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UNICEF Eastern and Southern Africa Regional Office

# WASH THEMATIC REPORT

January–December 2016

Prepared by:

UNICEF Eastern and Southern Africa Regional Office (ESARO)

March 2017

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## ABBREVIATIONS AND ACRONYMS

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AMCOW	African Ministers' Council on Water
ASWA	Accelerating Water and Sanitation for All
BNLSS	Botswana, Namibia, Lesotho, Swaziland and South Africa
CLTS	Community-led total sanitation
CO	Country Office
COAR	Country Office Annual Report
CPD	Country Programme Document
CRAP	CLTS Rapid Assessment Protocol
DE	Development Effectiveness
DFID	Department for International Development (UK)
DHS	Demographic and Health Survey
EMIS	Education Management Information System
ESAR	Eastern and Southern Africa Region
ESARO	Eastern and Southern Africa Regional Office
ECHO	European Commission Humanitarian Aid
GRP	Global and Regional Programme
IM	Information Management
JICSA	Joint Cholera Initiative for Southern Africa
JMP	Joint Monitoring Programme
LCC	Life Cycle Cost
MDGs	Millennium Development Goals
MHM	Menstrual Hygiene Management
MICS	Multiple Indicator Cluster Surveys
M&E	Monitoring and Evaluation
ODF	Open defecation free
PPPs	Public–Private Partnerships
RO	Regional Office
ROMP	Regional Office Management Plan

RP	Regional Priorities
SADC	Southern Africa Development Community
SaTo	Safe Toilet
SDGs	Sustainable Development Goals
SHLS	Sanitation and Hygiene Learning Series
SMR	Strategic Moment of Reflection
TA	Temporary Appointment
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WASH	Water Supply, Sanitation and Hygiene
WASH-NUT	WASH-Nutrition
WiHCFs	WASH in Health Care Facilities
WinS	WASH in Schools



## EXECUTIVE SUMMARY

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Access to safe drinking water, sanitation and hygiene remains a significant challenge and development impediment in the Eastern and Southern Africa Region (ESAR). The United Nations Children's Fund (UNICEF) Eastern and Southern Africa Regional Office (ESARO) Water Supply, Sanitation and Hygiene (WASH) Section continues to provide leadership and technical assistance to twenty one UNICEF country offices (COs) in the Region to improve access to WASH services. This contributes to Regional Priority (RP) 2: *"Reducing stunting to provide opportunities for children to realize their full potential"*. In line with UNICEF's Global WASH Strategy and in support of the WASH Sustainable Development Goal (SDG) goal (Goal 6): *"Ensuring availability and sustainable management of water and sanitation for all"*, WASH programming in ESAR focuses on four programming areas: Drinking Water Supply and Environment; Sanitation and Hygiene; WASH in Humanitarian Settings; and WASH in Institutions.

In 2016, the WASH Section recorded several notable achievements, including:

- **Extensive technical assistance** to countries to support WASH programming in development and humanitarian contexts, primarily: sanitation/ending open defecation programming; WASH institutional strengthening; national sector reviews; private sector partnerships; drought response in southern Africa; refugee crisis response in Uganda.
- **Regional capacity development training** for WASH staff and national partners: at-scale sanitation training; WASH in Emergencies training; ESARO WASH webinar series
- Supported **WASH funds' mobilization**: Dutch Ministry of Foreign Affairs, Directorate General for International Cooperation (DGIS) Water Sustainability; Accelerating Water and Sanitation for All (ASWA).
- **Quality assurance and oversight** to all programming countries.
- **Developed new partnerships**: Public-private partnerships (PPPs) with LIXIL Corporation; coordinating group of WASH regional humanitarian actors and agencies; Joint Cholera Initiative for Southern Africa (JICSA).
- **Generating evidence and providing guidance**: Development of Community-led total sanitation (CLTS) Rapid Assessment Protocol (CRAP) tool, review of databases (i.e. Multiple Indicator Cluster Survey (MICS), Demographic and Health Survey (DHS), MHS and Health Management Information System) to support evidence-based programming; a national sanitation review tool that supports strengthened programming at scale.
- **Capturing learning and good practices**: 12 field notes capturing ESAR best practice in sanitation and four water sustainability products published and disseminated.
- **Cross-sectoral contributions**: WASH-Nutrition (WASH-NUT) toolkit developed, regional reports on WASH in Schools (WinS) and WASH in Health Care Facilities (WiHCFs) completed.

Overall, the WASH Section met the targets of four of the indicators in the Regional Office Management Plan (ROMP) and the reported satisfaction levels on the level of ESARO support to country offices remained very high (3.9 out of 4), based on an annual Client Satisfaction Survey.

In 2017, the WASH Section's responsibilities and accountability will continue to focus on RP 2: *"Reducing stunting to provide opportunities for children to realize their full potential"*. The advent of the SDGs has necessitated some changes, particularly in regard to supporting countries to better position themselves and more effectively monitor progress on the SDGs. Thematic funds remain critical in supporting the delivery of WASH results in the region.

## SECTION 1: STRATEGIC CONTEXT OF 2016

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### 1.1 WASH PROGRAMMING IN ESAR

UNICEF ESAR comprises 21 programme countries: Angola, Botswana, Burundi, Comoros, Eritrea, Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Mozambique, Namibia, Rwanda, Somalia, South Africa, South Sudan, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe. WASH programming (with the presence of WASH staff) is carried out in all countries except Botswana and South Africa.

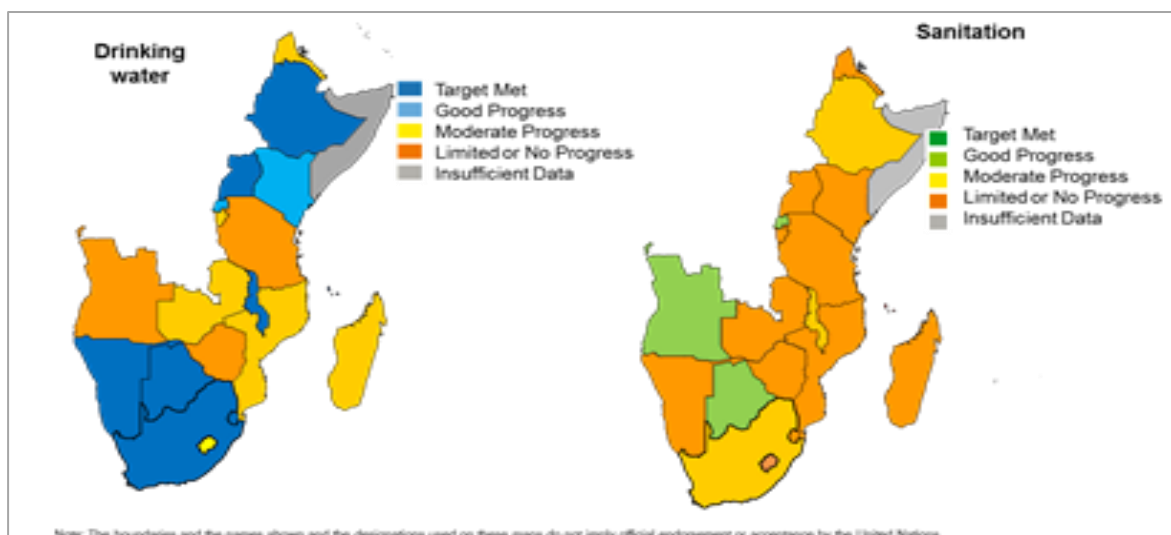
Based on the 2014–2017 ROMP, WASH programming is one of the three focus areas in RP 2: *“Reducing stunting to provide opportunities for children to realize their full potential”*. In this context, WASH programming aims to support prevention of diarrhoea, a major factor in stunting. In line with UNICEF’s Global WASH Strategy, WASH programming in ESAR focuses on four programming areas: (1) Drinking Water Supply and Environment; (2) Sanitation and Hygiene; (3) WASH in Humanitarian Settings; and (4) WASH in Institutions. This is geared towards achieving the WASH SDG goal (Goal 6): *“Ensuring availability and sustainable management of water and sanitation for all”*.

### 1.2 TRENDS IN ACCESS TO WASH IN ESAR

Women and children require sustained access to water, sanitation and hygiene to survive, thrive and develop. In ESAR, whether in rural or urban contexts, this means during times of vulnerability, shocks and stresses as well as during periods of stability and growth. WASH is important in its own right but it is also necessary for child and maternal health; child and adolescent nutrition and quality the education for all. Girls and women are particularly affected by poor WASH, as are people living with disabilities and those displaced due to humanitarian crisis.

#### 1.2.1 PROGRESS TOWARDS MEETING THE MILLENNIUM DEVELOPMENT GOALS (MDGS)

The 2015 report by the Joint Monitoring Programme (JMP), which is tasked with monitoring progress on water and sanitation, contained both the 2015 Update and also the MDGs assessment, which showed progress on water and sanitation over the last 25 years. The report showed ESAR made significant progress in access to improved water and sanitation access since 1990. However, as a region, ESAR did not meet its MDG targets for both drinking water and sanitation. While no ESAR country achieved the global MDG targets for sanitation, seven countries (Botswana, Malawi, Namibia, South Africa, Swaziland and Uganda) achieved them for water.



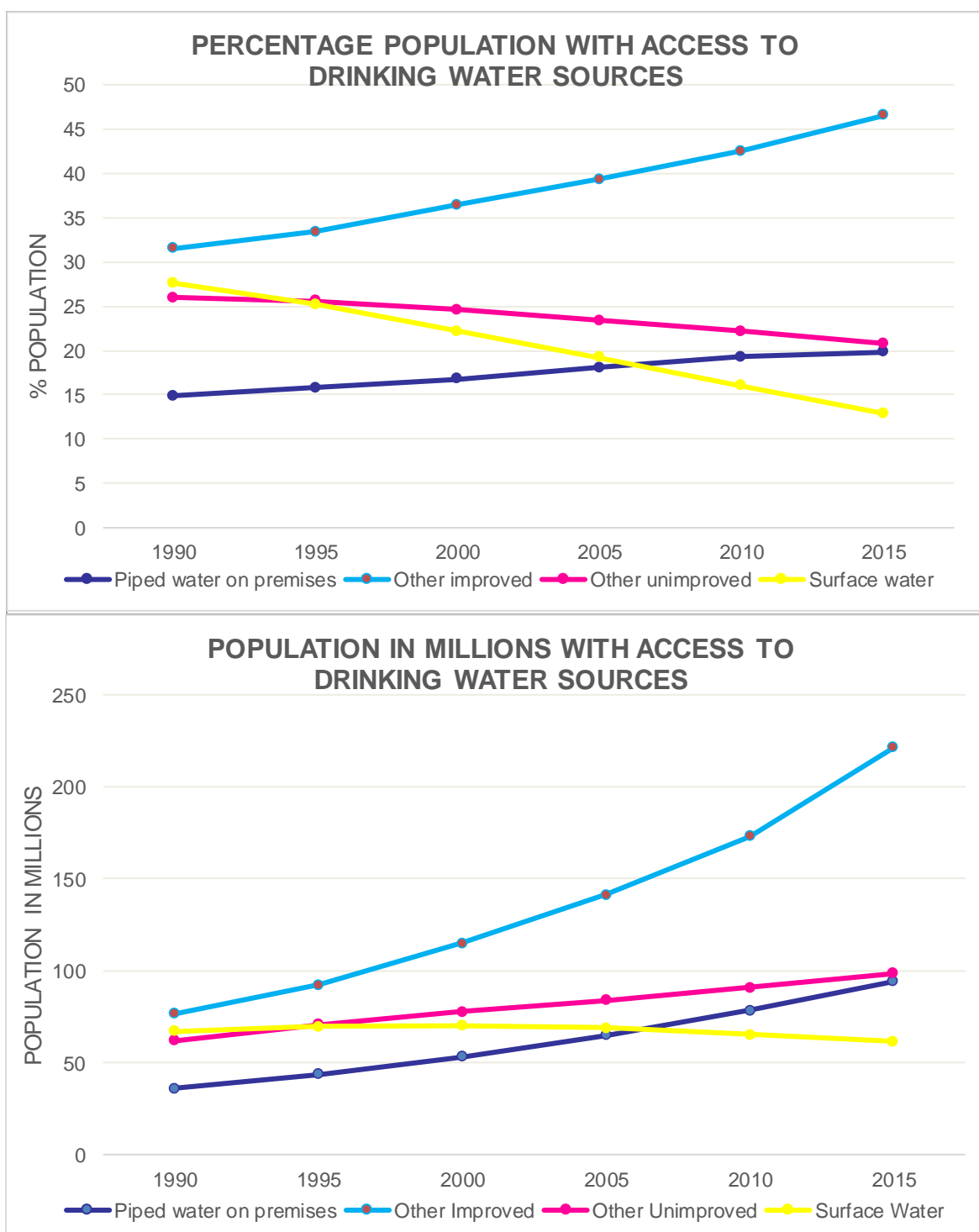
**Figure 2: WASH MDG assessment in ESAR**

### 1.2.2 DRINKING WATER

At the end of the MDG era, the proportion of the population in ESAR with access to improved drinking water was 66 per cent. Over 200 million more people have gained access to improved drinking water sources compared to levels in 1990. In the last five years alone, over 46 million people had access to improved drinking water sources. All the countries in the region have increased their levels of population with access to improved water, with the highest increases recorded in Ethiopia (50.4 million), Uganda (24.6 million), Kenya (19.5 million) and South Africa (19.4 million). This positive trend is mainly the result of growing access in other improved water sources such as protected wells, protected wells, standpipes, boreholes and rainwater collection. Botswana and South Africa have more than 70 per cent of their populations with access to water from pipes on premises, while there is extensive use of other improved sources (more than two-thirds of the population) in Malawi, Uganda, Burundi and Rwanda. Surface water is most extensively used in Angola (by 31 per cent of the population), South Sudan (24 per cent), Madagascar (22 per cent) and Kenya (22 per cent).

However, the population using unimproved sources has also increased by over 30 million people since 1990. Only five ESAR countries – Malawi (3.7 million), South Africa (2.7 million), Uganda (2.0 million), Namibia (0.2 million) and Swaziland (0.2 million) – have reduced their absolute numbers of population using unimproved water sources. With 11.5 million more people using unimproved drinking water sources, Tanzania, by far, has the highest increase of people using unimproved sources, followed by Angola (6.4 million) and Mozambique (4.5 million). Compounded by population increase, still close to **160 million people** in the region, almost **90 per cent of them in rural areas**, are without access to improved drinking water sources.



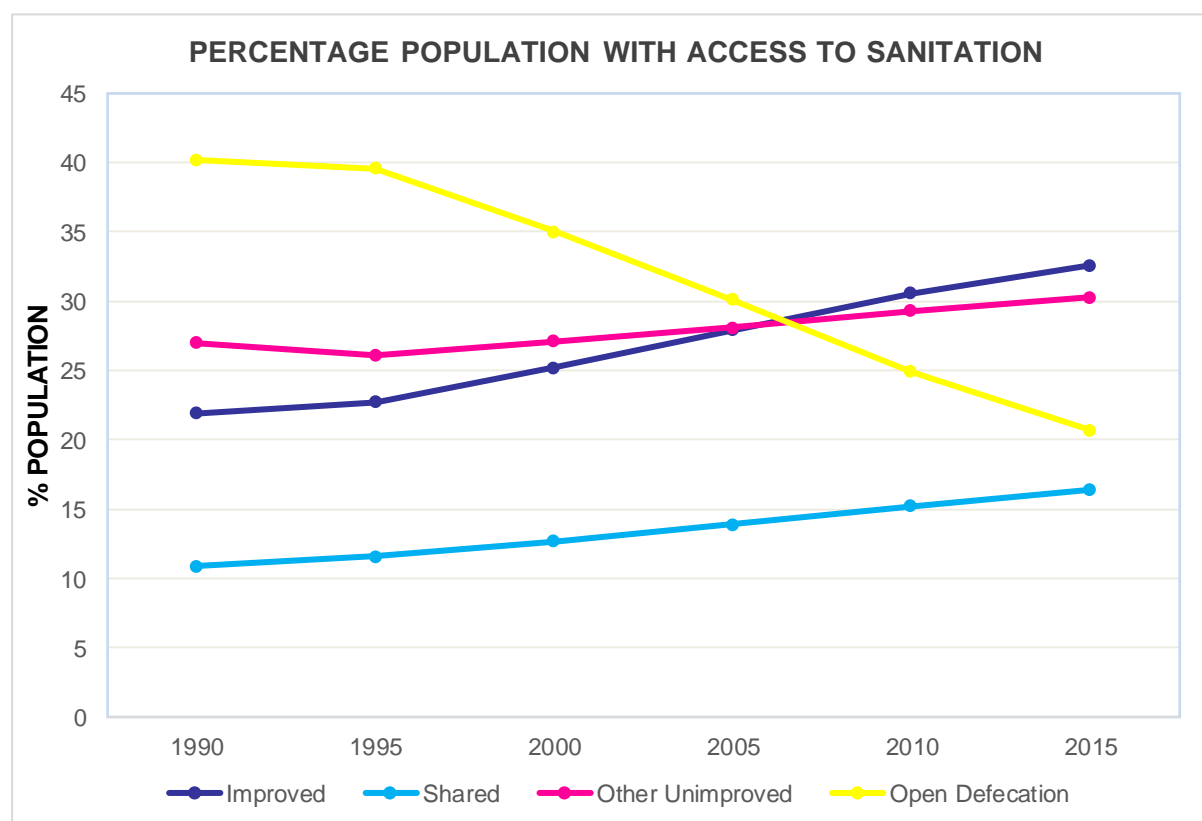


**Figure 3: Access to drinking water in ESAR**

### 1.2.3 SANITATION

At the end of the MDG era, the proportion of the population in ESAR with access to improved sanitation was 33 per cent. Since 1990, 100 million people in the region gained access to improved sanitation. All the ESAR countries have increased their numbers of population using improved sanitation, with the greatest increases recorded in Ethiopia (26.5 million), South Africa (16.6 million), Angola (9.5 million) and Kenya (8.3 million). However, the population using unimproved sanitation has also increased by over 130 million people since 1990. Only two countries – Botswana (0.9 million) and Rwanda (0.4 million) – have

reduced the number of people using unimproved sanitation. The highest increases in the population using unimproved sanitation were recorded in Ethiopia (24.4 million), Tanzania (20.3 million), Uganda (17.3 million) and Kenya (15.0 million). **320 million people** in the region, almost **76 per cent of them in rural areas**, use unimproved sanitation. The highest numbers are in Ethiopia (71.2 million), Tanzania (44.2 million), Kenya (32.7 million) and Uganda (32.5 million).



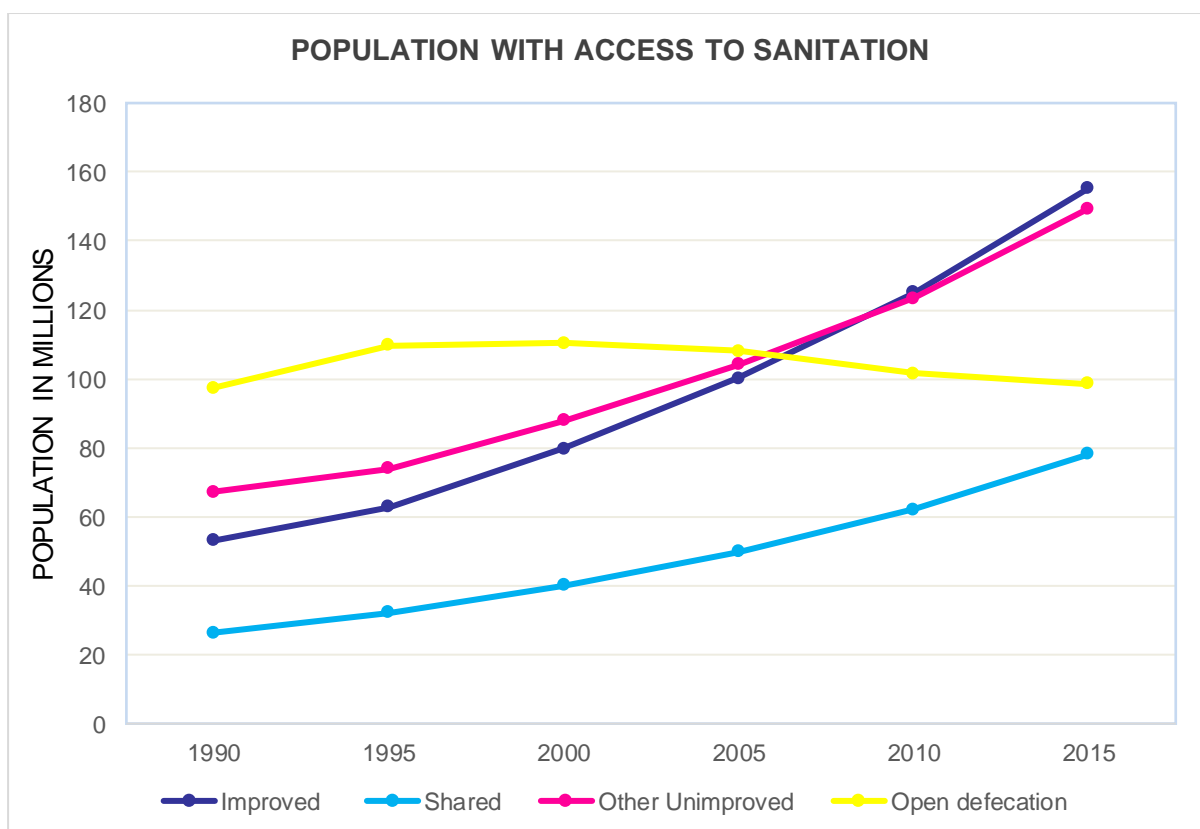


Figure 4: SANITATION TRENDS IN ESAR

#### 1.2.4 OPEN DEFECTION

Open defecation has a specific focus in the development goals and thus is reflected in the UNICEF regional goals as well. Overall, open defecation in the region has declined by **20 percentage points since 1990**, with Ethiopia showing the highest decline (even globally) by 64 percentage points. However, still more than **100 million people** in the region practice open defecation, an increase of about **1 million people** since 1990. The practice is most rampant in Eritrea (77 per cent) and South Sudan (74 per cent). More than 90 per cent of people practising open defecation in the region still live in **rural areas**.

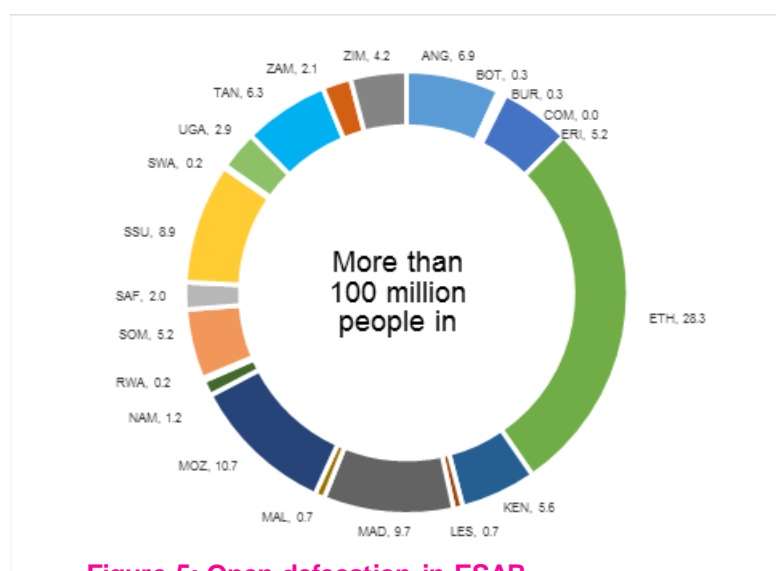


Figure 5: Open defecation in ESAR

In absolute numbers, while the population practising open defecation in rural areas has reduced by about 200,000 people since 1990, it has increased by over 1.2 million in urban areas. Ethiopia, South Africa and Malawi have made the greatest strides in reducing the absolute numbers of their population practising open defecation in the region. The highest increases in the numbers of population practising open defecation are seen in Uganda, Madagascar, Eritrea and Mozambique. Overall, some effort has been made in reducing open defecation in the region. However, population growth has increased the numbers of people practising open defecation. The focus on eliminating open defecation should continue to be in rural areas, where more than

90 per cent of the population practising it live. However, poor urban areas (as shown by the increase in absolute numbers) pose a new challenge that should not be neglected.

### 1.2.5 HYGIENE

Handwashing with soap (HWWS) is used as a proxy to monitor hygiene; however, data on HWWS in the region is very limited. In monitoring the MDGs, HWWS was not monitored as a routine indicator. Thus, the data collated by JMP so far on HWWS has relied on other sources, mostly DHS. Based on available data from 10 countries in the region, an average population of 15 per cent in the region practice handwashing with soap in households. While a more comprehensive data set is required, this existing data is indicative of the low prevalence of HWWS in the region.

**Table 1: Prevalence of HWWS in ESAR**

	Urban	Rural	National
Burundi	20	4	5
Comoros	19	15	16
Ethiopia	4	0	1
Malawi	7	2	3
Mozambique	20	7	11
Namibia	61	31	47
Rwanda	6	1	2
Uganda	13	7	8
Zambia	24	5	13
Zimbabwe	40	17	25
<b>Average</b>	<b>21</b>	<b>9</b>	<b>15</b>

### 1.2.6 WASH IN INSTITUTIONS

WASH in Institutions primarily focuses on two programming areas: WASH in Schools (WinS) and WASH in health care facilities (WiHCFs). Programming in institutions is very limited in ESAR but will now gain momentum with our cross-sectoral work with the Health and Education Sections. Further, UNICEF now has an expanded mandate to monitor indicators related to WinS and WiHCFs due to the expanded SDG targets. For WiHCFs, only some scoping assessments were done in 2016, which are reported on later. Comparatively, monitoring WASH coverage in schools has been more systematic and elaborated in ESAR. The available data indicate regional averages of 60 per cent for adequate water supply in schools, 51 per cent for adequate sanitation, and 31 per cent in the proportion of schools with handwashing facilities.

### 1.2.7 GENDER IN WASH PROGRAMMING

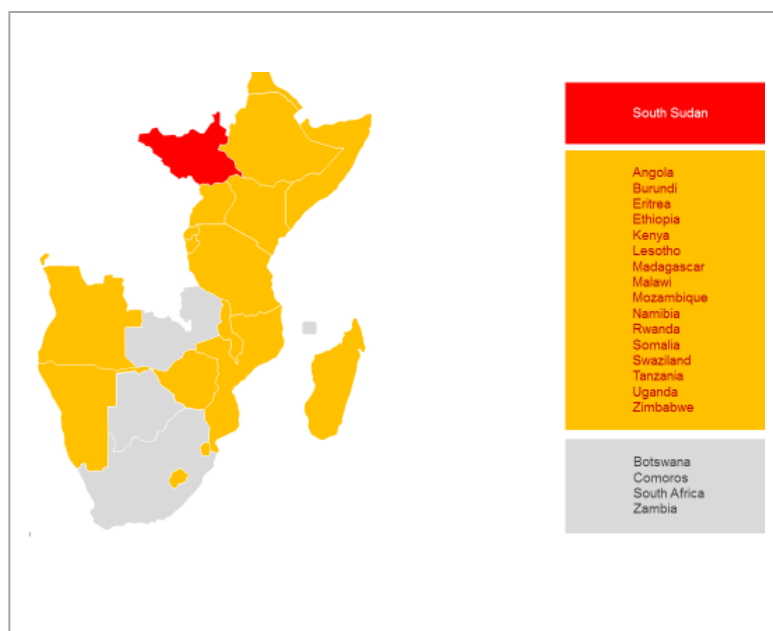
Lack of access to WASH affects women and children disproportionately, due to both biological and cultural factors. They spend a great deal of time each day queueing for public toilets or seeking secluded spots to defecate, putting them at risk for sexual and other violence. Women are twice as likely as men to fetch water: time that cannot be spent on more productive economic or social uses. In addition to meeting women's specific practical needs, WASH is also essential for their social and economic development, contributing towards gender equality and the realization of their rights. To achieve these goals, decision makers need to address the persisting inequalities between women and men, embracing the human rights principles of equality and non-discrimination to ensure universal access to water and sanitation for all women everywhere<sup>1</sup>

<sup>1</sup> Satterthwaite M et al (2012) *JMP Working Group on Equity and Non-discrimination final report*. JMP.

Mainstreaming gender in WASH programming is ongoing with further strengthening in 2017 and beyond. WASH in Institutions is a key point of entry for WASH-related contributions to gender equality and the empowerment of girls. UNICEF encourages the construction of private, gender-separated sanitation, washing and menstrual hygiene management (MHM) facilities for girls in schools, while ensuring that national standards are based on gender-aware criteria. In health care facilities, initiatives to improve WASH practices focus on improving the safety and dignity of childbirth. WASH in Institutions is also at the forefront of UNICEF efforts to ensure access to WASH for children with disabilities.

### 1.2.8 WASH IN HUMANITARIAN SETTINGS

During 2016, ESAR faced multiple humanitarian crises, including cyclical drought and flooding, epidemics, cyclones, acute malnutrition, migration, insecurity and conflict. The 2015/16 El Niño-induced drought was the worst to hit southern Africa in 35 years. Angola, Lesotho, Madagascar, Malawi, Mozambique, Swaziland and Zimbabwe were the most affected countries. Malawi and Mozambique were also subject to severe flooding in parts of the country. The El Niño event caused a lack of access to clean water and basic sanitation for more than 4 million people.



Red represents Level 3 emergency; orange represents emergency context

**Figure 6: Emergencies in ESAR countries in 2016**

El Niño-related weather events affected several countries in the region, with the World Health Organization reporting cholera and acute watery diarrhoea outbreaks in Kenya, Uganda, Tanzania, Ethiopia and South Sudan. In 2015, an estimated 12.4 million people were internally displaced by violence and conflict, with South Sudan being among the top 10 countries for populations displaced by violence and conflict. Whenever such migration and displacements take place, provision of emergency WASH services become a necessity.

## 1.3 STRATEGIC POSITIONING OF WASH PROGRAMMING IN ESAR IN THE SDG ERA

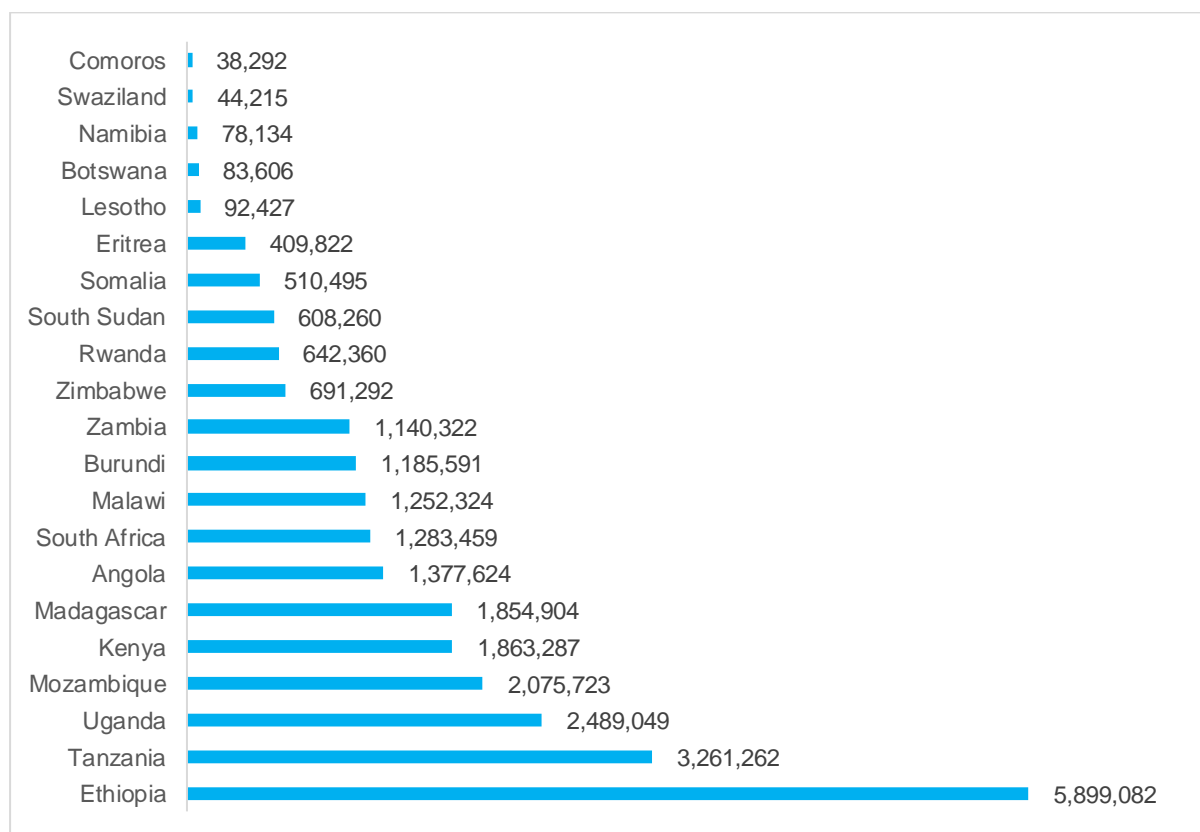
### 1.3.1 WASH priorities and Strategies

Given the challenges outlined in the section above and in striving to contribute to RP 2 as well as SDG 6, the ESAR primary strategic WASH priorities include:

- Developing national strategies and district/county-level road maps and increasing resource allocations for implementation of community led total sanitation (CLTS) for the reduction of open defecation and sustainable behaviour change related to hygiene.
- Developing national strategies and district/county-level road maps and increasing resource allocations for initial and recurrent service delivery costs to increase access to sustainable water services.

- Establishing operational monitoring systems and introducing innovative management/support models and associated financing strategies to ensure the sustainability of water and sanitation services.

These priorities are encompassed within RP 2, which recognizes increasing evidence related to the links between WASH and stunting and aims to encourage collaboration between WASH and Nutrition and seek opportunities for synergistic programming.



**Figure 7: Number of stunted children in ESAR**

The **key strategies** included within the ESAR WASH programming include:

- **Policy advocacy** for evidence-based national policy and legislation development and social accountability, as well as strategies, plans and budgets that prioritize adequate Infant and Young Child Feeding practices, Community Management of Acute Malnutrition, water sustainability and CLTS.
- **National, regional and continent-wide partnerships** to leverage resources for scaling up proven effective nutrition interventions and CLTS.
- **Inter-sectoral and inter-agency partnerships** to leverage capacities for consistent and secure access to displaced and conflict-affected communities.
- **Communication for Development (C4D)**, focusing on evidence-based communication for behaviour and social change supporting exclusive breastfeeding in the first six months of life accompanied by quality complementary feeding of older infants and young children.
- **Evidence generation and knowledge-sharing** on key determinants of exclusive breastfeeding and complementary feeding, and regarding the adoption of total sanitation and hygiene practices. Testing innovative management models and financing strategies for water service sustainability for scale-up.



- **Capacity development** of community workers, local government staff and CLTS facilitators.

### 1.3.2 WASH PROGRAMMING IN THE SDG ERA

WASH underpins many of the SDGs. Within the 17 Goals, UNICEF's priority cross-sectoral interventions to improve child health, welfare and development will include: WASH in education (SDG 4) and health care facilities (SDG 3), menstrual hygiene management (MHM) and other interventions focusing on women and girls (SDG 5), targeted sanitation and hygiene interventions in support of programmes to reduce malnutrition (SDG 2) and to end child poverty (SDG 1), and sectoral interventions to protect children and women from violence and indignity (SDG 16). WASH inputs also contribute towards the achievement of other SDG goals and targets, including sustainable cities (SDG 11), reduced inequalities between and within countries (SDG 10), environmental protection and climate change (SDG 13) and decent working conditions (SDG 8).

However, SDG 6 – “**Ensure availability and sustainable management of water and sanitation for all**” – is largely seen as WASH's core. UNICEF's central responsibility is targeting priority WASH interventions in households and institutions, with two overarching objectives, which align with the first two SDG 6 targets:

- 1. By 2030, achieve universal and equitable access to safe and affordable drinking water for all.*
- 2. By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.*

The SDG WASH targets are very ambitious and entail new challenges that need to be quickly addressed. The introduction of a new service level – ‘safely managed’ – clearly spells out the ambition. This has wide implications not only for service provision but also on monitoring and staff expertise. This is further compounded by increased focus on WinS, WiHCFs and Hygiene. The SDG targets also call for more disaggregation of data to monitor inequalities, such as wealth quantiles, national/subnational, rural/urban, gender, disability, etc. Overall, the new data requirements are huge and will require some internal reorientation as well as wider partnerships in order to achieve the UNICEF WASH mandate.

SDG ambition	<b>Safely managed</b> Drinking water from an improved source which is located on premises, available when needed and free of faecal and priority contamination	<b>Safely managed</b> Use of an improved sanitation facility which is not shared with other households and where excreta are safely disposed in situ or transported and treated offsite.
	<b>Basic</b> Drinking water from an improved source provided collection time is not more than 30 minutes for a roundtrip including queuing	<b>Basic</b> Use of an improved facility which is not shared with other households
	<b>Limited</b> Drinking water from improved sources which require over 30 minutes for a roundtrip including queuing	<b>Limited</b> Use of an improved facility which is shared between two or more households
	<b>Unimproved</b> Drinking water from unprotected dug wells or unprotected springs	<b>Unimproved</b> Use of pit latrines without a slab or platform, hanging latrines and bucket latrines
	<b>No service</b> Drinking water from a river, dam, lake, pond, stream, canal or irrigation channel	<b>Open defecation</b> Human faeces disposed of in fields, forest, bushes, open bodies of water, beaches or other open spaces or disposed of with solid waste
MDG continuity		

**Figure 8: Ladders for monitoring WASH SDG targets**

In this vein, UNICEF published its Global WASH Strategy 2016–2030, which is well aligned with addressing the challenges in SDG era. The Strategy has a clear vision and outline that supports WASH programming in the SDG era. Of great support also is the JMP, which already in 2016 had developed indicators and modalities for tracking the progress of the SDG targets. Baselines have been completed and are now being verified by national governments.

## SECTION 2: PROGRAMME RESULTS

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### 2.1 SANITATION AND HYGIENE

Based on the ESARO WASH work plan for 2016, the Sanitation and Hygiene Programming Area had two key deliverables and five activities aimed at eliminating open defecation and improving access to improved sanitation, centred around the CLTS approach. All activities were completed and hence deliverables achieved.

#### HIGHLIGHTS

- Development and implementation of CRAP tool, Open Defecation Free (ODF) Protocols and Post-ODF interventions to enhance sanitation programming at scale in an effort to eliminate open defecation.
- Sanitation and Hygiene Learning (SanLearn) workshop to share knowledge and experiences from the Sanitation and Hygiene Learning Series (SHLS)
- Innovative PPP with LIXIL Corporation aimed at moving populations up the sanitation ladder

#### 2.1.1 CLTS AT SCALE

ESARO continued to provide technical support to countries aimed at **eliminating open defecation** in the region. UNICEF is taking the lead in supporting national governments and UNICEF COs to develop ODF protocols, post-ODF interventions and other appropriate sanitation strategies. In 2016, focus continued to be on the eight high-priority countries in terms of open defecation in the region, i.e. Ethiopia, Madagascar, Eritrea, Mozambique, Uganda, Kenya, Somalia and Zimbabwe. Focus also was given to the BNLSS (i.e. Botswana, Namibia, Lesotho, Swaziland and South Africa) group of countries with high incidences of open defecation, particularly Namibia, Lesotho and Swaziland. These countries also have limited human resource capacity in sanitation and hygiene programming, so CLTS programmes have not reached the scale and success desired despite a degree of Government buy-in at the national level. In countries like Ethiopia, Kenya and Madagascar, there is now a greater focus on developing post-ODF interventions to lessen slippage to open defecation practices.

To help achieve rural sanitation programming at scale, the **CRAP tool** was developed. This tool was developed in collaboration with the CLTS Foundation with the aim of supporting rapid assessment of the practice of CLTS at scale. It is a diagnostic tool to assess the status and quality of CLTS by reviewing the present practice of CLTS at national, subnational (regional/district) and community levels in a quick and comprehensive manner, using participatory approaches. It is available in a brief technical note available at: <https://unicef.sharepoint.com/teams/ESAR/Programmes/CRAP%20Tool%20Technical%20Note.pdf> and as a detailed report (Kar et al., 2017), to be published shortly. Participants in the SanLearn Workshop were introduced to and trained in using this tool. In 2016, the tool was applied in four ESAR countries: Ethiopia, Uganda, Burundi and Eritrea. Ethiopia and Uganda shared preliminary findings from their experiences of using the tool at the SanLearn Workshop.

The most successful **handwashing** promotion programmes in the region appear to be those in which HWWs is promoted as part of the CLTS triggering process. The UK Department for International Development (DFID) has accepted this implementation strategy as an acceptable means of promotion and now considers communities triggered as 'reached' by hygiene promotion messaging in several WASH programmes in the region that they fund. The presence of handwashing facilities available with soap and water is used as a proxy indicator in most country programmes. Some country programmes include mass media

strategies for handwashing promotion, normally combined with community-level interventions, but the effectiveness of these remain largely unknown, often because of the lack of a baseline or effective monitoring framework.

## 2.1.2 KNOWLEDGE, LEARNING AND CAPACITY-BUILDING

**Sanitation and Hygiene Learning Series (SHLS):** The SHLS was expanded to 12 topics to improve knowledge of best practices and lessons learned in sanitation and hygiene. In 2016, the focus was on packaging, publishing and disseminating the SHLS. The SHLS was packaged in the form of field notes that are now available from the UNICEF ESARO website.

In May 2016, the region-wide SanLearn Workshop was held for Government and UNICEF staff involved in knowledge generation for the SHLS, to share their experiences and disseminate the findings from the SHLS. A total of 28 participants from 12 participating COs attended. The countries that participated were Angola, Eritrea, Ethiopia, Kenya, Lesotho, Mozambique, Malawi, Namibia, Somalia, Zambia and Zimbabwe. Two countries from the UNICEF West and Central Africa region – the Gambia and Guinea Bissau – also sent participants for cross-learning. In addition, two region-wide webinars coordinated from ESARO webinars were held to disseminate the SHLS findings.

### Sanitation and Hygiene Learning Series Field Notes

1. [Using Social Norms Theory to Strengthen CLTS in Southern Madagascar](#)
2. [Sustainability of ODF Practices in Kenya](#)
3. [First Steps Towards Sanitation Marketing in Ethiopia Using a Human Centred Design Approach](#)
4. [Mobile Phone-Based Hygiene and Sanitation Promotion in Somalia](#)
5. [Real-Time Monitoring of Rural Sanitation at Scale in Zambia Using Mobile-to-Web Technologies](#)
6. [Sanitation in Small Towns: Experience from Mozambique](#)
7. [Going Beyond ODF: Combining Sanitation Marketing with Participatory Approaches to Sustain ODF Communities in Malawi](#)
8. [Micro-Planning for CLTS: Experience from Kenya](#)
9. [Evaluation of the SOPO School Handwashing Promotion Programme: Nyanza and Rift Valley Provinces, Kenya](#)
10. [Triggering Handwashing with Soap in CLTS: Insights on What Works from Malawi](#)
11. [CLTS in Fragile and Insecure Contexts: Experience from Somalia and South Sudan](#)
12. [Key Findings of a Sanitation Supply Chains Study in Eastern and Southern Africa](#)



Report available at:  
[https://unicef.sharepoint.com/teams/ESAR/Programmes/SanLearn%20Workshop%20Report%20\(2\).pdf](https://unicef.sharepoint.com/teams/ESAR/Programmes/SanLearn%20Workshop%20Report%20(2).pdf)

**Analysis of unimproved sanitation:** About 30 per cent of the population in ESAR countries have sanitation facilities but these sanitation facilities do not ensure hygienic separation of human excreta from human contact. These facilities include pit latrines without a slab or platform, hanging latrines and bucket latrines. In 2016, ESARO led the analysis of this category of unimproved sanitation in selected countries in the region so as to develop a more detailed picture and identify potential bottlenecks and strategies to move households up the sanitation ladder. Analysis was completed for Comoros, Kenya, Malawi, Uganda and Tanzania.

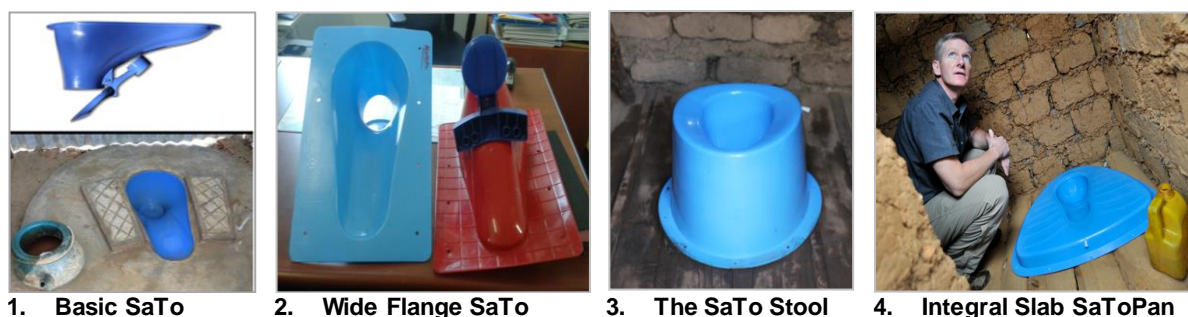


**Mobile-to-web monitoring of sanitation:** Several COs have experience of mobile-to-web monitoring systems for sanitation programmes, such as CLTS monitoring in Zambia and Kenya. ESARO is investigating and documenting these experiences to build a basis on which to advise on the most effective approaches more widely.

### 2.1.3 INNOVATIVE SANITATION PARTNERSHIPS

In 2016, ESARO and the UNICEF Supply Division continued supporting an ongoing initiative to provide guidance to UNICEF COs on how to engage with the private sector on sanitation, beyond the traditional sanitation marketing approach. ESARO's PPP with LIXIL is part of this broader initiative. In this initiative, UNICEF and LIXIL Corporation have teamed up in east Africa to develop and test latrine products targeted at rural/peri-urban households. The collaboration to date has consisted of market research, field trials of three products and supply chain development in Rwanda, Uganda and Kenya.

The partnership is unique in that it is non-monetary and has been based on leveraging of the strengths of the public sector – such as Government relationships, field presence and knowledge and demand creation activities (i.e. CLTS and health promotion) – in exchange for the strengths of the private sector, including state-of-the-art product development and marketing expertise. So far, four different products under the SaTo (safe toilets) brand have been developed, tested and installed in three countries. The results have been encouraging and suggest a huge latent demand for sanitation upgrading in east Africa. More on this and other PPPs are expected in 2017.



**Figure 9: LIXIL sanitation products**

## 2.2 DRINKING WATER SUPPLY

Based on the ESARO WASH Work Plan for 2016, the Drinking Water Supply Programme Area had two key deliverables and two activities aimed at enhancing sustainable access to drinking water services. All activities and deliverables were completed as planned.

### HIGHLIGHTS

- Development and implementation of FundiFix, a new model to promote rural water sustainability in Africa
- Review on supported self-supply, a complementary approach to rural water supply

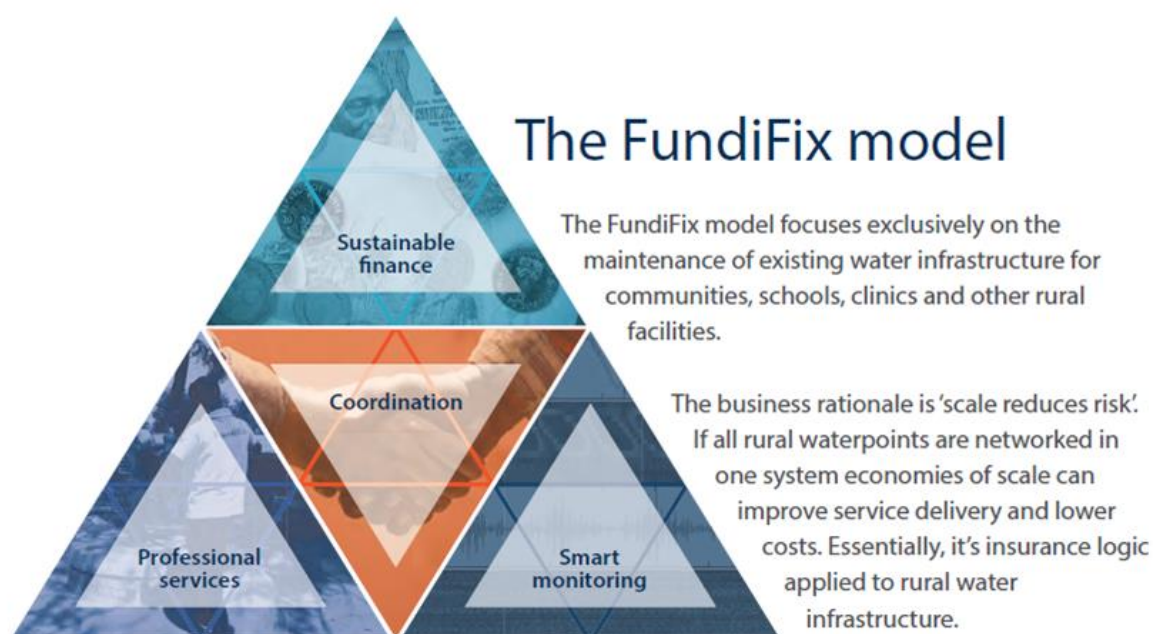
### 2.2.1 PROMOTING SUSTAINABILITY IN RURAL WATER SUPPLY

While some county programmes continue to implement large-scale water infrastructure projects, including borehole drilling, piped water supply systems and water treatment works, over the past decade there has been increasing focus on the sustainability of services and systems strengthening. Sustainable rural water services, in particular financial sustainability,

have become a major challenge for national governments and the development community in ESAR.

Sustainability checks were introduced in the Netherlands-funded regional WASH initiative commencing in 2006 and have been rolled out in some countries. UNICEF has supported the introduction of innovative management models for rural water service delivery (including PPPs) in some countries such as Kenya, Rwanda and Uganda, and ESARO has been at the forefront of testing and analysing such experiences. If the SDG target for water supply is to be met in the region, new implementation and financing models and strategies are required, especially for rural water services. Given the increased focus on water safety within the SDGs there is also a need to strengthen this aspect of UNICEF programming, which has not been prioritized in recent years.

In 2016, water sustainability models developed in collaboration with Oxford University were tested in Ethiopia, Uganda, Zimbabwe and Kenya. One of these models is the FundiFix, a new model to promote rural water sustainability in Africa. This research collaboration developed a replicable model for the sustainable delivery of rural water services, implemented a pre-payment system to underpin the model, and investigated health and burden impacts related to hand-pump functionality. The development and testing work has mainly been done in Kenya, in collaboration with UNICEF Kenya Co. The aim is to replicate this model in other countries in ESAR, with testing already under way in Uganda.



**Figure 10: FundiFix model**

Even at this initial stage of model testing and implementation, several significant **results have been achieved** from Kitui County in Kenya, where development and testing was initially done. These include the following:



- This private maintenance service provider model reduced downtimes to an average of 0.9 days per repair, down from 27 days previously, benefiting around 6,000 people;
- 30 per cent of handpumps were registered for the maintenance service;
- There was collection efficiency of 81 per cent of user payments, covering 20 per cent of local operating costs;
- A Water Services Maintenance Trust Fund for Kitui County has been set up, and will continue supporting the maintenance service provider through results-based payments; and
- A water audit of other improved water infrastructure provided the basis for expanding the business model and maintenance services to small piped water schemes in the subcounty. Eight out of 10 piped schemes expressed their interest in subscribing to a professional maintenance service.

**Learning was shared** more widely across ESAR countries, with a Government delegation from Zimbabwe visiting the research area, a working paper shared with ESAR COs and results presented at two international conferences, as well as at UNICEF ESARO and global WASH network meetings. Notably, *The Economist* picked up the FundiFix model and other approaches in its March 2017 issue, underscoring the relevance of this collaboration: <http://www.economist.com/news/middle-east-and-africa/21717766-new-technology-uses-big-data-keep-taps-flowing-innovative-cure>

### 2.2.2 Self-Supply: A complementary approach to rural water supply

If the SDG target for water supply is to be met in the region, new implementation and financing models, approaches and strategies are required, especially for rural water services. Self-supply is one of those alternative approaches. In self-supply, people provide water for themselves, with incremental improvements. This approach is characterized by strong ownership, which answers a lot of questions on sustainability, but some level of support may be required for poor households.

In 2016, ESARO and the Swiss Resource Centre and Consultancies for Development published a review on *Self-supply and its support services in African countries: With findings from Zambia, Zimbabwe and Malawi*. This review has assisted these countries to develop flexible sector strategies incorporating a range of service delivery models for rural water supply. The full report is available on the ESARO website: [https://www.unicef.org/esaro/UNICEF\\_ESARO\\_Review\\_Supported\\_Self-supply\\_-\\_Synthesis\\_Report.pdf](https://www.unicef.org/esaro/UNICEF_ESARO_Review_Supported_Self-supply_-_Synthesis_Report.pdf). In addition, ESARO coordinated a region-wide webinar in May 2016 to share this findings to ESAR WASH staff and partners.

The **key highlights** from this review are as follows:

#### **Reach and benefits:**

- Benefits reported from having access to self-supply water sources include convenience, less time spent fetching water, and access to more and better quality water. In some areas, self-supply sources offer important added values such as water for productive use, income-generation, family safety and improved food security.
- The sustainability of services from self-supply is high because there is strong ownership on the part of people investing in their own sources.
- As self-supply sources are shared sources, many people (including poor and vulnerable households) benefit from investments in self-supply, often at no cost. This means that self-supply can be effective in reaching hard-to-reach populations.
- For millions of people in rural areas of Africa, supported self-supply will be the most cost-effective service delivery model to provide access to safe water. This also includes those

parts of the population that, for example, have poor access as they cannot afford water from communal supplies.

- However, in areas where external support for self-supply is lacking, only marginal improvements can usually be achieved and the quality of services is lower than in areas where a dedicated support effort was made.

### **Costs and business model:**

- In many rural contexts, supported self-supply is the most cost-effective approach for water service delivery. However, as it is not applicable in all contexts, a blended approach combining communal water supply and supported self-supply models is also advantageous.
- Based on a Life Cycle Cost (LCC) analysis of different service delivery approaches, the LCC for communal supplies are about US\$40/capita served in the study countries, whereas the LCC for supported self-supply is about US\$10/capita.
- In sparsely populated areas, communal supplies (e.g. handpumps) are even more costly (up to 100 US\$/capita served) as only few people can be served with one additional unit. Serving all rural people with communal supply is therefore not financially viable.
- Considering the applicability of self-supply technologies, in Zambia and Zimbabwe the cost saving of following a blended approach using both communal supplies and supported self-supply is almost 50% of the total LCC for reaching 100% of the population by 2030. These cost savings are equivalent to more than US\$330 million in Zambia and more than US\$260 million in Zimbabwe.

### **Support services needed:**

- Supported self-supply is a service delivery model putting support services in place to improve self-supply, so it is not about a particular technology.
- Supported self-supply is aligned with the Human Rights to Water and Sanitation, which allows a progressive realization of the universal access to safe water. However, supported self-supply is not a way to exempt Government from its duties: Government has specific roles to play to ensure that everybody ultimately has access to safe water.
- To sustain and to take self-supply to scale there is need for contextualized support as well as long-term engagement, capacity development at all levels, monitoring and evaluation (M&E) and technical support, reliable funding and learning and sharing.
- Inter-ministerial cooperation and champions within Government agencies are needed to ensure sustainable embedding and for taking self-supply further, particularly in remote rural areas.
- There is no-one-size-fits-all solution for supported self-supply – for each programme, a contextualized design and follow-up is needed in order to achieve the desired impact.
- Hygiene promotion, including Household Water Treatment and Safe Storage, is highly recommended for any non-piped water supply services, including self-supply water sources.
- The huge potential for substantially improving the level of water supply for millions of people in rural areas should be accessed through supported self-supply. Some countries have endorsed supported self-supply as a service delivery model, such as Zimbabwe or Sierra Leone, and in Ethiopia self-supply is now being scaled up at national level.

## 2.3 WASH IN HUMANITARIAN SETTINGS

Based on the ESARO WASH work plan for 2016, the WASH in Emergencies Programme Area had three key deliverables and six activities aimed at enhancing sustainable access to drinking water services. All activities and deliverables were completed as planned.

### HIGHLIGHTS

- Response to El Niño-induced drought in southern Africa
- Response to cholera outbreaks
- Formation and coordination of the WASH Humanitarian Group for east/Horn of Africa

In ESAR, the humanitarian needs in the region can be categorized into three broad typologies:

- Complex conflict-related situations in which people are displaced and where service delivery is compromised by insecurity;
- Climate-related emergencies, such as the ongoing effects of El Niño, typified by periods of drought, water scarcity, cyclones or flooding; and
- Health-related emergencies such as cholera, typhoid and yellow fever.

The ongoing Level 3 emergency in South Sudan and the complex programming environment of Somalia are long-term situations requiring significant inputs from ESARO. Cholera outbreaks occur within the region every year, especially in southern Africa, but have increased in severity in east Africa in recent years. Drought- and flood-related emergencies are also commonplace, especially in the context of El Niño and La Niña.

The COs with large WASH teams often have sufficient in-house capacity to respond to humanitarian needs, while smaller COs typically rely on additional human resource capacity such as surge deployments, standby partners and short-term consultants. The ESARO WASH Section plays a critical role in providing direct short-term support and in mobilizing appropriate human resource capacity when required. ESARO also leads JICSA in collaboration with ESARO Communication for Development (C4D) and the Health Sections to improve cholera prediction, preparedness and response in the subregion, encompassing information management and cross-border collaboration and coordination.

ESARO provided direct support to humanitarian situations across the region in 2016, including cholera outbreaks in Kenya, Ethiopia and Angola, refugee situations in Uganda, the El Niño response in southern Africa, and complex emergencies in South Sudan and Somalia.

### 2.3.1 CHOLERA

In response to cholera, ESARO provided direct technical support to several countries with a cholera/acute watery diarrhoea outbreak, including to Kenya and Ethiopia. UNICEF has also launched the Information Management component of JICSA (covering Angola, Mozambique, Malawi, Zimbabwe and Zambia), which has produced biweekly cholera bulletins and fostered cross-border collaboration in the areas of cholera preparedness and response in this subregion. Based on this experience and the Cholera West and Central Africa platform experience, UNICEF has designed a multi-sectoral (WASH, Health, C4D) regional strategic framework to support COs' prevention and response to cholera, which will be implemented in 2017.

### 2.3.2 EL NIÑO DROUGHT IN SOUTHERN AFRICA

The El Niño-induced drought in southern Africa has also been a major area of work for ESARO in 2016, with a focus on seven priority countries (Swaziland, Lesotho, Mozambique,

Angola, Zimbabwe, Malawi and Madagascar). ESARO has provided substantial direct technical support to Swaziland, Angola, Madagascar, Mozambique and Zimbabwe and has supported the deployment of standby partners/consultants in Swaziland, Lesotho, Angola and Zimbabwe. In addition, substantial inputs were provided to the various RIASCO initiatives and a standby partner was deployed to Botswana to support the Southern Africa Development Community (SADC) in their drought planning and monitoring efforts. Towards the end of the year, a UNICEF staff member was also hired to support the drought response out of Johannesburg with a focus on four countries (Madagascar, Mozambique, Zimbabwe and Malawi).

### 2.3.3 PARTNERSHIP AND SECTOR COORDINATION

In terms of sector coordination support, a regional WASH humanitarian group was set up to improve WASH humanitarian information exchange and response for the east/Horn of Africa. This involves UNICEF, the United Nations High Commission for Refugees (UNHCR), the International Organization for Migration, Solidarités, World Vision, the Norwegian Red Cross, the Norwegian Refugee Council, Samaritan's Purse, Oxfam, European Commission Humanitarian Aid (ECHO) and Médecins Sans Frontières Spain. The group is coordinated by UNICEF and has focused its work on three main issues: solar powered water systems, WASH/vector control and WASH-NUT. In addition, a coordination training session was held in Zimbabwe in collaboration with the global WASH cluster to strengthen national and subnational coordination capacities in that country.

### 2.3.4 CAPACITY-BUILDING

In terms of capacity-building, joint UNICEF-UNHCR WASH in Emergencies training was administered to 21 UNICEF and UNHCR staff from nine countries in the region (Kenya, Somalia, Zimbabwe, Burundi, Eritrea, Malawi, Mozambique, Zambia and Ethiopia). Training on WASH in emergencies was also supplied in Madagascar to 25 UNICEF staff and partners to strengthen capacity at the country level to better prepare and respond to emergencies. In terms of knowledge management, a WASH in Emergencies Learning Note was drafted on the Zimbabwe Emergency Rehabilitation and Risk Reduction Urban WASH Programme.

## 2.4 WASH IN INSTITUTIONS AND CROSS-SECTORAL ISSUES

Based on the ESARO WASH work plan for 2016, the Programme Area on WASH in Institutions and Cross-Sectoral Issues had five key deliverables and eight activities aimed at understanding the programming environment in schools, health care facilities and urban areas, as well as cross-sectoral work with the Nutrition Section. All deliverables and activities were completed as planned except the Urban WASH Training Programme, which was constrained and will now be implemented in June 2017. There was also paucity of data, especially for WinS, which limited the planned development of evidence-based advocacy materials for countries.

### HIGHLIGHTS

- Development of the WASH-NUT Toolkit
- Urban WASH Position Paper
- Regional analysis and updates for WinS and WiHCFs

### 2.4.1 WASH IN SCHOOLS

#### WinS and education outcomes

In 2016, the ESARO WASH Section with support from the Education Section completed an analysis of the available data (mostly from the Education Management Information System: EMIS) to investigate potential links between the provision of WASH facilities in schools and

girls' enrolment, dropouts and repetition, to strengthen evidence-based advocacy efforts. The focus was on Zambia, due to the lack of data in other ESAR countries.

In this analysis, EMIS data was collected from over 9,000 schools in Zambia, to explore relationships between WASH facility provision in schools and enrolment, repetition and dropout rates disaggregated by gender and grade. Findings indicated that improved sanitation provision in schools was correlated with high female-to-male enrolment ratios, and reduced repetition and dropout rates, especially for girls. The analysis also revealed significant gender differences in grades 5–8, when many girls start to experience their menstrual cycle. Improved water supply in schools, however, did not reveal the same relationship. The findings confirm the critical importance of providing adequate toilets in schools for the educational progression of girls.

The findings will be available in the journal article 'Sanitation and water supply in schools and girls' educational progression in Zambia' by Agol et al. (2017), which is under review for publication. A technical note entitled *Girls need more toilets to progress their education in Zambian schools* is also under review for publication within UNICEF.

### WinS regional snapshot

Another important piece of work completed in 2016 was to update the regional WinS snapshot, which was necessary given that the last available one was from 2012. The snapshot is an important report for tracking the progress of WinS in the region and covered 2015. The terms used for tracking WinS are: 'improved', 'adequate' and 'access'. Analysis done in 2016 showed that adequate water supply in schools in the region rose by an average of six percentage points, from 53 per cent in 2012 to 60 per cent in 2015. Adequate sanitation increased by six percentage points (45 per cent in 2012 to 51 per cent in 2015), while the proportion of schools with handwashing facilities rose by 18 percentage points (13 per cent in 2012 to 31 per cent in 2015). This report is in the final stages of publishing at UNICEF.

**Table 2: WinS coverage in ESAR in 2015**

	% of schools with adequate water supply	% of schools with adequate sanitation	% of schools with adequate handwashing facilities
Botswana	50	50	13
Burundi	38	58	50
Comoros	37	45	No data
Ethiopia	38	50	30
Kenya	42	37	No data
Lesotho	50	75	No data
Madagascar	21	38	29
Malawi	87	30	No data
Namibia	75	58	50
Rwanda	41	60	43
South Africa	95	97	48
South Sudan	50	50	50
Swaziland	70	33	No data
Tanzania	56	54	20
Uganda	51	50	7
Zambia	83	43	11
Zimbabwe	100	47	22
<b>Average</b>	<b>58</b>	<b>51</b>	<b>31</b>

## 2.4.2 WASH IN HEALTH CARE FACILITIES

In 2016, ESARO initiated a scoping exercise to collate information related to WiHCFs and preliminary discussions were held with the Health Section in terms of how to take this forward. Initial reviews on various databases show a paucity of data and a wide divergence of monitored indicators. Based on the available data, an average of about 80 per cent of all health care facilities have access to sanitation, while 68 per cent have access to water. However, as countries with good monitoring systems seem to have higher coverage, these figures could be an overestimation of regional averages. The detailed scoping report is in its final stages for internal publication. More work will be done on this in the region in the coming years.

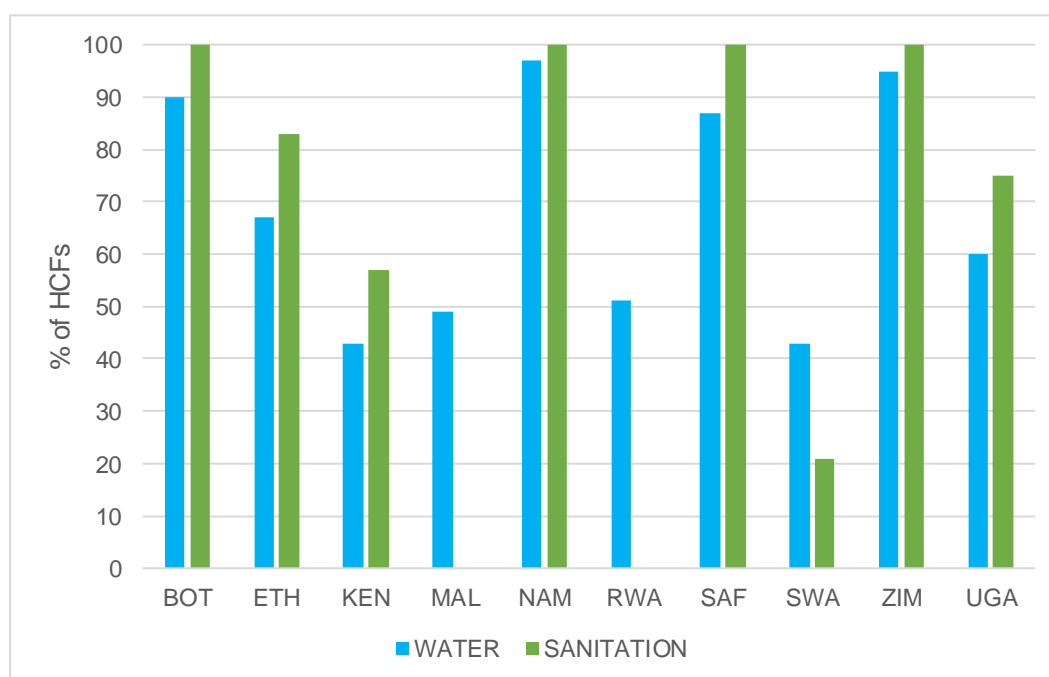


Figure 11: Water and sanitation coverage in HCFs in ESAR in 2015

## 2.4.3 URBAN WASH

Urban WASH is one of the three new areas of emphasis in the newly developed UNICEF Global WASH Strategy (2016–2030). A greater engagement in urban areas will help ensure that children are reached wherever they are. This is particularly important given the shift in demographic patterns, with over half the world's population now living in urban areas and growing disparities in access to water and sanitation in urban areas.

In 2016, ESARO wrote and submitted an Urban WASH Position Paper to support Global Urban WASH programming. Among other key contributions from this paper were the proposed **programming areas** to serve as key entry points for UNICEF's Urban WASH Global Programme. This was based on prevailing global trends, documentation from previous stakeholder and UNICEF consultations, and the current (2016–2030) UNICEF WASH Strategy recommendations and taking into account UNICEF's expertise and added value.

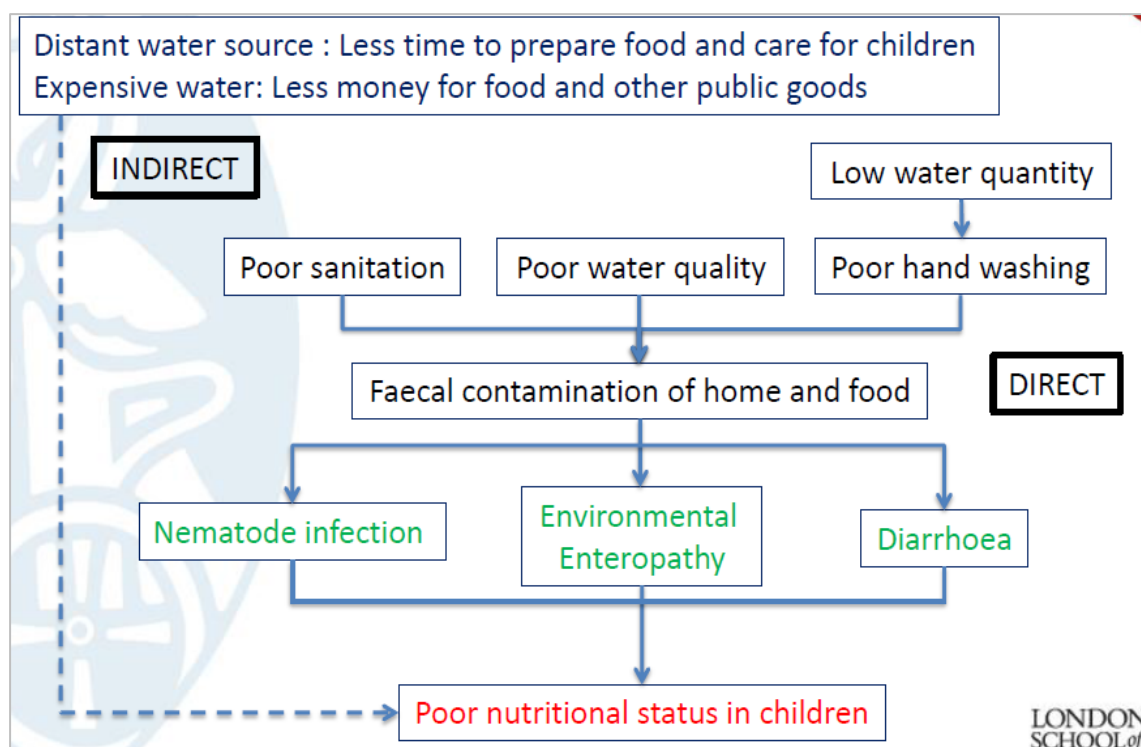




**Figure 12: Proposed Urban WASH Programming Areas**

#### 2.4.4 WASH-NUT TOOLKIT

Given RP 2's focus on reducing stunting there is a need for strong partnership between WASH and Nutrition at regional level, with ESARO currently supporting the development of guidance tools for synergized WASH and Nutrition programming. The aim of the WASH-NUT toolkit is to guide COs in seeking opportunities for: 1) geographical convergence; 2) combining nutrition messaging in community-based WASH programmes and WASH messaging in community-based nutrition programmes; and 3) joint broad analysis, planning, implementation and M&E. The development of the WASH-NUT toolkit is complete and plans are under way to implement it in selected countries in 2017.



**Figure 13: WASH–nutrition linkages**

SOURCE: Cairncross (2014)

## 2.5 RESOURCE MOBILIZATION, OVERSIGHT AND MANAGEMENT

Based on the ESARO WASH work plan for 2016, resource mobilization, oversight and management had four key deliverables and 13 activities.

### HIGHLIGHTS

- The Southern Africa El Niño Response Funding
- Extensive technical assistance given to countries
- Hiring of staff for new posts and replacements

### 2.5.1 RESOURCE MOBILIZATION

Resource mobilization for WASH in 2016 remained a big challenge and ESARO continued supporting COs to mobilize funds. In 2016, ESARO supported **WASH funds mobilization** in Ethiopia, Somalia, Zambia, Malawi, Namibia, Lesotho, Angola, Kenya, Eritrea, Mozambique, Angola and Zimbabwe. Specifically, ESARO:

- Supported COs to develop WASH proposals for the Korea International Cooperation Agency and the United States Agency for International Development (USAID);
- Represented UNICEF at a USAID co-creation workshop in Washington, D.C. and participated in the WASH Resource Partners meeting in New York;
- Developed a DGIS Water sustainability concept to support Kenya, Rwanda, Madagascar, Zambia and Malawi; and
- Developed a DFID intersectoral proposal for SADC, as well as participating in DFID's ASWA II review and preparatory workshop covering Madagascar, Eritrea and South Sudan.

### 2.5.2 QUALITY ASSURANCE AND OVERSIGHT

To strengthen COs' WASH programming in 2016, WASH Section provided oversight and quality assurance for ESAR's 19 WASH programming countries, through support in WASH programme planning and review processes such as country programme documents (CPDs), strategic moments of reflection (SMRs), strategy notes, midterm reviews, CO annual reports (COARs), annual work plans, annual management plans and sector reviews. ESARO WASH Section also supported effective programming through involvement in senior education staff recruitment. Quality assurance and oversight was done online and during technical assistance visits (Table 3).

ESARO conducts an **annual satisfaction survey**, completed by ESAR COs, with respect to ESARO's performance. The results at the end of 2016 show that the technical support provided by WASH Section to COs continues to have a very high satisfaction rating (3.9 out of 4 for the last three years).

**Table 3: Technical assistance to countries**

CO	Major areas of support, with on-site missions bolded	CO	Major areas of support, with on-site missions bolded
Angola	<ul style="list-style-type: none"><li>• <b>Drought response mission</b></li><li>• Participated in the SanLearn Workshop</li><li>• Support given to the National Sanitation Programme Included in Information Management (IM)</li></ul>	Namibia	<ul style="list-style-type: none"><li>• <b>Sanitation and hygiene support mission</b></li><li>• Technical support to advocacy and training for elimination of open defecation programming</li><li>• Participated in regional WASH webinars series</li><li>• Review of COAR</li></ul>

	<ul style="list-style-type: none"> <li>component of Joint Cholera Initiative</li> <li>Participated in regional WASH webinars series</li> <li>Review of COAR</li> </ul>		
Botswana	<ul style="list-style-type: none"> <li><b>Support to SADC WASH programming</b></li> <li><b>Support to El Niño drought response</b></li> </ul>	Rwanda	<ul style="list-style-type: none"> <li>LIXIL partnership support</li> <li>Fundraising support (DGIS)</li> <li>Participated in regional WASH webinars series</li> <li>Review of COAR</li> </ul>
Burundi	<ul style="list-style-type: none"> <li>Participation in WASH in Emergencies training</li> <li>National Sanitation Programme support</li> <li>Support to sanitation sector review (use of the CRAP tool)</li> <li>Participated in regional WASH webinars series</li> <li>Review of COAR</li> </ul>	Somalia	<ul style="list-style-type: none"> <li><b>SMR</b></li> <li>Participated in the SanLearn Workshop</li> <li>Participated in regional WASH webinars series</li> <li>National Sanitation Programme support</li> <li>Participants sent to WASH in Emergencies training</li> <li>CPD development</li> <li>Review of COAR</li> <li>Supported staff recruitment</li> </ul>
Comoros	<ul style="list-style-type: none"> <li>Participated in regional WASH webinars series</li> <li>Review of COAR</li> </ul>	South Africa	<ul style="list-style-type: none"> <li><b>Sanitation and hygiene support mission</b></li> <li><b>Unilever PPP</b></li> </ul>
Eritrea	<ul style="list-style-type: none"> <li><b>CLTS programme review mission</b></li> <li>Participated in the SanLearn Workshop</li> <li>National Sanitation Programme support</li> <li>Participant sent to WASH in Emergencies training</li> <li>Fundraising support (DFID ASWA II)</li> <li>Participated in regional WASH webinars series</li> <li>Review of COAR</li> </ul>	South Sudan	<ul style="list-style-type: none"> <li><b>Support visit – urban sanitation strategy recommendations</b></li> <li>Fundraising support for ASWA II</li> <li>Review of COAR</li> </ul>
Ethiopia	<ul style="list-style-type: none"> <li><b>Support to sanitation marketing study and strategy (via ESARO consultant)</b></li> <li><b>Facilitation of the CLTS Rapid Appraisal Protocol workshop held in April 2016</b></li> <li><b>Facilitation of sanitation training conducted in September 2016 for all CO staff and partners</b></li> <li><b>Field mission to support the drought response</b></li> <li>Participated in the SanLearn Workshop</li> <li>Participated in regional WASH webinars series</li> <li>Review of COAR</li> </ul>	Swaziland	<ul style="list-style-type: none"> <li><b>Drought response missions</b></li> <li>Participated in regional WASH webinars series</li> <li>Review of COAR</li> </ul>

Kenya	<ul style="list-style-type: none"> <li>• <b>Cholera response support to Dadaab</b></li> <li>• <b>Sanitation field visit under LIXIL partnership</b></li> <li>• <b>Spotcheck on programming</b></li> <li>• <b>Rural Water Supply Programme technical support</b></li> <li>• <b>Support to WASH-NUT research</b></li> <li>• Participated in the SanLearn Workshop</li> <li>• National Sanitation Programme support</li> <li>• Participants sent to WASH in Emergencies training</li> <li>• Fundraising support (DGIS)</li> <li>• Participated in regional WASH webinars series</li> <li>• Review of COAR</li> </ul>	Tanzania	<ul style="list-style-type: none"> <li>• <b>WASH programme governance mission</b></li> <li>• Included in IM component of Joint Cholera Initiative</li> <li>• Participated in regional WASH webinars series</li> <li>• Review of COAR</li> <li>• Supported CO in PBR submission for new CPMP</li> </ul>
Lesotho	<ul style="list-style-type: none"> <li>• <b>Field mission to support drought response</b></li> <li>• National Sanitation Programme support</li> <li>• Participated in the SanLearn Workshop</li> <li>• Participated in regional WASH webinars series</li> <li>• Supported staff recruitment</li> <li>• Review of COAR</li> </ul>	Uganda	<ul style="list-style-type: none"> <li>• <b>Refugee response mission</b></li> <li>• LIXIL partnership support</li> <li>• Participated in the SanLearn Workshop</li> <li>• Participated in regional WASH webinars series</li> <li>• Review of COAR</li> </ul>
Madagascar	<ul style="list-style-type: none"> <li>• <b>Support in DFID rural programme review</b></li> <li>• Support in organizing national WASH in Emergencies training</li> <li>• CLTS programme support and documentation</li> <li>• Fundraising support (DGIS)</li> <li>• Fundraising support (ASWA II)</li> <li>• Participated in the SanLearn Workshop</li> <li>• Participated in regional WASH webinars series</li> <li>• Review of COAR</li> </ul>	Zambia	<ul style="list-style-type: none"> <li>• <b>Sanitation marketing study and strategy (via ESARO consultant country visit)</b></li> <li>• <b>Sanitation and hygiene support mission</b></li> <li>• Participated in the SanLearn Workshop</li> <li>• Participated in regional WASH webinars series</li> <li>• Participant sent to WASH in Emergencies training</li> <li>• Fundraising support (DGIS)</li> <li>• Included in IM component of Joint Cholera Initiative</li> <li>• Participated in regional WASH webinars series</li> <li>• Review of COAR</li> <li>• Supported staff recruitment</li> </ul>
Malawi	<ul style="list-style-type: none"> <li>• <b>DFID Humanitarian Programme inception mission</b></li> <li>• National Sanitation Programme support</li> <li>• Participated in the SanLearn Workshop</li> <li>• Participated in regional WASH webinars series</li> </ul>	Zimbabwe	<ul style="list-style-type: none"> <li>• <b>Drought response mission</b></li> <li>• Participated in the SanLearn Workshop</li> <li>• Participated in regional WASH webinars series</li> <li>• National Sanitation Programme support</li> <li>• Participants sent to WASH in Emergencies training</li> </ul>

	<ul style="list-style-type: none"> <li>• Participants sent to WASH in Emergencies training</li> <li>• Included in IM component of Joint Cholera Initiative</li> <li>• Review of COAR</li> </ul>		<ul style="list-style-type: none"> <li>• Included in IM component of Joint Cholera Initiative</li> <li>• Review of COAR</li> </ul>
Mozambique	<ul style="list-style-type: none"> <li>• <b>DFID Humanitarian Programme inception mission</b></li> <li>• Participated in the SanLearn Workshop</li> <li>• Participated in regional WASH webinars series</li> <li>• National Sanitation Programme support</li> <li>• Participant sent to WASH in Emergencies training</li> <li>• Fundraising support (DGIS)</li> <li>• Included in IM component of Joint Cholera Initiative</li> <li>• Review of COAR</li> <li>• Supported staff recruitment</li> </ul>		

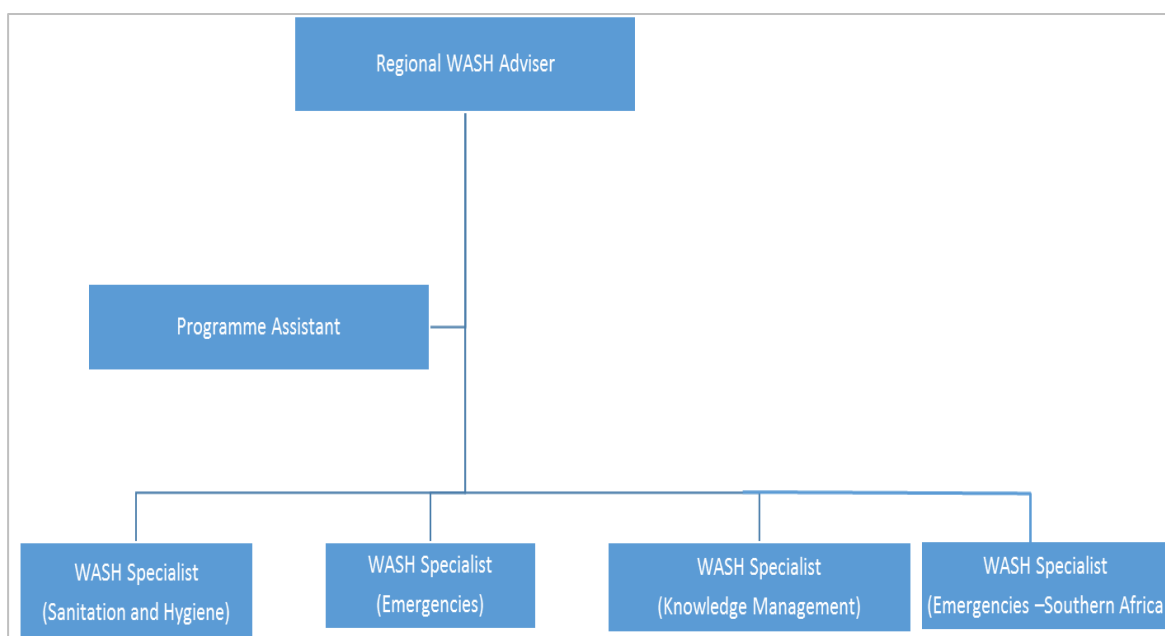
### 2.5.3 INTERNAL MANAGEMENT

The WASH Section continued with day-to-day internal management activities to ensure effective running of the section. Activities conducted in 2016 included the following:

- Internal management of budgets, donor reporting, human resources and programme in accordance with global and regional office standards and benchmarks.
- Monitoring WASH Section funding/grants to ensure maximum utilization.
- Providing information to contribute to donor reports and monthly grants reports and as required.
- Liaising with the Planning Section for grant allocations/mapping and allocation Ceiling Tracker for countries and WASH Section.
- Coordinating travel for WASH staff in ESARO/ Region/ NYQ/consultants.
- Maintaining and updating WASH RAM, attendance records, WASH cash forecasts, the Communication Tree, travel/leave plans, calendar and consultant databases.
- Processing all WASH requisitions/payments/invoices following UNICEF policies.

In 2016, the section had two new positions filled and three staff replacements for existing positions, with only one position and staff member retained from 2015 (see Figure 14).

- New full-time position – Knowledge Management Specialist (joined February 2016)
- New TA position – WASH in Emergencies – based in Johannesburg to oversee the Southern Africa El Niño Programme (joined December 2016)
- Replacement full-time position – Regional WASH Adviser (joined October 2016)
- Replacement full-time position – WASH in Emergencies Specialist (joined March 2016)
- Replacement full-time position – WASH Section Programme Assistant (joined October 2016).



**Figure 14: WASH Section organogram**

## 2.6. OVERALL RESULTS ASSESSMENT

Despite the staff changes the overall results achieved in 2016 are highly satisfactory. Of the 16 deliverables, only three faced noteworthy challenges. Of these, two are related to Urban WASH (now to be conducted in 2017) and one, for WASH in Schools was adjusted due to limited data. Of the 38 activities, only three activities related to the mentioned deliverables had challenges.

Progress assessment on results targets as outlined on the ROMP 2014–2017 is also very positive. All targets for the three indicators in the Global and Regional Programme (GRP) results were met (one indicator) or met and exceeded (two indicators). Adjustments have been made to set higher revised targets for GRP results. On Development Effectiveness (DE), the target for one indicator was met and one is on course but the last indicator on institutions is constrained, so revised downward, while the other two have been revised upward.



**Table 4: Results assessment**

Indicator		BASELINE	PROGRESS		ORIGINAL TARGET	REVISED TARGET
		2014	Dec 2015	Dec 2016	Dec 2017	Dec 2017
<b>GRP</b>	Number of regional multi-country WASH proposals developed	0	0	4	4	7
	Number of pre-identified regional strategic policies and programmes jointly implemented with partners	0	1	1	2	3
	Number of strategic WASH publications related to innovation or advocacy (e.g. topics: sustainability, urban, emergencies and WASH in Institutions)	0	1	8	2	10
<b>DE</b>	Number of countries with large-scale CLTS programmes (at least 60% of all districts)	2	5	6	8	10
	Number of countries implementing innovative approaches to the delivery of sustainable and resilient water services	1	3	4	4	8
	Number of countries with evidence-informed advocacy strategies for scaling up WASH in Institutions	1	2	1	6	4

## 2.7 KEY CONSTRAINTS, LESSONS AND GOOD PRACTICES

### 2.7.1 SUPPORT TO COUNTRIES (DE)

Key **constraints** faced:

- Different staffing gaps (amounting to 11 person months) in the Section, as well as high transaction costs for quality control and assurance of consultants.
- Limited overall capacity of CO WASH staff to address enabling environment, policy, public financing for children and in some countries Urban WASH.
- Limited capacity in BNLSS and some El Niño-affected southern Africa countries for humanitarian and/or development programming resulting in limited effectiveness and reach.
- Use of data and evidence to monitor sector performance not consistent, with many gaps.

Key **lessons** learned:

- Decreasing donor funding (particularly for large-scale infrastructure programmes) suggests some COs may need to retool (in terms of skills and experience) to enable a shift upstream.
- Smaller COs relying on surge deployments and stretch assignments and so need to expand their current pool of WASH in Emergencies consultants and also invest in and utilize the WASH global talent pool more effectively
- High prevalence of unimproved sanitation, lack of proven SanMark at scale and continued need for innovative partnership models.
- Sanitation programming in BNLSS countries is not reaching scale despite a degree of Government buy-in, with a critical need for well-targeted support.
- Cholera is not being adequately addressed and is endemic in most countries in ESAR.

**Good practices** identified:

- Urban WASH in Ethiopia, Zimbabwe and Mozambique.
- Rural groundwater mapping in Ethiopia (drought resilience) and innovative rural water service management models implemented in Kenya, Madagascar, Uganda and Zimbabwe.
- Use of the CRAP tool to provide support to countries undergoing a rapid expansion of CLTS programmes and those interested in ensuring quality in the scale-up process within national sanitation reviews.

## 2.7.2 SHAPING PROGRAMME ENVIRONMENT (GRP)

Key **constraints** faced:

- COs' capacity to conceptualize sanitation and hygiene PPPs.
- Shifting technical skills in ESARO team – particularly a need for a water specialist – given climate change and the demands of the SDGs.
- A lack of reliable data on WinS and in WiHCFs that has constrained tangible progress in this critical area for child survival and dignity for women and girls.

Key **lessons** learned:

- New PPP market-shaping models are proving more effective than sanitation marketing.
- Initial work around WASH budgeting and finance should be expanded.
- COs require appropriate strategies to engage senior Government officials to strengthen enabling environment – there is an urgent need for capacity development in this area.
- Gender and equity, including menstrual hygiene management, requires strategic direction and better positioning.
- There is a need for continued support for sector performance, analysis and evidence building.
- Implementation of convergent cross-sectoral programming along the life course still needs to move from theory to practice in Government.

**Good practices** identified:

- Simplify, standardize and consolidate sector review tools such that they are easily accessible and there is less reliance on consultants.
- Regional humanitarian WASH group; dialogue, information exchange and collaboration.
- Advocacy and positioning of key WASH messages towards regional platforms (e.g. SADC, IGAD, African Ministers' Council on Water (AMCOW), etc.).
- Cross-sectoral/cross-agency resource mobilization (e.g. on El Niño with DFID and regarding the Mandera Triangle Outbreak).

## SECTION 3: FINANCIAL REPORT

To implement the ESARO WASH Rolling Work Plan, it is important to stress the need for predictable flexible funding for development and emergency programme delivery.

**Table 5: Planned budget for Outcome Area 3 WASH in 2016 (in US\$)**

Programme area	Funding type <sup>1</sup>	Planned budget
Global – Water Sanitation and Hygiene Thematic Fund	RR	60,000
	ORR	1,456,301
	Total	1,516,301

<sup>1</sup> RR: Regular Resources, ORR: Other Resources - Regular (*add ORE: Other Resources - Emergency, if applicable*)

<sup>2</sup> Planned budget for ORR (*and ORE, if applicable*) does not include estimated recovery cost.

<sup>3</sup> ORR (*and ORE, if applicable*) funded amount exclude cost recovery (only programmable amounts).

**Table 6: Regional-level thematic contributions received by UNICEF ESARO in 2016 (in US\$)**

Donors	Grant Reference	Contribution Amount	Programmable Amount
Polish National Committee for UNICEF	SC1499030119	34,152	32,444
Total		34,152	32,444

**Table 7: 2016 Expenditures by Programme Area (US\$)\***

Programme area	Funding sources (US\$)			
	Other resources – Emergency	Other resources – Regular	Regular resources	All programme accounts
03-01 Water Supply	22,194	305,021	61,501	38,8716
03-03 Hygiene	16,546	211,928	45,850	274,324
03-04 WASH in Schools and ECD Centres	4,727	66,172	13,099	83,998
03-05 WASH and Emergencies	20,370	125,420	26,367	172,157
03-06 WASH # General	83,632	988,827	200,280	1,272,739
<b>Total Budget</b>				<b>2,191,934</b>

\* Source: UNICEF Strategic Analysis Cube of 03-WASH and SC149903

**Table 8: 2016 Expenditure of thematic contributions (SC149903) by programme area**

Programme area	Utilized (US\$)
03-01 Water Supply	388,713
03-03 Sanitation and Hygiene	274,335
03-04 WASH in Schools and ECD Centres	83,996
03-05 WASH and Emergencies	172,111
03-06 WASH # General	1,272,533
<b>Grand Total</b>	<b>2,191,687</b>

**Table 9: 2016 Expenditures by specific intervention codes**

Row labels	Utilized (US\$)
03-01-04 Water Supply Sustainability	233,006
03-03-01 Handwashing with Soap	173,720
03-04-01 WASH in Schools (General)	49,626
03-05-01 WASH Coordination # Humanitarian	7,024
03-05-02 WASH Emergency Preparedness	92,842
03-06-03 WASH # General	91,805
03-06-05 WASH Technical Assistance to Regional and Country Offices	79,899
03-06-06 WASH Support to Achieving Global and Regional Goals	586,974
08-01-01 Country Programme Process	1,358
08-01-06 Planning # General	65,375
08-02-03 MICS # General	2,395
08-02-06 Secondary Analysis of Data	127
08-02-08 Monitoring # General	32,499
08-03-04 RO Technical Support to Countries on C4D	1,530
08-09-07 Public Advocacy	4,008
08-09-08 Engagement through Media and Campaigns	29,722
08-09-10 Brand Building and Visibility	571
08-09-11 Emergency Preparedness and Response (General)	11,029
09-01-08 RO Technical Support to Cross-Sectoral Areas	69,775
09-05-01 Humanitarian Action # Policy and Guidance	72
09-05-05 RO Support on Humanitarian Action to Country Offices	1,235
10-07-02 Management and Operations Support from RO	656,799
5021 Support to MICS, DHS and Other Data-Collection Systems and their Analyses	227
6901 Staff Costs (includes specialists, managers, TAs and consultancies) for Multiple Focus Areas of the MTSP	71
<b>Grand Total</b>	<b>2,191,687</b>

## SECTION 4: FUTURE WORKPLAN

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### 4.1 2017 WORKPLAN

Moving into 2017, ESARO WASH Section's responsibilities and accountability will continue to focus on RP 2: *"Reducing stunting to provide opportunities for children to realize their full potential"*. The focus will still be on the four WASH Programme Areas: (1) Drinking Water Supply and Environment; (2) Sanitation and Hygiene; (3) WASH in Humanitarian Settings; and (4) WASH in Institutions. Although this is the last programming year in the ROMP 2014–2017, the advent of the SDGs has necessitated some important shifts in the 2017 WASH Annual Plan as reflected in both the DE – Direct Support to Countries and in the shaping of the GRP results.

#### 4.1.1 CONTRIBUTION TO THE GLOBAL AND REGIONAL PROGRAMME

**Partnerships:** In 2017, there will be a renewed emphasis on strategic partnerships for delivering WASH results. The plan is to create new and also strengthen existing partnerships. This will involve the following actions:

- Develop partnership frameworks with regional bodies such as AMCOW so as to provide technical leadership and support in MDG–SDG transitioning.
- Leverage PPPs to enhance sanitation and hygiene advocacy, innovations and implementation at scale. The focus will be on preexisting partnerships with Unilever and LIXIL Corporation.
- Continue with the coordination of the regional WASH humanitarian group to improve WASH humanitarian information exchange and response for the east/Horn of Africa.
- Continue supporting JICSA in the context of a regional response to cholera.

**Guidance and evidence generation:**

- Continued data analysis, documentation and dissemination on WASH knowledge and its related outcomes (particularly on health, nutrition and gender), to build capacity and inform decision-making.
- A new WASH in Emergencies Learning Series will also be initiated.
- Development of the Urban WASH Training Module.

**Resource mobilization:** Support COs to mobilize financial resources for WASH programmes through the elaboration of multi-country proposals (DFID ASWA and DGIS), analysis of domestic public financing, technical advocacy with regional donors (e.g. ECHO), and allocation of thematic funds.

#### 4.1.2 DIRECT TECHNICAL ASSISTANCE TO COUNTRY OFFICES

##### Technical expertise

There is a renewed focus on providing direct technical assistance, in terms of technical expertise, to Country Offices in 2017. This will include increased in-country missions and online consultations and a stretch assignment. The plans include the following:

- Mentor and train staff/partners in COs in data-collection, audit and management approaches; support performance analysis; strengthen monitoring systems
- Provide technical and advisory support in the implementation of the WASH sustainability framework

- Work with the Social Policy Section to build capacity and support the development of CO-based analysis of WASH financing options and advocacy
- Application of WASH-NUT toolkit
- Support the development of PPPs and implementation of sanitation PPP models
- Support quality and effectiveness of CLTS to ensure the sustainability of ODF-accredited communities and districts
- Technical support and guidance to development of innovative strategies for rural water service sustainability
- Development of WASH in Institutions evidence-based advocacy materials and strategies based on analysis of in-country data
- Train staff in Urban WASH programming and give technical support and guidance to countries to enhance the Urban WASH Programme
- Support the implementation of DFID's southern Africa-focused El Niño Programme
- Coordinate and support the training staff in the UNICEF-UNHCR WASH in Emergencies training
- Support the implementation of the Regional Cholera Strategy in collaboration with the Health/Nutrition and C4D sections, including HoA Drought
- Support COs in preparedness/contingency planning and carry out RO quality assurance functions for emergency preparedness and response
- Support COs to identify and recruit/surge emergency WASH staff
- Support COs in designing and implementing resilience-enhanced WASH programming

#### 4.1.3 FUNDING

Funding for 2017 is adequate with all core posts accounted for and a technical supply plan approved.

#### 4.2 BEYOND 2017

The ROMP 2018-2021 is currently under development. As part of this process the Regional Priorities have been realigned to include the proposal that WASH becomes a focus area under three Regional Priorities, RP 1: Enabling children to survive and thrive; RP 2: Reducing stunting to provide opportunities for children to realize their full potential; and RP 3: Improving education quality and learning outcomes to prepare children for the future. To support achievement of the Regional Priorities, under the ROMP the WASH Section is proposing four work pillars: drinking water in households and communities (which will also include climate resilience); sanitation and hygiene in households and communities; water, sanitation and hygiene in institutions; and water, sanitation and hygiene in emergencies. The specifics under each pillar will ensure read across to the Strategic Plan, SDG 6 and the aforementioned Regional Priorities. The proposal is to maintain the staffing structure with the addition of an FT P4 Water, and Climate Resilience position and a Temporary Appointment for WASH in Institutions. In this context, increased allocations of thematic funds to ESAR will be critical.



## EXPRESSION OF THANKS

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ESARO would like to express its sincere appreciation to donors for their contributions to the Global WASH Thematic Fund and especially the Polish National Committee for UNICEF. Contributions to the Global WASH Thematic Fund are particularly valued as they enable ESARO to play the critical role of strengthening COs' WASH programme in a way that best responds to their needs and requirements. This funding ensures that UNICEF's programming for WASH is equity- and results-oriented.

## ANNEX 1: STORIES OF WASH IMPACT IN THE REGION

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The following is a list of articles that capture the impact of UNICEF's WASH work in the region. Click the links for more information.

- A story of how a community worker in rural Kenya is empowering his community to fight cholera. [https://www.unicef.org/esaro/5440\\_ken2016\\_cholera.html](https://www.unicef.org/esaro/5440_ken2016_cholera.html)
- Inspirational highlights on toilet heroines, including Mwangi Nywage, a 12-year-old girl from Gambella, Ethiopia. [https://www.unicef.org/esaro/5440\\_2016\\_toilet-here.html](https://www.unicef.org/esaro/5440_2016_toilet-here.html)
- Story on how Somaliland villages are leading the way in stopping open defecation. [https://www.unicef.org/esaro/5440\\_som2016\\_stop-open-defecation.html](https://www.unicef.org/esaro/5440_som2016_stop-open-defecation.html)
- Motivating story on how Brighton Kanike in Malawi is delivering clean water through innovative community water supply solutions. [https://www.unicef.org/esaro/5440\\_mlw2016\\_delivering-water.html](https://www.unicef.org/esaro/5440_mlw2016_delivering-water.html)
- Captivating story on how children as young as four in Rwanda are acting as agents of change for hygiene promotion. [https://www.unicef.org/esaro/5440\\_rwa2016\\_rwamagana-hygiene.html](https://www.unicef.org/esaro/5440_rwa2016_rwamagana-hygiene.html)
- Story from Somalia on how a proud mother built the first latrine in her village in order to safeguard her children's health. [https://www.unicef.org/esaro/5440\\_som2016\\_mother-builds-latrine.html](https://www.unicef.org/esaro/5440_som2016_mother-builds-latrine.html)
- Story from Angola on how toilets are transforming communities. [https://www.unicef.org/esaro/5440\\_ang2016\\_toilets-transform.html](https://www.unicef.org/esaro/5440_ang2016_toilets-transform.html)
- A borehole in drought-prone Ethiopia community gives new hope in the face of drought. [https://www.unicef.org/esaro/5440\\_eth2016\\_new-hope.html](https://www.unicef.org/esaro/5440_eth2016_new-hope.html)
- A blue gold rush in Madagascar. [https://www.unicef.org/esaro/5440\\_mad2016\\_blue-gold-rush.html](https://www.unicef.org/esaro/5440_mad2016_blue-gold-rush.html)
- UNICEF provides clean water to drought-affected communities in Kotido District in Uganda. [https://www.unicef.org/esaro/5440\\_uga2016\\_providing-clean-water.html](https://www.unicef.org/esaro/5440_uga2016_providing-clean-water.html)
- Aliah Silibiza's story: No WASH facilities equals no inclusion. [https://www.unicef.org/esaro/5440\\_zim2016\\_wash-inclusion.html](https://www.unicef.org/esaro/5440_zim2016_wash-inclusion.html)

## ANNEX 2: REPORT FEEDBACK FORM

**Title of report/project:** UNICEF ESARO WASH Thematic Report 2016

**UNICEF office:** ESARO

**Date:** 20 March 2017

**UNICEF is working to improve the quality of our reports and would very much appreciate your feedback. Kindly answer the questions below for the above-mentioned report. Thank you!**

**Please return the completed form back to UNICEF by e-mail to:**

Name: Suzanne J. Coates, Regional WASH Adviser

E-mail: [sjcoates@unicef.org](mailto:sjcoates@unicef.org)

**SCORING: 5 indicates “highest level of satisfaction” while 0 indicates “complete dissatisfaction”**

1. To what extent did the narrative content of the report conform to your reporting expectations? (For example, the overall analysis and identification of challenges and solutions)

5	4	3	2	1	0
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

If you have not been fully satisfied, could you please tell us what we missed or what we could do better next time?

2. To what extent did the fund utilization part of the report meet your reporting expectations?

5	4	3	2	1	0
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

If you have not been fully satisfied, could you please tell us what we missed or what we could do better next time?

**SCORING: 5 indicates “highest level of satisfaction” while 0 indicates “complete dissatisfaction”**

3. To what extent does the report meet your expectations in regard to the analysis provided, including identification of difficulties and shortcomings as well as remedies for these?

5	4	3	2	1	0

If you have not been fully satisfied, could you please tell us what we could do better next time?

4. To what extent does the report meet your expectations with regard to reporting on results?

5	4	3	2	1	0

If you have not been fully satisfied, could you please tell us what we missed or what we could do better next time?

5. Please provide us with your suggestions on how this report could be improved to meet your expectations.

6. Are there any other comments that you would like to share with us?

**Thank you for completing this form!**