



**WATERAID COUNTRY PROGRAMME  
STRATEGY FOR THE KINGDOM OF  
ESWATINI**

**DRAFT, FEBRUARY, 2020**

WATERAID ESWATINI

## **LIST OF ACRONYMS**

AIDS	Acquired Immune Deficiency Syndrome
AMCOW	Africa Minister's Council on Water
CBO	Community Based Organisations
CLTS	Community Led Total Sanitation
CSO	Central Statistics Office
DWA	Department of Water Affairs
EWSC	Eswatini Water Services Corporation
GDP	Gross Domestic Product
GoE	Government of Eswatini
GLAAS	United Nations Global Analysis and Assessment for Sanitation and Drinking Water
HBC	Hygiene Behaviour Change
HIV	Human Immunodeficiency Virus
HMIS	Health Management Information System
HRBA	Human Rights Based Approach
IWRM	Integrated Water Resources Management
IWRMP	Integrated Water Resources Management Plan
JMP	Joint Monitoring Programme
JSR	Joint Sector Reviews
KoE	Kingdom of Eswatini
MEPD	Ministry of Economic Planning and Development
MHM	Menstrual Hygiene Management
MICS	Multiple Indicator Cluster Survey
MNRE	Ministry of Natural Resources and Energy
MoET	Ministry of Education and Training
MoF	Ministry of Finance
MoH	Ministry of Health
MoHUD	Ministry of Housing and Urban Development
MoU	Memorandum of Understanding
MTAD	Ministry of Tinkhundla and Administration Development
NDS	National Development Strategy
NGO	Non- Governmental Organisations
NWA	National Water Authority
OD	Open Defecation
PHAST	Participatory Hygiene and Sanitation Transformation
RBA	River Bain Authority
RWSB	Rural Water Supply Branch
RWSS	Rural Water Supply Schemes
SADC	Southern Africa Development Community
SDG	Sustainable Development Goals
SDP	Strategy and Development Plan
SWA	Sanitation and Water for All
SWAp	Sector Wide Approach
TWG	Thematic Working Groups
UNDP	United Nations Development Programme
VIP	Ventilated Improved Pit
WASH	Water, Sanitation and Hygiene
WASWA	WaterAid Eswatini
WUA	Water Users Association
WPM	Water Point Mapping

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## **1. INTRODUCTION AND BACKGROUND**

The WaterAid Eswatini Country Strategy (2020-2025), has been developed against the backdrop of the new Global Goals and WaterAid's new Global Strategy both of, which aim at achieving sustainable access to safe water, sanitation and hygiene for all by 2030. It has been informed by an in-depth analysis of the country context and conditions in relation to water sanitation and hygiene (WASH), as well as an understanding of WASWA strengths, weaknesses, opportunities and threats within the operating environment. In addition to the above, a recommendation made upon the evaluation of the strategic intent indicated that the country should operate as a full Country Programme (CP) and this recommendation was granted in 2019. Consequently, based on the recommendation, a full Country Programme Strategy (CPS) is being developed to guide the operations of Wateraid Eswatini (WASWA).

In pursuit of developing this strategy, a number of activities were carried out which included; country context analysis; stakeholder and partner consultations; internal reflection of our performance in the past strategy (2010-2015) including an organisational assessment. The information generated from these undertakings enabled the country team to define the required change within the WASH sector, the theory of change and how WASWA would contribute to making the change happen.

## **2. CONTEXTUAL ANALYSIS**

### **2.1 Country Political and Governance Overview**

The King as a Head of State holds supreme executive, legislative and judicial powers, and appoints the Prime Minister as Chairperson of the Cabinet as well as the head of the Government. The National Constitution (2005), provides for the separation of powers between the three executive arms made up of the king as a Head of state; the Legislature and the Judiciary. Nevertheless, Eswatini is a monarchy whose political and legal system can be best described as dual in that it has both traditional institutions and western methods of modern governance that both play equal and important roles.

The Kingdom of Eswatini (KoE) practices a Tinkhundla-based electoral system of governance whereby a total of 59 Tinkhundla each elects a representative to the House of Assembly in Parliament, however, this system type does not generate any governance advantages because budgeting, resource allocation and decision-making remain highly centralised. Despite the formulation and enactment of the Decentralization Policy in 2006, there has been slow progress realised on its implementation resulting in a highly skewed economic development levels between the urban and rural regions. The poor have remained very poor which has exacerbated the already existing high levels of WASH access inequalities in the country. The national sanitation coverage is estimated at 46% with urban coverage estimated at 42.3% and rural coverage estimated at 47.8%. The country's prevailing political and socio-economic situations presents a compelling case for WaterAid to participate and offer support required for the improvement of the governance system as well as rights-based issues.

### **2.2 Socio-Economic Overview**

The 2017 Population and Housing Census indicated that current population stood at 1,093,238 in 2017, comprising of 531,111 males (48.6 %) and 562,127 females (51.4 %). This shows that Eswatini has young population with mean age of 20.44. Population growth rates have been decelerating over the decades and grew by an average of just 0.7 % a year from 2007 to 2017, driven primarily by falling fertility rates, which have dropped from an average of 6.7 to 3.3 children per woman. As of 2017, about 76.2 % of the population was classified as rural. The rate of urbanisation has been rapidly growing at an estimated pace of about 2.5 % per year. Currently, 320,651 (29.3 %) and 355,954 (32.6 %) people reside in the more urbanised Hhohho and Manzini regions respectively, while 204,111 (18.7 %) and 212,531 (19.4 %) people reside in the more rural Shiselweni and Lubombo regions respectively, (CSO, 2017). These figures however, do not distinguish between rural-urban and peri-urban residents yet there has been a sharp growth in peri-urban residents who due to their location between rural and urban, end up with poor access to important basic needs services such as WASH services.

The country has enjoyed prosperity in the past and achieved high rates of economic growth of more than 5 % on average placing Eswatini amongst the lower-middle income countries. In 2018, the country achieved a GDP per capita of more than US\$3,000 per annum. Substantial progress has been made in reducing poverty rates, with a 10-% age point drop in poverty rates between 2000 and 2017, from 69 % to 58.9 % (CSO, EHIES, 2016). Despite a number of reform measures implemented by Eswatini over the past three years including the Economic Recovery Strategy, Fiscal Adjustment Roadmap and the Investor Roadmap the domestic economy continues to perform below the potential required to achieve the national Vision. The economy has grown far slower than the required 5 % target to create enough jobs and reduce poverty levels by half by the year 2015. The sluggish economic growth has had huge repercussions on employment and poverty levels in the country coupled with declining investment flows from both private and domestic sectors. Over the years, there has been less jobs created compared to job losses experienced through company closures and or retrenchments

The current economic situation is characterised by declining economic growth; a narrowing revenues base coupled with rising expenditures that are resulting in increasingly large fiscal deficits; stagnant private sector activities; deepening poverty; infrastructure development which is not yet bearing dividends, while on the other hand there is old infrastructure in deteriorating conditions; and poor public sector performance and service delivery, to mention some of the challenges. Income distribution is skewed and favours mostly the high earners with more than 50 % of wealth owned by less than 20 % of the population a situation reflective of economic inequalities and disparities. HIV/AIDS remains one of the many problems the country is still battling with.

## 2.3 WASH Sector overview

### 2.3.1 Potable water supply

Table 1 below indicates that the national coverage for water supply in Eswatini is about 58% of total homesteads with only 36% of the homesteads having reliable access to water (Water Point Mapping Report, 2016). According to the WPM report, on the overall, about 72 % of the total population uses an improved source of drinking water (96 % in urban areas and 63 % in rural areas). A deeper analysis of water use in the rural areas indicate the following; 60 % use water from a basic source; 9% uses water from a limited source, 12 % uses water from an unimproved source and 19% use surface water. A further analysis indicate a much glaring situation in the Shiselweni region in comparison to the other three regions, as only 56 % of the population in that region uses an improved source of drinking water. This therefore points to the reason why more support from WASH service providers such as WASWA requires to be offered to this region in particular.

Table 1: Homestead Water Supply Coverage and Access of Water in Eswatini (Water Point Mapping, 2016)

AREA	NATIONAL ESTIMATED	SUPPLY COVERAGE		WATER ACCESS	
		COVERED	NOT COVERED	ACCESSING	NOT ACCESSING
Urban	76,164	67,317 (88%)	8,923 (12%)	48,618(64%)	27,546 (36%)
Rural	230,034	112,149 (49%)	117,885(51%)	65,845(29%)	164,207 (71%)
<b>National</b>	<b>306,198</b>	<b>179,466 (59%)</b>	<b>129,551(41%)</b>	<b>114,445 (37%)</b>	<b>191,753 (63%)</b>

Challenges faced in water supply include non-functional infrastructure due to non-affordability and at times non-willingness to pay for maintenance fees by user communities. On the other hand, Urban Area Planners are not well prepared to handle the fast growing urbanization of rural communities and the mushrooming of informal settlements within the periphery of urban areas.

### 2.3.2 Sanitation and Hygiene Coverage

According to the Eswatini Households Income & Expenditure Survey (EHIES, 2016/17), overall national sanitation coverage is estimated at 46%, with urban areas estimated at 42.3% and rural areas

estimated at 47.8%. About 29% households use shared facilities while Open Defecation (OD) is estimated at 11% (MICS 2014), (see figure 1 below). The Joint Monitoring Programme report (2017), indicated that Hygiene practice is at 26%. A deeper analysis of the urban population indicates that about 22% has access to sewer system, 8% have access to septic tanks, 48% use latrines to dispose faecal waste, 4% use septic tanks to dispose faecal waste and 7% population use the sewer.

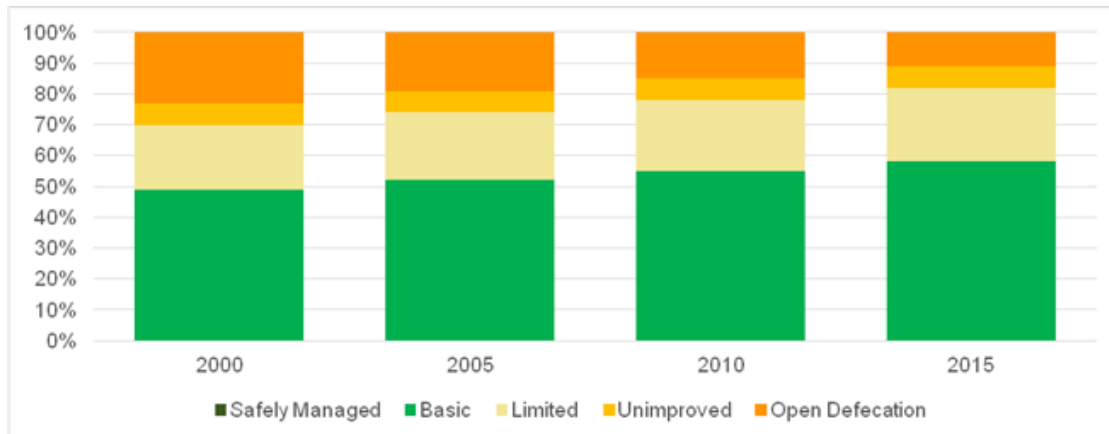


Figure 1: Eswatini Sanitation Coverage (2000-2015)

Source: Joint Monitoring Program, UNICEF/WHO

Sanitation related challenges faced include the fact that urban area WASH services providers are not well prepared to meet the needs of the fast growing urban population propelled by the urbanization of rural areas. Open defecation is more prevalent in rural areas (at 14%) compared to urban areas where only 1% of the population practice open defecation. This is indicative of the fact that the poorest population has the highest levels of open defecation and lowest levels of access to basic sanitation services.

### 2.3.3 Hygiene Behavior: (HWWS) and MHM

The JMP report (2015), stated that 55% of the population surveyed practice handwashing and that over half of this 55 % do not have soap and water available (Figure 2). The report further indicated that household poverty level was observed to have great influence over hygiene practices and behaviour. Nevertheless, it was also discovered that in households where soap is inconsistently available men do not regard handwashing to be of great significance.

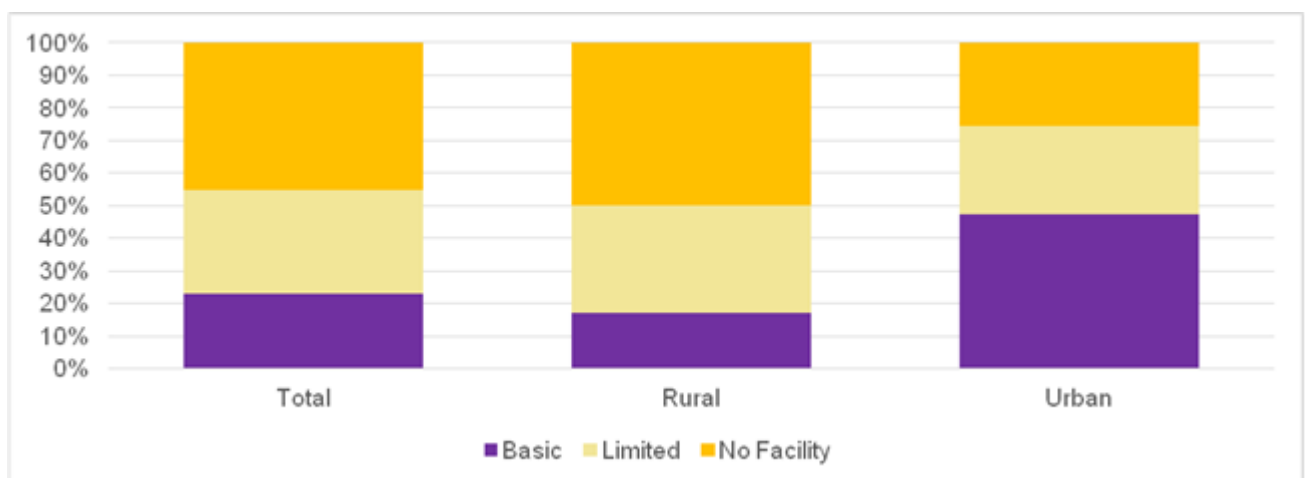


Figure 2: Hygiene Behaviour Coverage (2000-2015)

Source: Joint Monitoring Program, UNICEF/WHO

Studies globally have shown that poor menstrual hygiene management in developing countries like Eswatini has been insufficiently acknowledged as a problem (Ten, 2007). In country studies on MHM indicate that the Ministry of Education and Training (MoET) has developed a Policy document which however, does not specifically address MHM as a standalone activity. Similarly, the Sexual Reproductive Health Policy by the Ministry of Health (MoH) provides guidelines on how health issues are to be addressed, however, MHM is again not articulated clearly within this Policy document (WaterAid and SAfAIDS 2015). The country has to an extent made some significant strides in the development of WASH documents in the form of guidelines, manuals and policies within the Health, Education, Water and Sanitation sectors, however, these do not specifically address the issue of MHM in a rather holistic manner. The gender-unfriendly school culture, infrastructure, as well as the lack of adequate menstrual protection alternatives and/or clean, safe and private sanitation facilities for female teachers and girls, adversely undermine the right of privacy. As a consequence of this situation results in a fundamental gross infringement of the human rights of both female educators and girl learners.

#### 2.3.4 WASH related Institutional, Legal and Policy Framework

The National Constitution of the Kingdom of Eswatini (2005), stipulates provisions related to water in Articles 210 and 215, it rules out any private right of property in any water resources found in the country. The Constitution upholds environmental protection as an aspect with direct implications for water resources quantity and quality. The KoE is guided by “Vision 2022”, which is a set of national priorities and targets articulated in the National Development Strategy (NDS, 1997). In this vision, the Kingdom aspires to be in the top 10 % of the “medium human development” group of countries founded on sustainable economic development, social justice and political stability by 2022. Nevertheless, progress realised to achieve this vision has been hampered by slow development growth, the fiscal crisis of 2010-11, the 2105/16 El Niño-induced drought including the volatile transfers from the Southern African Customs Union (SACU).

Other policies and strategies of prime importance to the WASH sector in the country include; The Water Act, 2003; The National Health Policy, 2007; The Master Plan for Improvement of Integrated Water Resources Management in Swaziland, 2016; The National Climate Change Policy, 2016; The Purification of Industrial Water and Effluent Regulations, 1967; The Water Pollution Control Regulations, 1999; The Waste Regulations, 2000; The National Environmental Health Policy, 2002; The National Health Sector Strategic Plan (NHSSP, 2014-2018); The Environmental Management Act, 2002; The National Sanitation and Hygiene Policy (2019); The National Sanitation and Hygiene Strategy (2019-2023); Open Defecation Free Protocol 2019; Draft National Sanitation and Hygiene Regulations (2018). Documents still to be developed and activities planned to be conducted include; Sanitation and hygiene manual/Guidelines, Drinking Water Quality Regulations, and the Institutional WASH survey. Worth mentioning is the fact that despite these great strides in legal reforms, the country is still confronted with challenges such as the lack of a National Water Services Act which affect WASH operations and management in the country. Furthermore, the outdated sanitation design standards / guidelines on VIP construction which do not embrace latest technology designs add to the myriad of WASH problems already faced. The CP is therefore needed to provide support and guidance on strengthening the legal and regulatory framework.

#### 2.3.5 Sector coordination, capacity and sustainability

WASH sector stakeholder groups include Government line ministries and departments, NGOs, parastatals, private sector, development partners, the National Water Authority (NWA), River Basin Authorities (RBAs), Water Users Associations, community leaders and communities. WASH in Eswatini falls under two-line Ministries; The Ministry of Natural Resources and Energy (MNRE) and the Ministry of Health (MoH). The Department of Water Affairs (DWA) under the MNRE has the overall responsibility for water resource development, management and supply in the country, while the MoH is responsible for issues surrounding sanitation and hygiene. The sector however, is in a prolonged state of transition with an ambiguous regulatory environment. Consequently, water resource management mandates remain somewhat challenged in the face of limited resources to implement planned reforms.



Through the provisions of the National Water Act (2003), and the Integrated Water Resources Management Plan (IWRMP, 2011), the Ministry of Economic Planning and Development (MEPD) in collaboration with the UNDP facilitated the establishment of the Sector Working Groups in Eswatini of which the Water, Sanitation and Hygiene (WASH) was identified as a priority. Consequently, a WASH Forum was established with some of the Forum's key mandates being; knowledge sharing on WASH, enhancing networking for cooperation and collaboration amongst WASH stakeholders; measuring, monitoring and evaluating progress on programmes and projects implementation by each stakeholder organization. The WASH forum is faced with a lot of challenges with the main challenge being the lack of a legal instrument establishing and affording it a legal status thereby resulting in its non-recognition by the sector players and therefore rendering it non-effective. WASWA would work in collaboration with the WASH forum as a leverage for information sharing and to strengthen sector coordination.

A WASH Joint Sector Review (JSR) forum was established to conduct sector performance assessments; provide funding, budgetary and policy guidance; and to promote coordination at national level. Nonetheless, the JSR is still at its infancy five years later with the last JSR meeting convened in 2018. This forum is weakened by the fact that WASH stakeholders are in essence not compelled to attend nor to report in this forum. If WASH coordination is to be effective, then the Government must make reporting a mandatory exercise by all WASH stakeholders concerned. The JSR, 2016 report recommended that the WASH sector establishes SWAp initiatives that would strengthen and enhance coordination within the sector. The SWAp was seen as a mechanism that would help the sector to adopt common operational approaches as well as a vehicle by which government would use to develop and implement procedures to disburse and account for all funds. Nonetheless, recent reports indicate that the adoption of a SWAp has been slower than anticipated due to a number of factors. For example, it was in the MNRE's plan to have the SWAp Coordination Unit by the year 2018 but this did not come into fruition due to a number of reasons one of which is the lack of funding. WASWA will consider revitalising the JSR as a platform for WASH advocacy and information sharing covering a wide range of stakeholders. The WASH forum will also be critical for realising the CP objective of promoting sector coordination.

Other WASH groups / forums besides government oriented ones include School Health Clubs, Rural Health Motivators, Community-Based Organizations (CBOs), Private sector, other organisations and community individuals. In comparison to the roles played by the other WASH stakeholders, a glaring gap is depicted to exist in the role currently played by the private sector. Currently, this is engaged mainly in the supply of construction material and as well as in the provision of O&M services. The private sector is needed to play a much active and influential role in every aspect of WASH service delivery in the country. Theoretically, civil society groups exist, however, there is no evidence of civil society activity on WASH matters nor are the groups formally known as WASH stakeholders. The Water Act (2003), established River basin authorities as institutions mandated with water resources management including WASH aspects at the river basin level, however, most of the RBA offices are relatively new and the development of their organisational capacities is still at infancy stage. Building capacity of these stakeholders would be critical to take the WASH agenda forward.

Capacity and skills are among the key limitations towards achieving full WASH service delivery in Eswatini. The limitation on capacity / skills is observed across the whole WASH continuum and is limiting at all levels of management. The capacity needs identified include financial, human, technological and physical. The organisational capacity of Government authorities responsible for overseeing the provision of WASH services is relatively weak, a situation that has led to operational and managerial inadequacies, resulting in delayed execution of important WASH activities. Efficient translation of strong research findings into policies and practices remains weak and as such, research and development are acknowledged as critical components to enhancing capacity and skills. WASWA will therefore aim to promote research and development for the promotion of WASH knowledge and learning, in addition to initiatives related to building sector and partner capacities.

### 2.3.6 Sector Financing

The most limiting aspect to WASH implementation in Eswatini revolves around inadequate / lack of financial resources. The WASH sector in the country is comprised of four main sources of funding: i) Government funding; ii) donor funding; iii) NGOs / private sector investment and lastly, contributions made directly by beneficiary communities. Financial contribution by the GoE is channelled through the Ministry of Finance (MoF) which then flows through the Treasury department and to the various line Ministries. Over the years, there has been a steady decline in funding afforded by the Government towards WASH. Only five ministries have been identified as recipients of funding from central fiscal reserves towards the delivery of WASH activities and they are the Ministry of Natural Resources and Energy (MNRE), Ministry of Health (MoH), Ministry of Housing and Urban Development (MoHUD), Ministry of Education and Training (MoET) and the Ministry of Tinkhundla Administration and Development (MTAD). It is rather alarming to note that none of the taxes raised from local level WASH revenues are being invested back into the WASH sector.

Transfers are currently channelled through a range of routes, and these enter the systems at the national, sub-national and community levels depending on the development partner in question. Grant funding, such as that from the Taiwan and European Union, has been released directly to line ministries at national level. UNICEF provides funding through a range of channels, including national ministries, local-level government implementing agencies and NGOs. Due to the lack of a formally recognised coordinating body, the NGOs mostly provide funds directly to communities, and thereby bypass local government finance channels, an aspect that adversely affects accountability and holistic reporting on WASH access and coverage in the country.

More than half (54 %) of on-budget capital investment between 2013/14 and 2018/19 has been on Water and Sanitation (Watsan) projects. Water-only investment accounted for 29% of overall investment with sanitation-only investment accounting for only 17% during the same reporting period. Investment in water-only projects is reasonably equally split between rural (10.43 %) and urban (8.3%) areas. Capital investment in sanitation is significantly more weighted toward urban investment, with only 14% of investment allocated to rural sanitation interventions. On-budget capital investments in the WASH sector have been significantly skewed towards urban areas in recent years, with about 84% of government capital expenditure spent in urban areas between 2013/14 and 2018/19. This trend appears to be worsening as only 6 % of the investment is planned for allocation to rural areas in the 2019/20 financial year, an under-allocation with a direct negative bearing on the targeted 100% universal access objective.

There appears to be significant underinvestment in the sanitation sub-sector of the entire WASH sector. If the prevailing underinvestment prevails, the achievement of the SDGs will be a far-fetched ideology rather than a reality. Therefore, more capital investment is required to finance a well-targeted rural sanitation subsidy policy and support the cost of institutional and public latrine infrastructure in rural areas, which will be essential to reach the set total coverage targets.

## 3. REFLECTION ON PAST STRATEGY AND STAKEHOLDER FEEDBACK

WaterAid began working in Eswatini in the year 2011 as the result of an ambition to expand global programming within the Southern African region. An evaluation of the pilot phase conducted in 2015, established that the programme activities undertaken since 2012 have provided visibility and credibility for WaterAid in the country. The country programme was able to make significant progress against most of its strategic objectives. Nevertheless, it was realised that some aspects of the strategic intent were overly ambitious for a pilot programme and that some fell outside of the scope of influence for an NGO to realistically achieve. Consequently, a recommendation was made during programme evaluation that the strategic intent be updated with a clear theory of change, supported by a logic model.

WaterAid Eswatini project performed well against all the risk critical standards and most of the programme level standards. The evaluation indicated that the project performed well with regards to the application of certain elements of the WaterAid programmatic approach which were observed on

hygiene promotion and behaviour change. The programme's introduction of MHM and hand washing in schools as well as working with communities promoting PHAST and CLTS was acknowledged as a positive contribution towards WASH knowledge enhancement in the country. Another positive attribute is that WASWA has been actively working across the five key areas; emphasising country ownership (of development), supporting country-led institutions, being a critical friend to governments, improving integration and alliance-building and using a district wide approach.

The Eswatini team has managed to build mutual trust between themselves and the partners they work with. This has been enhanced by the development and signing of MoUs with four stakeholders within the sector as well as partnerships with two implementing organisations and three donor organisations. WaterAid Eswatini does not have an influencing plan or strategy yet. Lessons and recommendations from service delivery work include; the need for WASWA to clearly establish the role to it is to play in the sector; the need to strengthen community feedback mechanisms and the need to find an alternative to community management of rural water systems. Lessons and recommendations from influencing work include; completing a political economy and power analysis including making the strategic intent for the next programme phase more realistic. The WASH forum needs support in defining what their role in the sector should be and WaterAid's influencing work needs to be more actively aligned to service delivery work.

A national workshop with key stakeholders was held from 25 to 27 September 2019 to assist the country office in developing a country programme strategy. The stakeholders identified key critical areas needed to take WASH forward in Eswatini through WASWA support. These were identified as follows: Capacity, Mainstreaming, Legal framework, Implementation, Research, Coordination, Data / information, Monitoring, Partnership, Prioritization and Funding. The above list was further analysed and consensus reached to reduce the list following critical analysis and taking into cognisance strengths, weaknesses, opportunities, threats and as well as the comparative advantage of WASWA within the sector. As a result of the further deliberations, the stakeholders agreed that WASWA should focus on the under listed items as key blockages requiring to be addressed:

1. **Sustainability** of WASH services including infrastructure.
2. **Coordination**-improved sector coordination and cross sectoral integration.
3. **Legal and Institutional Framework**- Poor sanitation facilities in the rural areas amounting to 52% due to weak Public Health legislation to address issues of sanitation in rural areas. This is as a result of a weak regulatory authority by the DWA.
4. **Capacity**- financial, human and design capacity are lacking.

#### **4. ROLE AND NICHE**

WASWA will specifically seek to add more value to the WASH sector by using existing platforms to enhance its influencing efforts; it will also model workable systems and mechanisms for sustainable WASH service delivery; and engage the right strategic partnerships and networks for optimum impact. In addition, we will strive to make our work visible for sector learning and replication.

#### **OUR VISION**

*“Inclusive equitable and sustainable water, sanitation and hygiene access by all Emaswati by 2030”*

#### **ROLE AND OUR NICHE**

*Informed by world experience WA Eswatini leads, models, and influence sector strengthening, innovation and research for sustainable and equitable WASH.*

The new country strategy will be built upon WASWA's rich experience and contribution already made in the Eswatini WASH sector, coupled with the trust gained from stakeholders, its understanding and knowledge of the context it is operating in. Our endeavour would be to contribute towards the national goal of poverty eradication, by ensuring everyone everywhere has access to WASH services by 2030. We will position ourselves and be known as an influential leader in innovating, developing, testing and

advocating for effective services, systems, approaches and technologies that bring about sustainable access to WASH services for all.

Taking into consideration the likelihood that existing national challenges may impede our vision, WASWA will play a catalytic role in influencing the desired changes envisaged to lead to overcoming these blockages for increased access to improved, inclusive, equitable and sustainable WASH services. We will further develop our convening power to optimize use of partnerships and alliances within the WASH sector and with other sectors to inspire collective and evidence-based action that will provide more effective solutions to the prevailing sector challenges, and as a result accelerate sustainable access to WASH services for all.

## 5. OUR THEORY OF CHANGE

WASWA endeavours to bring about social change within the WASH sector in the country, aimed at the achievement of “Inclusive equitable and sustainable water, sanitation and hygiene access by all Emaswati by 2030”. WASWA is underpinned by the belief that empowered citizens are able to claim for their WASH rights and as well as influence policy implementation and accountability. We are of the belief that WASH sector strengthening across all levels including the building of strong alliances to recognize and promote behaviour change in hygiene and sanitation are the appropriate pathways to bring about the positive change required for WASH services accessibility by everyone, everywhere at all times. The above mentioned proposed transformational changes require that to a certain extent the preconditions described below are warranted:

**1: Inclusive and equitable services delivered at scale and driven by all sector players** (integration, technology, influencing, WASH+, and modelling, climate change) for sustainable services. A support for an increase in national water and sanitation access is critical and it is to target the most vulnerable and marginalized people. In promotion of WASH services sustainability, the piloting of innovative and climate-smart WASH service delivery models and technologies for delivery at scale require to be ensured. On the same token, the promotion of solutions towards the reduction of WASH inequalities by increasing access to WASH services is pivotal.

**2: A WASH sector with functional institutional coordination mechanisms, policy and legal frameworks that enable delivery of sustainable and inclusive services.** The establishment of functional mechanisms for multi-sectoral coordination at the national, regional, and local levels is paramount to enable sustainable, equitable and inclusive WASH services. WASWA aims to mainstream integrated approaches of WASH specific indicators into the other ministries’ policies and strategies.

**3: Strengthened policy and legislative framework for the WASH sector.** Eswatini requires an integrated WASH sector with functional legal frameworks and policies for sustainable and inclusive access to WASH services. WASWA will provide support towards the development of credible strategies, policies and regulatory systems. In addition, the support towards a vibrant private sector and markets for quality service delivery is critical and as such the policy and legislative framework require to embrace this aspect.

**4: Citizens are empowered to take responsibility and hold duty-bearers accountable for delivery of inclusive and sustainable services.** Empowered citizens who know their WASH rights, claim them and fulfil their responsibilities is what is lacking within the Eswatini WASH sector as a result accountability by the duty bearers is non-existent. Citizens require to have adequate knowledge on rights and responsibilities and in turn this knowledge would enable them to hold duty-bearers accountable for sustained service delivery.

**5: Hygiene behaviour transformation.** A change in behaviour patterns of communities and individuals is critical if the country is to achieve universal access. This requirement demands that there exists positive changes in the knowledge, attitude and practice of good hygiene and sanitation at

community and individual levels including institutions. This needs to be enhanced through awareness creation, training, education etc. which WASWA will facilitate in the country.

## **6. STRATEGIC OBJECTIVES**

In order to realise accelerated progress towards inclusive, equitable and sustainable access to WASH for all, WASWA will focus on the under-listed four strategic objectives that will support our endeavour to be an influential catalyst in the WASH sector within the Kingdom of Eswatini.

### **Objective 1: Sustainable inclusive and equitable services delivered at scale driven by all sector players (integration, technology, influencing, WASH, modelling, climate change)**

WASWA will contribute towards universal access to clean water and improved sanitation for all through inclusive, functional, affordable, good quality, adequate WASH services accessed by all Emaswati. To achieve this WASWA will:

1. Pilot sustainable, inclusive, equitable and climate-smart service delivery models and approaches and will influence other stakeholders including government and private sector to adopt and upscale these models.
2. Collaborate with the private sector to unlock sector financing and to engage in sustainable management of WASH services across remote rural communities, rural growth areas and in urban informal settlements.
3. Promote the integration of WASH in collaboration with other sectors such as the Education and Health sectors. In the process, we will promote the generation of evidence through research and learning which will help to influence other sector players to sustain WASH service delivery.
4. Influence the government to take a leadership role that will ensure ownership and sustainability. WASWA will improve and strengthen government accountability systems with the aim of providing sustainable WASH services through the use of tools that promote accountability.

### **Objective 2. Citizens that practice sustained appropriate hygiene behaviors- 50% of Emaswati practicing appropriate and sustained hygiene behavior by 2025**

WASWA will prioritize the implementation of sustained and transformative, scientific-based hygiene behaviour change approaches that would be delivered at scale to bring about the desired behaviours among Emaswati. In the process WASWA will:

1. Build the desired capacity among sector players to deliver appropriate inclusive hygiene behaviour change approaches and packages to communities. Hygiene behaviour change packages would be tested and delivered at scale through campaigns and awareness raising platforms.
2. WASWA will partner with all forms of media to create attention on hygiene across different platforms and levels.
3. We will drive significant shifts in key national policies, plans and strategies to ensure that hygiene is adequately considered and well-covered. We will support the review of policies to mainstream hygiene and influence the government to prioritise funding for hygiene. We will support the government to establish key monitoring indicators for hygiene and to adequately report on hygiene locally and internationally.
4. WASWA will work with the Ministry of Health and the Ministry of Education and Training to influence the government to prioritise MHM especially in schools. We will focus on research to develop evidence for prioritizing MHM in policies and national strategies. WASWA will also focus on building capacity in schools for both boys and girls to create the relevant awareness and knowledge that will minimize taboos surrounding the MHM subject. Working with the private sector, we will seek for innovative and sustainable approaches to improve access to menstrual pads and sanitary material

### **Objective 3. A well-coordinated WASH sector with functioning institutional, legal and policy frameworks and capacity to deliver sustainable, inclusive and integrated services for all.**

Without the right institutions and proper legal frameworks, it is difficult and impossible to achieve sustainable access to WASH. It is in that spirit that WASWA will work with the Ministry of Natural

Resources and Energy through the Department of Water Affairs and other key sector stakeholders to influence for WASH institutional reforms that will bring about the desired substantial results. While recognizing that institutional reforms are the full mandate and responsibility of the government, WASWA will:

1. Support the government with the required and most needed technical information to drive decision-making processes. WASWA will therefore conduct institutional arrangements review studies for WASH to generate information and evidence for supporting the strengthening and establishment of the required institutions within the WASH sector.
2. WASWA will not only influence but will also support government-led initiatives to transform existing legislation for sustainable institutional arrangements and approaches. The desired outcome will be the establishment of a clearly integrated WASH department or institution with a clear mandate, roles and responsibilities including adequate funding.
3. We will support the government to develop clear coordination mechanisms around the aspects of planning, monitoring and accountability. WASWA will support the government to establish clear frameworks that link to sector building blocks including providing support for joint sector reviews and planning processes. We will share our local and global expertise to the government to strengthen its technical capacity for sector coordination.
4. WASWA will continue creating an enabling environment and promote integration with other sectors including: (health, education, climate change, disaster management among others) to bring about the desired significant change.

#### **Objective 4. Empowered citizens that take responsibility and hold duty bearers accountable for the delivery of inclusive and sustainable services.**

In recognition of the fact that access to clean water and sanitation is a human right, WASWA will perform the following actions:

1. WASWA will empower the citizens and local leaders to take responsibility and claim their right to sustainable water and sanitation services. We will work with the civil society, youth platforms to create awareness and empower them to claim the right and hold duty-bearers accountable.
2. Facilitating engagement of citizens and duty-bearers through open dialogues and media engagements to monitor and hold duty bearers accountable.
3. Create awareness among duty-bearers and citizens to increase their responsiveness and accountability to provide sustainable services.

## **7. PROGRAMMATIC APPROACHES**

In pursuit of an effective country programme to achieve increased access to improved, inclusive, equitable and sustainable WASH services, we will design and implement our service delivery and advocacy programmes as a coherent package where our four strategic objectives will provide an overarching framework for programming and measuring programme outcomes as well as impact. Our regional level programmes will integrate service delivery, sector strengthening and advocacy work, and will have direct and clear linkages with our national level influencing and sector strengthening agenda.

Our new strategic commitments require us to use a combination of the following core approaches that we believe will position the CP well to deliver on its set objectives and commitments:

### **7.1 Approaches:**

#### **7.1.1 Hygiene Behavior Change (HBC)**

The full benefits of safe water and improved sanitation facilities can only be realized with improved hygiene practices. In order to effect hygiene behavioural change as well as to achieve sustenance of good hygiene practices, packaging of critical and compelling messages and identifying impactful channels and modes will be critical in this strategy. We will take strategic steps in designing hygiene behaviour change interventions through a creative process informed by formative research and assessments. The behaviour change interventions will include innovative and creative tools, social

marketing approaches, and compelling emotional activities using emotional drivers rather than traditional cognition methods.

#### 7.1.2 Human Right Based Approach (HRBA)

Although water and sanitation are not explicitly mentioned as rights in the country's constitution, WASWA understands that access to water and sanitation services are a right to be enjoyed by all people coupled with the need for right-holders and duty-bearers to take necessary action towards the realisation of such rights. Key to this approach is capacity strengthening for both citizens and actors alike to comprehend their rights, roles and responsibilities. WASWA will facilitate the strengthening of citizens' capacities to claim their rights and as well as design methods to help citizens to engage with decision makers to honour their commitments. The aim is to build the CP capacities as well as those of the partners to mainstream HRBA. All WASWA programmes will be designed to facilitate the progressive realisation of rights to water and sanitation. We will influence actors, policies, systems, frameworks and practices such that they are in support of the attainment of these rights by all Emaswati. This will entail awareness raising and capacity building of people, institutions, and different actors entrusted with the duty to provide or facilitate the provision of WASH services. We will also examine available legal instruments and institutional spaces meant to uphold people rights to water and sanitation and ensure that necessary action is taken by relevant actors to make them functional. Working in partnership with local Civil Society and Human Rights Organisations, we will mobilise and support different social groups of people such as people with disabilities, people living with HIV, youths and women, among others, to be active agents of change in facilitating equitable and sustainable access to WASH.

#### 7.1.3 Sustainable Services Approach

It is very important that the services and infrastructure delivered are sustainable for beneficiaries and investors to realise value. WASWA will promote infrastructure development that is durable and resilient to extreme weather and climatic conditions. On another hand the infrastructure should be user friendly with regards to access and maintenance and operation as well. The infrastructure will also have to be cost effective and affordable, taking into consideration technology choice.

#### 7.1.4 Strategic Partnerships and Alliances

Critical to the achievement of the CP strategic objectives will be the development and nurturing of strategic partnerships and alliances important to harness experiences, expertise and influence. Partnerships will be developed in order to champion innovation, development including sharing and management of knowledge for the delivery of sustainable programmes. Partnerships and alliances will also be used to leverage citizen empowerment, advocacy and influencing.

#### 7.1.5 Sector Strengthening

We will work in partnership with others within and outside the WASH sector to strengthen key sector building blocks that include; sector policy and strategy, planning and coordination, financing, institutional arrangements including frameworks for regulation and accountability, and performance monitoring. Our programmes will be designed to model and promote integration within the WASH sector and with other sectors. We will target strategic forums and planning processes in other sectors, such and health and education, to make WASH as an integral component of their interventions. Our programmes will also promote integration between different levels of actors – national, district and local levels. We will ensure that practice at district and local levels informs policy and strategies at national level.

#### 7.1.6 Citizen Empowerment

The aim is to have citizens/communities that fully understand their rights, responsibilities and entitlements and are able to claim their entitlements from duty-bearers. This is to be enhanced by the presence of a strong civil society that effectively supports citizens' voice necessary to realise their WASH entitlements. In this regard, WASWA will demonstrate the promotion of rights at different

levels in all the areas we work in and among the stakeholders we work with. We will also support capacity building efforts of civil society organizations in the promotion of the rights to water and sanitation.

## 7.2 Key shifts

In delivering this strategy, it will be imperative that we make some strategic shifts as follows:

1. **Diversifying partnerships:** We will aim to engage key partners at strategic level for advocacy, policy influencing, research, innovations, WASH service delivery, capacity development and financing through forging alliances and coalitions for a louder voice. We endeavour to working more strategically with other sectors. We believe that to deliver on this new strategy successfully, we will need to venture into new areas of work that will increase the impact of WASH on people's felt challenges such as, WASH and maternal / neonatal health, education, among others. Integration will be critical to achieve sustainable services scale and greater impact beyond the sector. We will therefore require to collaborate with other actors, such as, health, education and private sector.
2. **Service delivery for influencing:** We will use our service delivery work to model best practices with the aim to influence policies, strategies and programmes in the sector. Action research and learning will be an integral part of our service delivery work.
3. **Focus on sanitation and hygiene:** We will deliberately increase focus on sanitation and hygiene in our programmes. We will make efforts to influence the prioritization of sanitation at all levels and to attain behaviour change with increasing evidence of good hygiene practices. WASWA will focus more on hygiene in communities including schools and health facilities.
4. **Hygiene Behaviour Change (HBC):** We will aim to progress from hygiene promotion towards using a behaviour-centred approach. More work will be done to investigate and challenge socio-cultural issues since they are critical for behaviour change and the sustainability of services and practices. We will take strategic steps in designing hygiene behaviour change interventions through creative processes informed by formative research and assessments.
5. **Research transformed into practice:** We will improve the use of research for programming and influencing. Our research will be designed specifically to respond to sector dilemmas (including blockages and challenges); and will also be used to consolidate sector innovations and best practices for shared learning and influencing.
6. **Citizen empowerment:** Learning from the experiences with the citizen action initiative, we will strengthen the focus on harnessing the power of citizens to actively engage in the realisation of their rights to WASH. Citizen empowerment will also entail creating strategic platforms for citizens to challenge the relations among various stakeholders at different levels and influence higher level decision making.

## 7.3 Where will we conduct our work

In the new CPS, decisions to continue, stop or start work in new project areas/locations shall be determined using an agreed set of criteria but the main determinant would be the achievement of universal access by all Emaswati by 2030. The criteria will combine presence maintenance where needed, exit strategy in some areas where impact was not meaningful or not adding much value and we will consider working in new areas where WASWA will realise planned outcomes. Nevertheless, the decision on region of choice for project implementation will be informed by scoping studies through the application of a selection criteria such as low WASH coverage, inequalities, poverty statistics and locations with potential for integration. WASWA will develop and implement programmes and projects in line with this strategy as discussed below:

- WASWA will continue working in the Lubombo region of the country.
- WASWA will conduct a scoping study to ascertain the settlements patterns in the northern Hhohho region and to find out what WASH services are required since there is low participation of WASH partners in that area.
- WASWA aims to exit from communities where significant progress and sustainability mechanisms have been realised.



- WASWA intends to operate in the entire Kingdom of Eswatini compared to working in selected region. This is due to the country's small size which makes it very possible to operate in any of the four regions of the country. In addition, the intention is driven by the need to achieve universal access by all Emaswati.

#### **7.4 Partnerships**

In realising and achieving the strategy objectives, WASWA appreciates the significance of establishing long-term partnerships and the need for the right mixture of partners. Therefore, WASWA aims to forge alliances and coalitions to drive a common WASH agenda. WASWA will partner with organisations that have the capacity to leverage resources to achieve its strategic objectives. Partnerships will be guided by different purposes at a particular time and these may include the following: (i) to implement projects and programmes; (ii) to forge alliances and coalitions for influencing decision makers; (iii) to collaborate for improved coordination; (iv) to build internal and partner capacity to catalyse change.

Our approach to working in partnership with others shall be guided by the following principles; complementarity and synergy towards a shared vision; recognising the contribution and added value that each of us bring; mutual respect and harmony; equity and recognising that each partner has the right to determine its own organisational direction and prior accountability. In selecting partners to work with in the new strategy, we will assess them based on; shared sense of purpose, value addition and governance track record.

### **8. WHAT SUCCESS WILL LOOK LIKE AND HOW IT WILL BE MEASURED**

#### **8.1 Measurement Framework**

Eswatini CP has developed the Logical Framework (Appendix 1) as a measurement tool to track and monitor progress /achievements against set strategic objectives. In line with this framework, the CP will develop a detailed monitoring and evaluation (M&E) framework that would outline information requirements, responsibilities, outcome and impact based indicators as well as set timeframes within which outcomes are to be realised.

The CP is aimed at attaining sustainable, inclusive and equitable services. It also purports to ensure that citizens practice sustained appropriate hygiene behaviours take responsibility and hold duty-bearers accountable. The CP aims to strengthen sector coordination and also to support the development of functional and effective legal and regulatory frameworks. The CP will therefore build citizen, partners and staff capacity. To strengthen programme information collection, storage, analyses and dissemination, the electronic Programme Management Information System (PMIS) will continue to be the main tool utilised.

It is the aim of the CP to undertake a baseline investigation within the first 6 months of the CPS implementation to establish the status quo. Furthermore, programme evaluation at Mid-term and Terminal stages would be conducted.

#### **8.2 Research, Knowledge generation and Learning**

Research, knowledge generation and dissemination is very critical for WASH sustainability and resilience against adverse climatic conditions and as such, WASWA will work in partnership with local, regional and international research institutions where feasible to ensure sustainability and resilience of the systems and structures. Work with these institutions of learning would constitute documentation and publishing of research results to promote knowledge sharing and up-scaling of innovative systems and technologies. Successes achieved and challenges experienced in WASH promotion, including model development, implementation and adaptation will be discussed through regular internal reflection meetings.

## 9. RESOURCING AND ORGANISATIONAL DEVELOPMENT

### 9.1 Human Resource and Capacity Development

To ensure success in the implementation of the Eswatini CP, we will promote staff development through training programmes, skills exchange & learning visits, internships, and by utilising the current global training programmes. In addition, staff would be encouraged to pursue personal development and learning. We will thrive to retain critical skills by rewarding performance in addition to identifying and promoting staff talents. We will provide a conducive working environment for staff members to perform optimally – including availing adequate tools and processes as well as one that embraces staff health and wellness.

We will aim to recruit for new/additional skills aligned to the needs of the new CPS and we will ensure that new staff induction is done adequately. We will conduct a structural review whereby we will revise and clarify roles and responsibilities in order to derive the right structure, job functions and staff numbers necessary to deliver the new strategy. This will be followed by a comprehensive capacity development and resource plan. We will continue to develop managerial and leadership capabilities at all levels. We will also promote staff empowerment at all levels through delegation including exploring internal promotion opportunities, encouraging autonomy in decision making, innovative working mechanisms, and succession planning. It is our aim to ensure that all global policies are localized and updated regularly and that staff are thoroughly informed on all developments.

The current CP structure is implemented by 5 full time team members and 6 part time and intern staff (Figure 3). The proposed CP will require an addition of staff members and will require that the team is comprised of 16 full time staff members as is shown in Figure 4 below. Acquiring new staff to complement current staff component will definitely attract additional costs thereby increasing the budget from the £825 000 GBP per annum to £1 000 000 Million GBP per annum as is illustrated in section 9.4 on budget and fundraising.

**Current CP Structure**

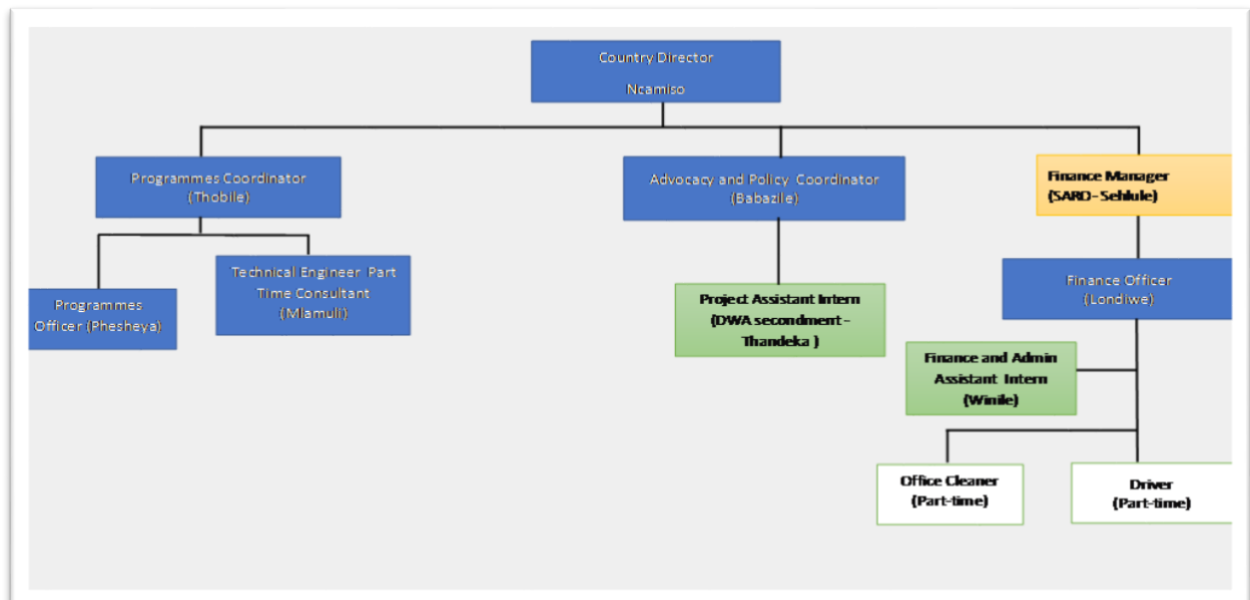


Figure 3: Current WASWA structure

## Proposed CP Structure

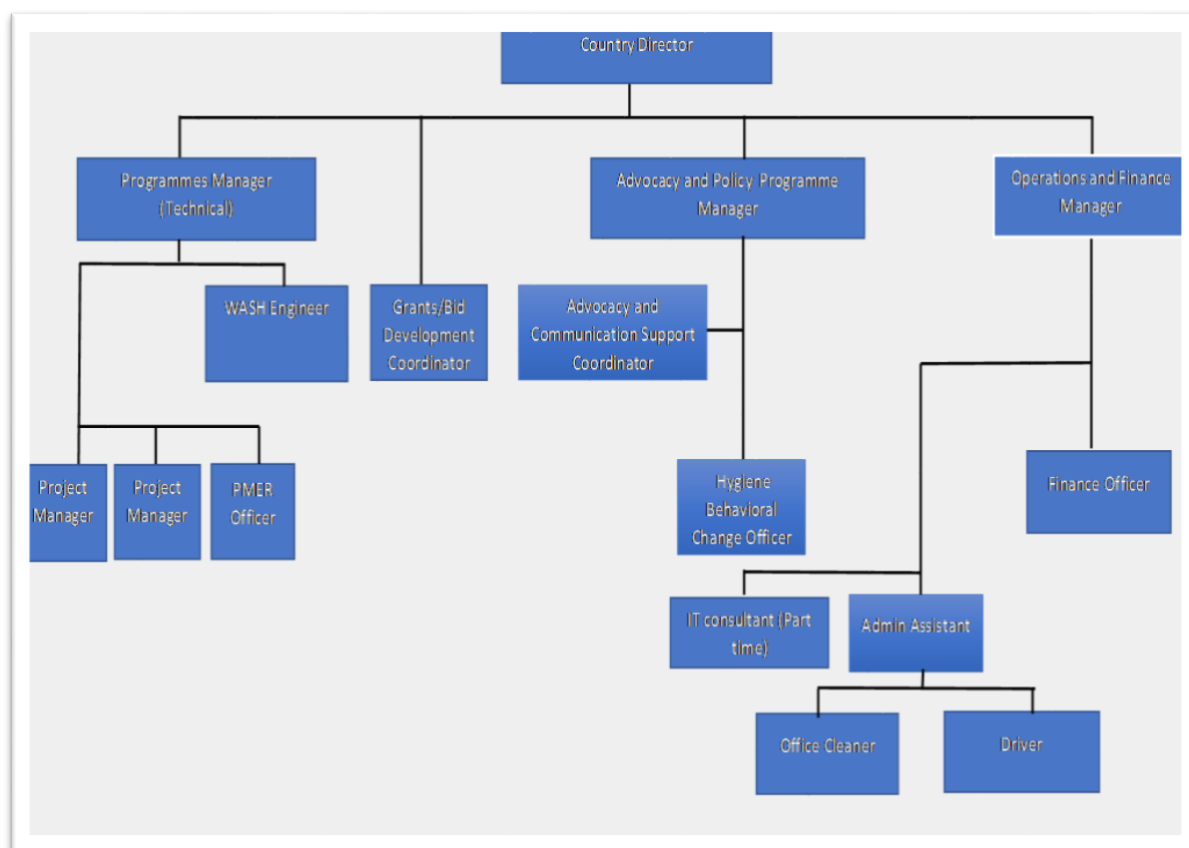


Figure 4: Proposed WASWA Structure

### 9.2 Building partners' capacity

As alluded to in section 7.4 of this strategy, the successful implementation of the CP is to a certain extent dependent on strong partnership with different WASH and non-WASH actors. To realise and achieve the strategy objectives, WASWA appreciates the significance of establishing long-term partnerships and the need for the right mixture of partners. Experience has shown that not all partners in the country have the required capacity and as a result there is a need for WASWA to contribute towards ensuring that these partners have concrete adequate capacities and skills to implement the strategy. Hence the identification of partners shall be followed by an assessment of the capacity gaps and the formulation of different capacity development approaches.

### 9.3 Improving systems, processes and procedures

In an effort to improve quality, efficiency and effectiveness in the delivery of the new Strategy, WASWA will establish and strengthen internal policies and controls that will ensure effective financial management. In addition, the CP will create awareness to staff and partners on WaterAid's policies and procedures. An improvement of the CP internal systems, processes and procedures will be necessary to align these to local legislation and WA Global policies. We will invest in ICT infrastructure and will also improve internal quality of network connectivity, MIS and mutual support.

## 9.4 Budget and fundraising

### 9.4.1 Budget

The finances required to run the new Strategy for the next five years is indicated in Table 2 below. The costs are in sync with the hiring of additional staff members as was discussed in the capacity and human resources development section of this strategy, staff numbers to be increased from 5 to 16. The budget growth projections in Figure 5 indicate that an increase in budget will be required until the third year after which the costs are expected to reduce as the strategy objectives are achieved and less staff members required. This is considered an ideal budget scenario as it is based on the high level analysis of the needs of each strategic objectives and expected results, taking into account the CP current commitments.

Table 2: Proposed Budget 2021-2024)

Eswatini CP Programme	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Total Expenditure (GBP)	825 000	1 000 000	1 300 000	1 200 00	1 200 000

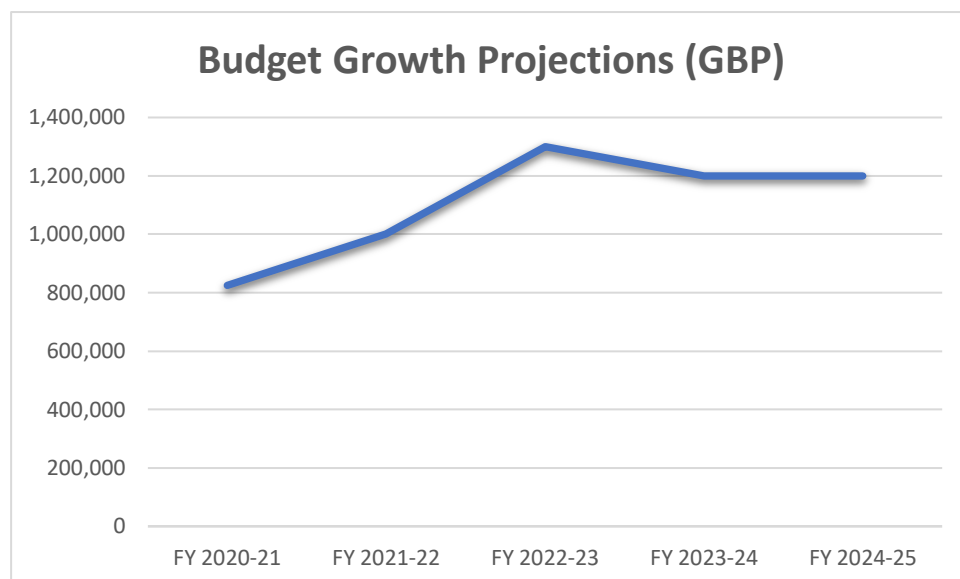


Figure 5: Budget Growth projections

### 9.4.2 Funding/ Resource Mobilization

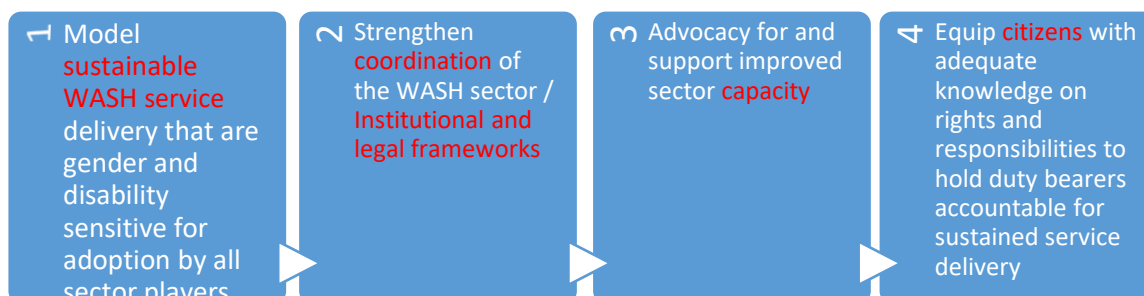
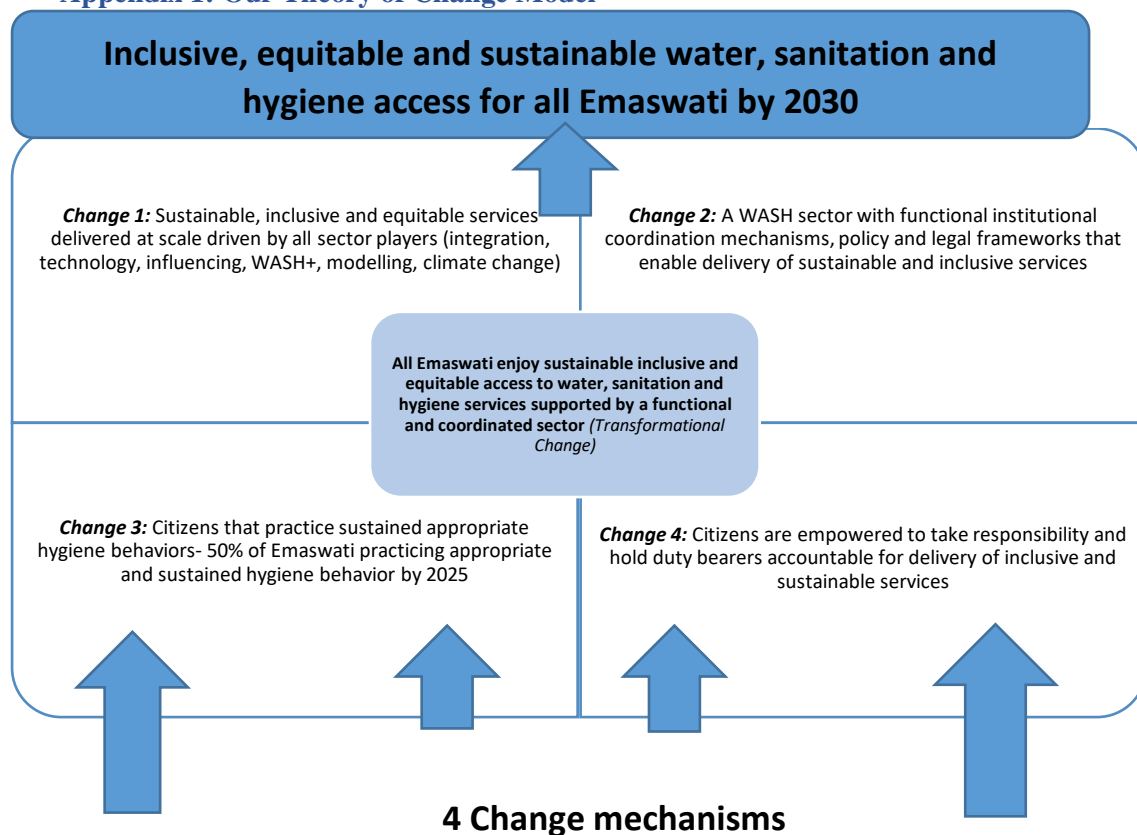
Fundraising is a critical component of the CP. We envisage a shift in the current fundraising approach currently employed if the CPS is to be fully achieved. Some of the proposed shifts include i) increased efforts for in-country fundraising; ii) increased engagement with private sector iii) establishment of partnerships and consortium with other key organizations to raise funds through joint proposals.

WASWA will develop and implement a fundraising strategy that will be guided by a programme-led approach with a desired funding mix targeting 20% in country fundraising. The aim will be to raise 80% restricted and 20% non-restricted funding, including reserves and financial leverage.

The grant management and accountability mechanisms will be given priority to enhance grants management system. These are important to mitigate against any potential risks on project implementation. WASWA will continue to use the Grant Tracker as a management tool and will support the project teams in giving timely feedback on grants' compliance.

## 10. APPENDICES

### Appendix 1: Our Theory of Change Model



<b>Our niche</b>	
<i>Informed by world experience WaterAid Eswatini leads, models, and influence sector strengthening, innovation and research for sustainable and equitable WASH.</i>	
<b>WASWA's strategic actions:</b>	
<b>Sustainable services</b>	<ul style="list-style-type: none"> <li>We support increase in national water and sanitation access by targeting the most vulnerable and marginalized people</li> <li>We pilot innovative and climate-smart WASH service delivery models and technologies for delivery at scale</li> <li>We offer solutions to reduce WASH inequalities by increase access to WASH services</li> </ul>
<b>Sector Capacity</b>	<ul style="list-style-type: none"> <li>We support work to ensure established functional mechanisms for multi-sectoral coordination at national, regional, and local levels</li> <li>We contribute to integrated approaches of WASH specific indicators into the other ministries' policies and strategies</li> </ul>
<b>Institutional and legal frameworks</b>	<ul style="list-style-type: none"> <li>We support an integrated WASH sector with legal frameworks and policies for sustainable and inclusive access to WASH services</li> <li>We provide support to enable credible strategies, policies and regulatory systems in place</li> <li>We support vibrant private sector and markets providing services</li> </ul>
<b>Empowered citizens</b>	<ul style="list-style-type: none"> <li>We enable citizens to have adequate knowledge on rights and responsibilities</li> <li>We support individuals and communities to hold duty bearers accountable for sustained service delivery</li> <li>We work to support citizens practice sustained appropriate hygiene behaviours</li> </ul>

## Appendix 2: Log Frame

## **Appendix 3: Risk Management Plan**