoAL WaSH program. (The budget also includes other areas targeted for the First 1000 Days Program.)
	2016-2018	Strengthened institutional capacities (policies, plans, technical guidance and resources, training) to support National Sustainable Sanitation Plan (NSSP) implementation, funded by UNICEF	2,700	Advocacy and technical assistance on Phased Approach to Total Sanitation (PhATS) and iWASH policy development, technical guidance, and training support.
Tajikistan	Up to 2016	Tajikistan Water Supply and Sanitation project, funded by the Swiss Agency for Development Cooperation, Phase III (December 2017–November 2020)	3,000,000	Results, lessons learned, and outcomes of GoAL WaSH are informing the third phase, which focuses on policy dialogue and coordination towards building an exit strategy for project activities, and support for overall management of rural water supply and sanitation systems.
	Up to 2016	Tajikistan Drinking Water Supply and Sanitation Sector Improving Social Accountability project, funded by the World Bank and implemented by Oxfam GB	800,000	New approaches focusing on empowering consumer groups and good governance mechanisms driven by human-rights-based approaches triggered funding to build, scale up and replicate GoAL WaSH approaches.
	2016-2018	Establishing Transparent and Accountable Water Management at Community Level in Chorbog Village, funded by Global Water Challenge in the framework of the New World Inclusive Human Development Initiative	75,000	Installation of the drinking water supply system in Chorbog village, Hamadoni district enhanced the knowledge of 250 women in efficient water use and safe disposal of wastewater. The project also established a public advisory council

COUNTRY	PERIOD	NAME OF PROJECT/PROGRAMME/PLAN	BUDGET (USD)	HOW DID GOAL WASH TRIGGER THIS INVESTMENT?
<b>Togo</b>	Up to 2016	Emergency Programme for Community Development and Rehabilitation of Small-Scale Drinking Water Supply, funded by the Government of Togo	23,415,700	The study of small-scale drinking water supply systems in semi-urban areas, funded by GoAL WaSH, provided a diagnosis of the status of these systems and proposed a strategy to improve them, leading to investment by the government in this area.
	2016-2018	Emergency Programme for Community Development: Rehabilitation of Small-Scale Water Supply Scheme, funded by the Government of Togo	2,995,000	The GoAL WaSH technical diagnosis and evaluation of actions to be carried out) facilitated funding for this activity from the Emergency Community Development Programme.
<b>Sub-TOTAL in USD</b>	<b>Up to 2016</b>		<b>58,317,010</b>	
<b>Sub-TOTAL in USD</b>	<b>2016-2018</b>		<b>5,037,700</b>	
<b>TOTAL in USD</b>			<b>63 354 710</b>	

### Influencing other projects

GoAL WaSH learnings and outputs (studies, guidelines, methodologies etc.) that have been used in other projects/programmes in the country.

COUNTRY	PERIOD	NAME OF PROJECT/PROGRAMME/PLAN AND MAIN FUNDER	BUDGET (USD)	HOW DID GOAL WASH INFLUENCE THIS PROJECT?
<b>Bosnia and Herzegovina</b>	Up to 2016	UNDP – Municipal economic and environmental governance (MEG)	12,000,000	The tariff-setting methodology developed by GoAL WaSH will be tested in two water utility companies within municipalities. The project covers 18 municipalities and the methodology, with minor revisions, will be applied in all of them. Following a successful first phase, the project will be extended to two additional phases lasting four and three years; this is likely to bring more water utilities into the project.
<b>Cambodia</b>	Up to 2016	Human Rights Contribution of Housing Unit, Housing and Slum Upgrading, funded by UN-Habitat	30,000	The WaSH governance guidelines provided input to this project, which includes a focus on human rights-based approaches.



COUNTRY	PERIOD	NAME OF PROJECT/PROGRAMME/ PLAN AND MAIN FUNDER	BUDGET (USD)	HOW DID GOAL WASH INFLUENCE THIS PROJECT?
<b>Lao PDR</b>	Up to 2016	Mekong Region Water and Sanitation Initiative, funded by UN-Habitat	1,480,000	The first phase of Goal WaSH in Lao PDR focused on developing capacities of water utilities through building a database on design of new infrastructures. Also the strategy document developed under Goal WaSH provides increased focus on emerging towns.
	2016-2018	Enhancing Resilience of Emerging Settlements, funded by the Adaptation Fund	4,500,000	Provides capacity building to participating utilities to bolster the hardware interventions. Utilities benefitting through GoAL WaSH are implementing the project activities.
<b>Kyrgyzstan</b>	2016-2018	Integrated development of Osh Province, funded by UNDP	3,500,000	Information and training materials developed by GoAL WaSH will be used for capacity building in 30 villages in Osh Province.
	2016-2018	The National Statistic Committee	240,000	Dissemination, collection and analyses of the WaSH statistics form developed by GoAL WaSH. The statistical form is mandatory since 2016. Data collection and processing is carried out by the regional statistical departments which are operating under the Law of the Kyrgyz Republic. The system for collecting data is done at three levels: district (form is collecting on this rural level), regional, national.
<b>Kyrgyzstan</b>	Up to 2016	Improving Access to Water Supply, Sanitation and Hygiene in Schools, funded by UNICEF	750,000	Training material developed by the GoAL WaSH was used for staff training in at least 50 schools.
	Up to 2016	Integrated Development of Osh Province, funded by UNDP	3,500,000	Information and training materials developed by GoAL WaSH will be used for capacity building in 30 villages in Osh Province.
	Up to 2016	Osh Area Base Development Programme, funded by UNDP	350,000	Information and training materials developed by GoAL WaSH will be used for capacity building in 12 municipalities in Osh Province.
	Up to 2016	Batken Area Base Development Programme, funded by UNDP	100,000	Information and training materials developed by GoAL WaSH will be used for capacity building in four municipalities in Batken Province.
<b>Madagascar</b>	2016-2018	Development Project, Private Sector and Employment 2017–2018	4,898,612	The management systems developed for infrastructure supported by GoAL WaSH have been used by decentralized water and sanitation technical services and local stakeholders (including NGOs) to establish a harmonized water management scheme and methodology in two regions of southern Madagascar (Androy and Anosy). This harmonized system will be applied in the management of all agricultural water infrastructures in this zone. In addition to the dam set up with GoAL WaSH funding, the PDSPE project has set up two more dams. These infrastructures are managed by local communities.

COUNTRY	PERIOD	NAME OF PROJECT/PROGRAMME/ PLAN AND MAIN FUNDER	BUDGET (USD)	HOW DID GOAL WASH INFLUENCE THIS PROJECT?
	2016-2018	Climate Change Adaptation and Resilience Capacity Development Project, implemented in five regions of Madagascar, WaSH component funded by UNDP and UNICEF (2017–2022)	2,000,000	The technical and socioeconomic studies carried out and the experiences and lessons learned from the implementation of the GoAL WaSH have informed the project activities, e.g. reinforcement of water services in 11 rural communities.
<b>Paraguay</b>	Up to 2016	Dialogues with Indigenous Women of the Chaco Region, funded by collaboration among UNOHCHR, FAO, UNICEF, UNFPA and UN-Women	19,167	GoAL WaSH contributed financial and technical assistance to the dialogues.
	Up to 2016	Strengthening Human Security in four districts of Chaco, funded by UNDP	429,537 (tentative)	GoAL WaSH planned and coordinated various activities, with inputs replicated in additional communities.
<b>Niger</b>	Up to 2016	National Guidelines for Sanitation in Niger, funded by UNDP	50,000 (tentative)	GoAL WASH programme supported the development of national guidelines for sanitation. For the rural level, UNICEF decide to support the component on community-led total sanitation of the national guidelines.
	2016-2018	UNICEF Niger programme 2017–2018	135,000	The sanitation guidelines developed with GoAL WaSH support have been complemented with community-led total sanitation guidelines, which will be implemented throughout the country.
	2016-2018	Water sanitation and hygiene sector program (2016-2030)	1,096,000	Guidelines for the development of local water and sanitation plans, developed with support from GoAL WaSH, have been used by MCF/ PROSEHA in eight regions to develop 80 PLEAS.
<b>Philippines</b>	2016-2018	Assistance to Municipalities Programme, funded by the Department of the Interior and Local Government	162,217	79 municipalities were able to establish their WaSH baselines through conducting integrated WaSH assessments, and 35 local government units were able to develop their iWaSH sector plans.
	2016-2018	Infrastructure investments (construction and/or rehabilitation)		

COUNTRY	PERIOD	NAME OF PROJECT/PROGRAMME/ PLAN AND MAIN FUNDER	BUDGET (USD)	HOW DID GOAL WASH INFLUENCE THIS PROJECT?
<b>Tajikistan</b>	Up to 2016	Tajikistan Water Supply and Sanitation project, funded by the Swiss Agency for Development Cooperation, Phase III (December 2017–November 2020)	5,000,000	Approaches promoted by GoAL WaSH focusing on empowering consumer groups, human rights, good governance mechanisms, and targeted strategies in implementing full-cost recovery tariff schemes ensured funding for this project, which builds and complements the approaches launched by GoAL WaSH.
	Up to 2016	Rural Water Supply and Sanitation Project, funded by the Swiss Agency for Development Cooperation, implemented by the International Secretariat for Water	5,000,000	Methodology for tariff-setting for rural and urban water supply operators and the handbook on consumer rights protection are expected to be used by the project.
	Up to 2016	Japan International Cooperation Agency (JICA) – targeted in Pyanj district, bordering with Afghanistan.	10,000,000	Methodology for tariff-setting for rural and urban water supply operators and the handbook on consumer rights protection are expected to be used by the project.
	2016-2018	Tajikistan Water Supply and Sanitation project, funded by the Swiss Agency for Development Cooperation, Phase III (December 2017–November 2020)	3,000,658	Lessons learned and outcomes from GoAL WaSH form part of this project phase, which focuses on building an exit strategy through policy dialogue and coordination. The project builds in part on GoAL WaSH results to support overall management of water supply and sanitation systems in rural Tajikistan.
<b>Sub-TOTAL in USD</b>	<b>Up to 2016</b>		<b>38,708,704</b>	
<b>Sub-TOTAL in USD</b>	<b>2016-2018</b>		<b>19,532,487</b>	
<b>TOTAL in USD</b>			<b>58 241 191</b>	



## ABOUT THIS PUBLICATION

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# A DECADE OF SUPPORT FOR WATER GOVERNANCE REFORM

## FINAL REPORT OF THE GoAL WaSH PROGRAMME

The challenges of reforming legal and administrative structures in some of the world's most vulnerable states are daunting. How do you support decentralization processes in countries with limited resources and capacities? How do you develop sustainable and affordable tariff systems in impoverished areas? These are some of the issues that the UNDP GoAL WaSH programme has addressed in its decade-long support to local and national-level water governance reforms.

The programme was established in 2008 to accelerate achievement of the water and sanitation Millennium Development Goals (MDGs) and continued towards the fulfilment of the Sustainable Development Goals (SDGs). Fifteen countries have been involved in the programme, which was completed in 2019.

This final report presents the main achievements and lessons learned from the GoAL WaSH programme, which shows how governance support can bring concrete benefits to the countries. The leveraging effect of GoAL WaSH over the last five years - USD 16 leveraged for every USD 1 invested – also demonstrates this. This gap-filling and flexible approach to supporting local and national governance reform, however, continues – under the name of 'GoAL-WaterS' – in relation to water resources and coastal management.



With support from Sweden