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# WATER FOR AFRICA THROUGH LEADERSHIP AND INSTITUTIONAL SUPPORT (WALIS)

QUARTERLY REPORT: 1 OCTOBER – 31 DECEMBER, 2015

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# WATER FOR AFRICA THROUGH LEADERSHIP AND INSTITUTIONAL SUPPORT (WALIS)

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# ACRONYMS & ABBREVIATIONS

AFR/SD	USAID Bureau for Africa – Sustainable Development
AfWA	Africa Water Association
AMCOW	African Ministers’ Council on Water
ANEW	African Civil Society Network on Water and Sanitation
APS	Annual Program Statement
CLTS	Community Led Total Sanitation
COP	Chief of Party
COR	Contracting Officer’s Representative
FABRI	USAID-funded Further Advancing the Blue Revolution Project
FOM	Field Operations Manual
GM	Grants Manual
IDIQ	Indefinite Duration Indefinite Quantity
IR	Intermediate Result
JSR	Joint Sector Review
KM	Knowledge Management
M&E	Monitoring and Evaluation
PMP	Performance Monitoring Plan
PSOA	Project Schedule of Authorities
PSU	Project Support Unit
RF	Results Framework
RFTOP	Request for Task Order Proposal
SOW	Scope of Work
STTA	Short term technical assistance
TAMIS	Technical and Administrative Management Information System
TRG	Training Resources Group, Inc.
USAID	United States Agency for International Development
WADI	USAID’s Water and Development IDIQ
WALIS	Water for Africa through Leadership and Institutional Support
WASH	Water, Sanitation and Hygiene
WP	Work Plan

# WALIS PROGRAM BACKGROUND

Water for Africa through Leadership and Institutional Support (WALIS) reflects the U.S. Agency for International Development (USAID)'s latest thinking on achieving transformative improvements in access to clean water and improved sanitation. The program runs from September 25, 2015 to September 24, 2020. WALIS is being implemented by DAI with support from the Training Resources Group (TRG), The Cloudburst Group, and Taoti Creative.

This new five year initiative, awarded under the Water and Development IDIQ (WADI) contract, aims to bolster the ability of African leaders, donors and stakeholders to use existing data and analyses to shape water, sanitation and hygiene (WASH) strategies, program plans, and budgets.

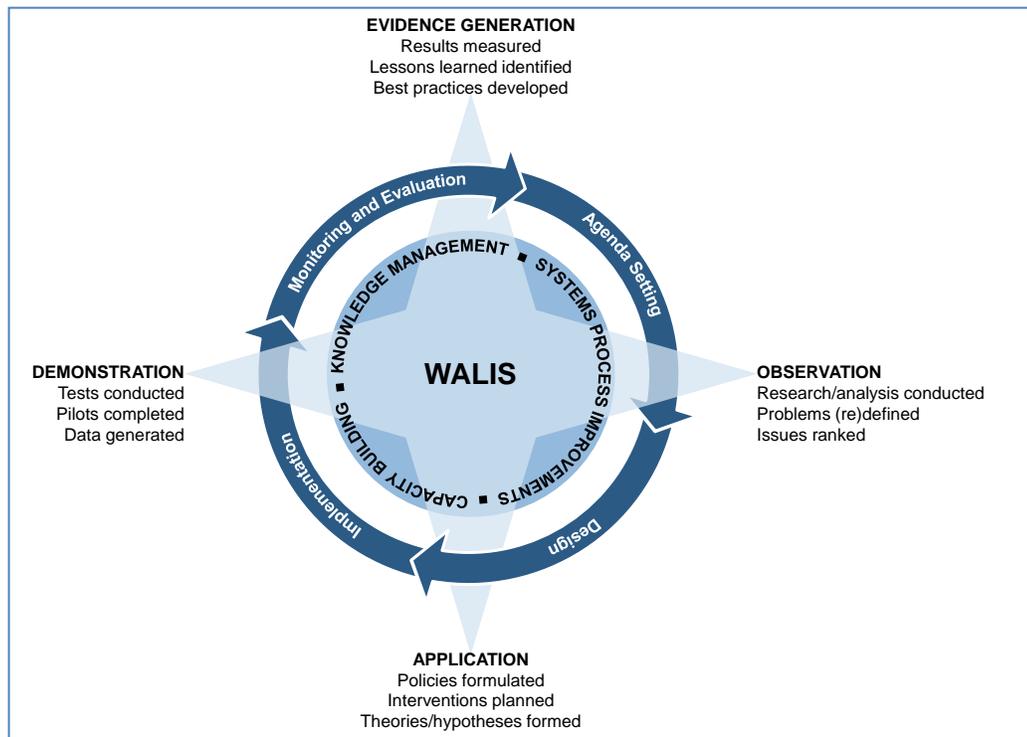
The objective of WALIS is to improve the capacity of national water sectors to implement national policies, strategies, and plans that will deliver sustainable WASH services consistent with the Sustainable Development Goals (SDGs). WALIS will accomplish this through work across four core tasks including:

- Task 1: Developing, monitoring and analyzing sound sector data;
- Task 2: Engaging in targeted research and pilot activities around identified sector constraints;
- Task 3: Strengthening country systems to develop informed policy and engage in sector planning toward sustainable WASH services; and
- Task 4: Increasing the capacity required to support improved collection and use of sector knowledge.

DAI is working with the Africa Bureau's Office of Sustainable Development (AFR/SD) to make WALIS a flexible support platform that fosters and promotes a culture of inquiry among African regional and national WASH partners and strengthens WASH programs and programming. WALIS will work in selected Tier 1 and Tier 2 countries that include 15 countries in Africa USAID has prioritized for investments in WASH and agricultural water management. Currently, five countries (Ethiopia, Ghana, Kenya, Senegal and Tanzania) have either just launched, or are about to launch, significant new WASH projects, and another four countries (Malawi, Nigeria, Rwanda and Uganda) are developing new WASH projects.

## WALIS STRATEGIC APPROACH

WALIS will address challenges in the WASH sector by cultivating and reinforcing a culture of inquiry based on the scientific method (see Figure 1).



**FIGURE 1: WALIS APPROACH TO BUILDING A CULTURE OF INQUIRY**

The scientific method offers an ongoing process – observation, design, testing and evidence-generation - that lends itself to refinement of policies and the generation of tested approaches that can be scaled up for impact. It begins with observations to shape approaches and hypotheses, which are then tested through pilot initiatives. The analysis of these tests/pilots leads to more observations and evidence that in turn, contributes to the further refinement of policies, strategies and plans, in an iterative process.

By strengthening the capacity of African regional organizations and their country members to monitor, evaluate and apply knowledge and data when developing strategies and making programming decisions, WALIS will reinforce a culture of inquiry that delivers improved access to clean water and sanitation.

## WALIS THEORY OF CHANGE AND RESULTS FRAMEWORK

As indicated in the Performance Monitoring Plan (PMP) WALIS has adapted the original Approach and Causal Model for the Implementation of WALIS (submitted in DAI's response to WALIS RFTOP No. AFR-15-000022 and included in Annex I) to a Results Framework (RF) to provide a depiction of the

WALIS Theory of Change and the linkages between outputs, outcomes at the intermediate result (IR) level, and the overall project objective. By converting the Approach and Causal Model to a project level Results Framework, it is easier to understand and evaluate the program's theory of change through an illustration of the hierarchy of results necessary to achieve the project objective.

The WALIS Results Framework is presented in Annex A. The three project IRs were formulated based on the Approach and Causal Model for the Implementation of WALIS, the AFR/SD WASH Results Framework provided by USAID, a close consideration of the WALIS Strategic Approach, and the November 2015 WALIS Kickoff Workshop with USAID staff and the WALIS team. The three IRs include:

- IR1: Strengthened capacity of national and regional institutions to collect and utilize sound sector data.
- IR2: Creation and dissemination of sound sector data and analyses surrounding WASH processes and innovations.
- IR3: Increased levels of coordination, communication, and knowledge sharing among national and regional institutions and development partners within the African WASH sector.

Under each of the IRs, the potential outputs for WALIS were designed using the language of the four core task areas and illustrative activities covered within the WALIS SOW. Moving forward, the IRs and outputs will be reviewed and adapted as the Project's activities and thematic focus are further defined in the initial months of implementation.

# EXECUTIVE SUMMARY

This document presents results from the first project quarter: the period from October 1st to December 31<sup>st</sup>, 2015.

## KEY ACCOMPLISHMENTS

During the first project quarter the WALIS team focused on discussion with USAID's AFR/SD and Water teams, USAID field Missions in Africa, donors and African regional partners to develop and further define work plan activities, prioritize the countries to work in, recruit team members, and establish operations and management systems. The following are the WALIS accomplishments in reporting quarter:

1. Developed and received USAID approval for the WALIS Work Plan (WP) for 6 months.
2. Developed and received USAID approval for the WALIS Performance Management Plan (PMP).
3. Developed and received USAID approval for the WALIS Grants Manual (GM).
4. Developed WALIS Field Operations Manual (FOM).
5. Developed WALIS Project Schedule of Authorities (PSOA).
6. Developed WALIS Technical and Administrative Management Information System (TAMIS).
7. Hired all long term and short term personnel.
8. Executed subcontracts with program partners: Training Recourses Group (TRG), The Cloudburst Group, and Taoti Creative.
9. Organized a WALIS Kickoff Workshop with USAID colleagues and the WALIS team on November 19, 2015.
10. Developed and carried out a survey targeting USAID colleagues in regional and country missions to inform the WALIS Africa Roadshow planning.

## UPCOMING ACTIVITIES

1. Develop and carry out a survey targeting potential partners to inform WALIS Africa Roadshow planning.
2. Prepare and carry out WALIS Africa Roadshow in February, 2016 to secure partner engagement and prioritize thematic areas and activities that WALIS can support and inform the development of the next 6-month Work Plan.
3. Participate in the AfWA Congress to be held in Nairobi, Kenya, from February 22-25<sup>th</sup>, 2016.
4. Develop a second 6-month Work Plan in consultation with USAID AFR/SD colleagues based on Roadshow outcomes.
5. Update WALIS PMP in consultation with USAID AFR/SD colleagues.

# WORK PLAN PROGRESS

Summary of work plan schedule and activity progress is presented in Table 1 below.

**TABLE 1. WORK PLAN SCHEDULE AND PROGRESS IN FIRST PROJECT QUARTER**

Task	WALIS Lead Staff Member	2015		
		Oct	Nov	Dec
<b>Start-Up/Administrative Activities</b>				
Meet with USAID TO COR and CO to review WALIS contract	COP and PM	◆		
Submit 30 day Action Plan	PM			
Recruit and mobilize WALIS Long Term US-based Team	WALIS team and PM			
Recruit and mobilize Sr. Program Director (SPD) based in Africa	COP and the WALIS team			
Procure office equipment and install TAMIS	DAI Home Office			
Organize/hold kickoff meeting with USAID Staff and WALIS team	COP and the WALIS team		◆	
Draft WALIS information materials for USAID review	WALIS team			
Submit Grants Manual to USAID for approval	COP and the WALIS team	▲		
<b>Reports/Deliverables</b>				
Weekly check-in with COR and/or weekly email updates	COP and the WALIS team	▲	▲	▲
Submit first annual work plan (due 30 days following Award)	COP	▲		
Submit PMP (due 60 days following Award)	COP		▲	
Monthly meeting with COR/implementation and financial reports	COP and SOM	◆	◆	◆

<p>■ = Ongoing Activity, 1<sup>st</sup> Project Quarter, 2015</p> <p>▲ = Deliverable</p> <p>◆ = Key Meeting</p>	<p><b>COP</b> = Chief of Party</p> <p><b>PM</b> = Home Office Program Manager</p> <p><b>SOM</b> = Sr. Operations Manager</p> <p><b>TAM</b> = Technical Activity Manager</p>
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## TECHNICAL ACTIVITIES

Table 2 presents the progress of proposed work plan activities implemented by the WALIS team in the first project quarter to prioritize countries and thematic areas, reach out to stakeholders, and secure their engagement:

**TABLE 2. PROPOSED ACTIVITIES TO SECURE PARTNER ENGAGEMENT AND PRIORITIZE THEMATIC AREAS ON A DEMAND-DRIVEN BASIS FOR FIRST PROJECT QUARTER.**

Illustrative Activities	Status	Start/End Date	Status
Developing WALIS marketing and informational materials	Design	Nov-Dec 2015	Ongoing
USAID kickoff workshop	Design	Nov 2015	Completed
Participation in key water sector events in Africa	Design	Dec 2015-Mar 2016	Ongoing
USAID survey	Design	Dec 2015	Completed

### WALIS MARKETING AND INFORMATIONAL MATERIAL

WALIS developed a one-page WALIS factsheet presenting information on project background, tasks, WALIS partners and contact information. The WALIS team will continue working with DAI's marketing and publications department to produce other informational material tailored to different target groups about WALIS's goals and range of services.

### KICKOFF WORKSHOP

As indicated in the work plan to prioritize countries and thematic areas of support WALIS will reach out to stakeholders in the US, Europe and Sub-Saharan Africa to secure their engagement. In consultation with the USAID COR and Water Advisor, WALIS organized a one-day kickoff workshop on November 19<sup>th</sup> with colleagues from USAID AFR/SD, USAID Water Office, USAID Global Health, Sanitation, and WALIS partners (TRG, The Cloudburst Group, and Taoti Creative). The objective of the workshop was to introduce the WALIS project team to USAID colleagues, identify opportunities for potential collaboration and discuss service gaps WALIS can address. The WALIS team will use summary of suggestions for discussions with partners during the Roadshow.



### USAID MISSION SURVEY

WALIS developed a brief survey questionnaire introducing the project to about twenty USAID colleagues in regional and country Missions soliciting feedback on potential areas of collaboration and identifying

USAID, donor and national partners WALIS can work with. The WALIS project received ten responses and shared them with the USAID COR and Water Advisor. Survey feedback shows great interest in WALIS services. The feedback is being used to inform the WALIS Africa roadshow planning scheduled for February 2016. The WALIS roadshow will provide the opportunity for the team to interview regional and host country partners in Europe, West and East Africa to identify areas where WALIS can provide support that leads to better use of data and information in shaping policies, program plans and actions that deliver results.

Below are the questions included in survey:

1. What are the possible activity types where WALIS support may be needed? (Please check all that apply).
2. Who are the key regional institutions that WALIS should include in its stakeholder outreach? This can include institutions that directly link to the activities you listed above, or additional institutions that should be considered for collaboration and/or support.
3. Who are the key national institutions in your country that WALIS could include in its stakeholder outreach? Please provide the institution's name, a point of contact (POC) name, and the email or phone number for the POC.

## **PROGRAM ADMINISTRATION**

### **PERSONNEL**

During the first project quarter DAI recruited and mobilized the WALIS Project support unit (PSU) members comprising: Richard Pollard (Chief of Party), Anahit Gevorgyan (Activity Manager/Grants Manager), and Rachel Tkachuk (Senior Operations Manager). The WALIS PSU team oversees technical, financial and administrative tasks and liaises with subcontractors to align short-term technical assistance resources and networks with project needs. Chief of Party Richard Pollard will be the primary point of contact with the COR for all WALIS-related communication and relations, and will lead relationships with our subcontractors and with regional/national implementing partners across Africa. The team is supported by Piers Cross (Senior Program Implementation Advisor, based in Johannesburg), Ben Mann (WASH Technical Advisor), and Sofia Scott (Program Assistant). The regional presence of the Senior Program Implementation Advisor will allow WALIS to improve communication with and visibility among local partners, increase responsiveness, and assist with tracking implementation progress and country and Mission-specific needs.

### **HOME OFFICE SUPPORT**

A DAI home office project management unit, consisting of a project team director, project manager, and project associate provides financial, operational, and contractual guidance, and serves as the primary point of contact linking WALIS staff members to the contracts, finance, procurement, IT, and human resources departments. WALIS has a dedicated in-house TAMIS specialist for customizing the TAMIS for program administration. WALIS will also receive support from home office recruiters who will utilize DAI's recruitment management database for the rapid identification, vetting, and mobilization of short-term technical assistance.

## **PARTNERS**

DAI executed subcontracts with Training Resources Group (TRG), The Cloudburst Group, and Taoti Creative. All small businesses with extensive prior experience engaging with USAID, they bring particular expertise in capacity building, M&E, and knowledge management, respectively. TRG provided a facilitator for the program kickoff meeting held on November 19<sup>th</sup>. Colleagues with The Cloudburst Group in consultation with USAID AFR/SD and the Chief of Party developed the initial WALIS PMP.

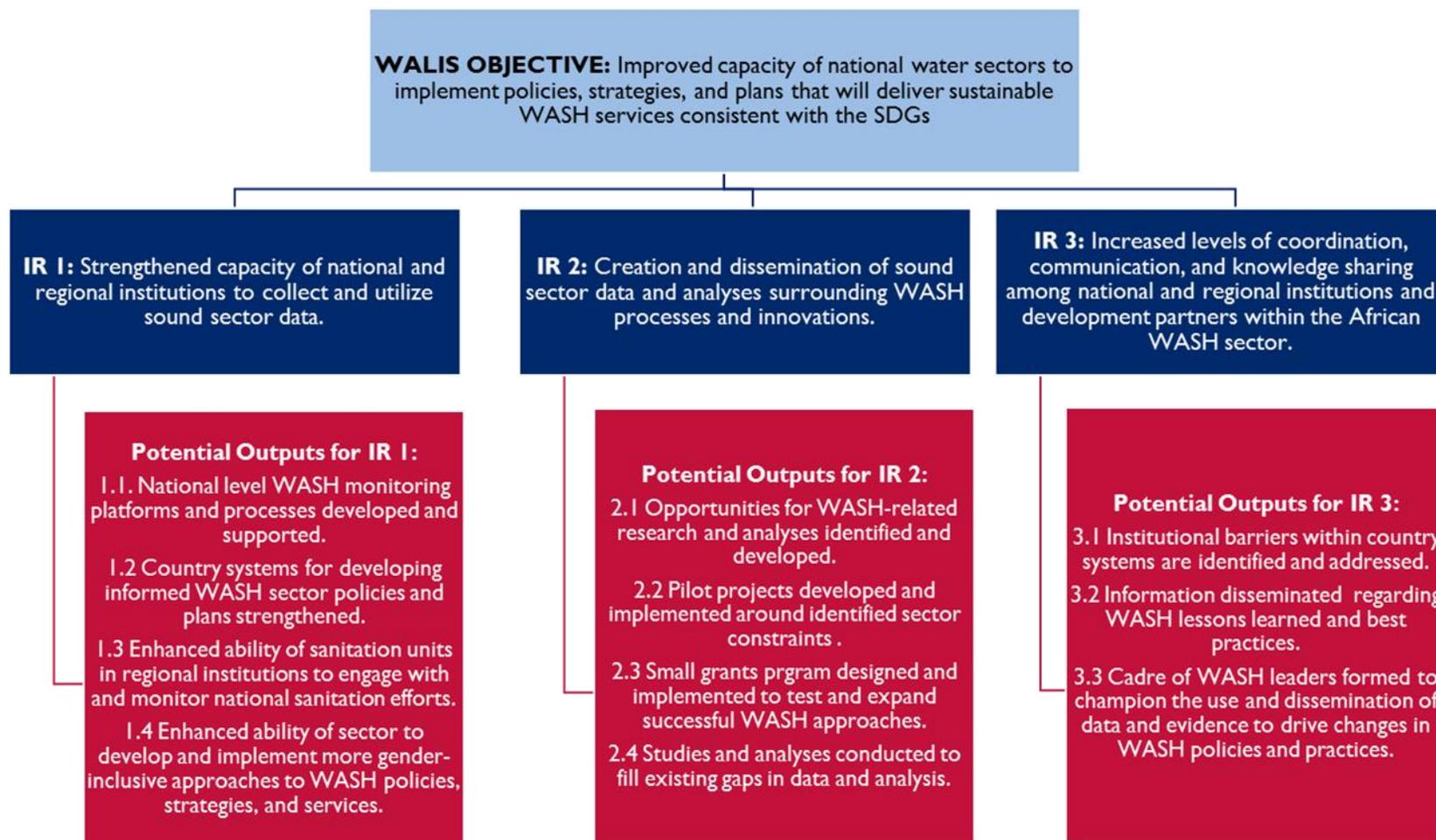
## **OPERATIONS, SYSTEMS AND DELIVERABLES**

During the first project quarter, DAI focused on establishing operating systems for the WALIS team. We developed and received USAID approvals for the six-month Work Plan, the Grants Manual, Performance Monitoring Plan, Field Operations Manual and customized “Technical and Administrative Management Information System” or TAMIS for WALIS. TAMIS is a secure database that is customized to meet each project’s and client’s needs while enforcing common compliance and management standards, it serves as a workflow management and reporting tool that integrates activity management, project administration, impact and performance monitoring, and streamlines subcontract and grant management along with other management tasks.

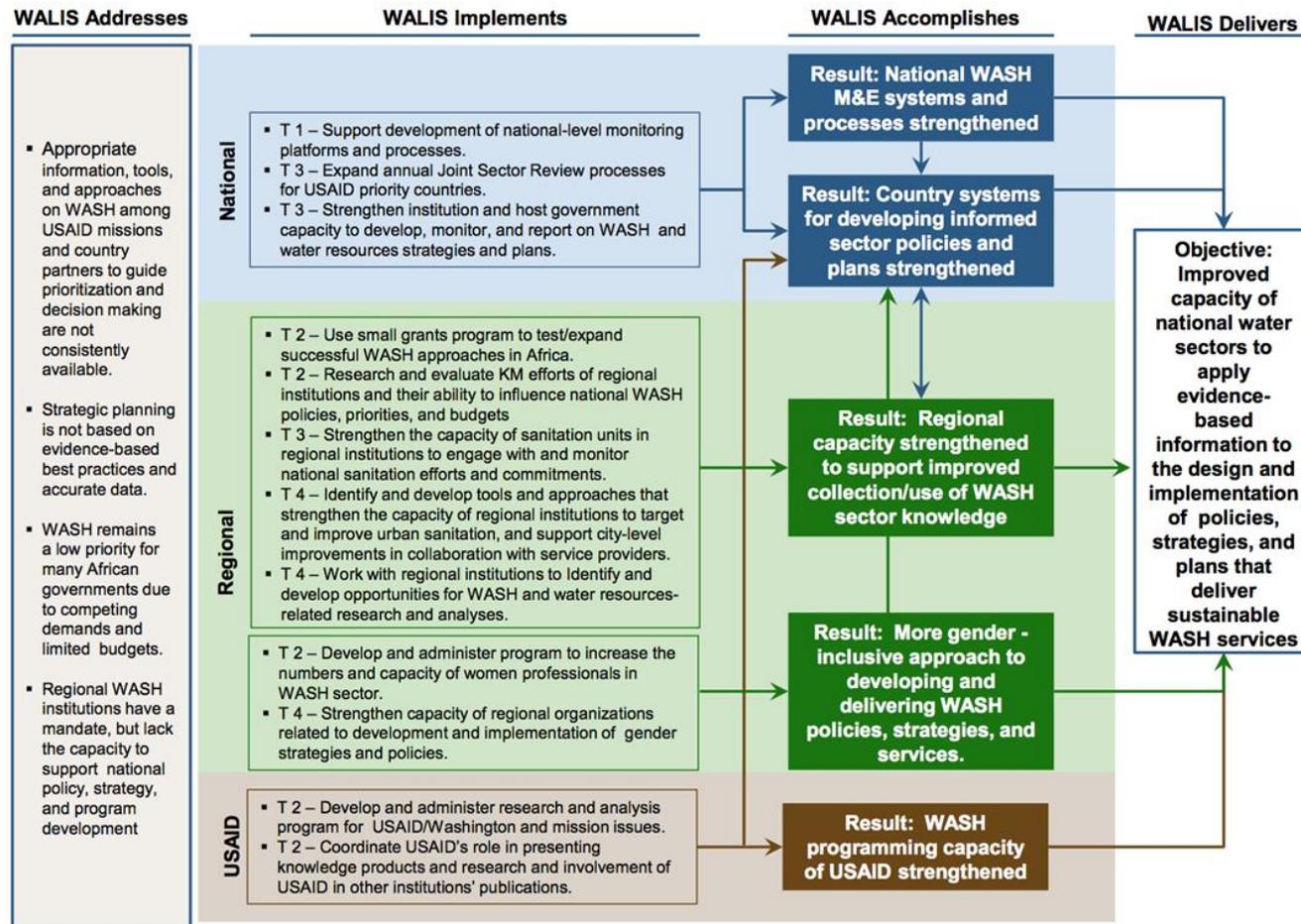
## **FINANCIAL ACCRUALS AND PROJECTIONS**

Financial accruals and projections by line items for current and next reporting period are presented separately.

# ANNEX A. WALIS RESULTS FRAMEWORK



# ANNEX B. APPROACH AND CAUSAL MODEL FOR THE IMPLEMENTATION OF WALIS



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